Office for the Coordination of Humanitarian Affairs

UNITED NATIONS DISASTER ASSESSMENT AND COORDINATION

UNDAC Handbook



8th Edition — Short Version 2025

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PREFACE

PREFACE

Foreword

Welcome to the short version of the United Nations Disaster Assessment and Coordination (UNDAC) Handbook (8th edition).

The UNDAC Handbook has always been a dynamic reference tool, integrating operational guidance, checklists, and best practices with theoretical reference material. It ensures a link between operational practices and mandates, principles, core background documents, and academic research within disaster risk management and humanitarian action. Regular revisions have ensured its ongoing relevance and accuracy over the years.

In 2024, the UNDAC Handbook underwent its 8th revision and was first published online. This short version highlights key materials considered most crucial for conducting a generic UNDAC mission. The short version of the UNDAC Handbook is structured into three main sections: pre-mission, during-mission, and post-mission. It is further organized around the four main functions of an On-Site Operations Coordination Centre (OSOCC), encompassing Management, Situation, Operations, and Support. It is designed to complement, not replace, the full version, serving as an concise reference guide. For the complete and extensive version of the UNDAC Handbook and additional resources, please visit the UNDAC website at undac.unocha.org and/or the UNDAC Toolbox.

How to contact OCHA's Emergency Response Section (ERS)

In emergencies, when an UNDAC team is mobilized by OCHA ERS, OCHA ERS' emergency number is as follows. This number is normally manned 24/7 by the Duty Officer of OCHA ERS and will be transferred to the UNDAC Mission Focal Point in case of an UNDAC mobilization.

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Acknowledgments

This 8th edition of the UNDAC Handbook builds on previous editions and captures 30 years of mission experiences, collective action and contributions by humanitarians and disaster managers from around the world. OCHA expresses gratitude for the invaluable support provided to the UNDAC system over the years and wishes to extend special recognition to the individuals listed in the extensive online version (available at undac.unocha.org) for their contributions to this 8th edition of the UNDAC Handbook.

Acronyms

The following table lists some of the most commonly used acronyms associated with UNDAC missions. In the short version of the UNDAC Handbook, acronyms will not be spelled out the first time they are used – readers are asked to check this list of acronyms instead.

Acronym	Full name
3W	Who is doing What and Where (information product)
A&A	Assessment and Analysis
AAP	Accountability to Affected People
AAR	After Action Review
ACAPS	Assessment Capacities Project
АНА	ASEAN Coordinating Centre for Humanitarian Assistance
ASC	Area Security Coordinator (UNDSS)
ASEAN	Association of Southeast Asian Nations
ASG	Assistant Secretary-General
ASR	Assessment, Search and Rescue (Levels)
AST	Americas Support Team
AAWG	Assessment and Analysis Working Group
ВоО	Base of Operations

Acronym	Full name
CADRI	Capacity for Disaster Reduction Initiative
CAP	Consolidated Appeals Process
CARICOM	Caribbean Community
СВі	Connecting Business initiative
CBPFs	Country-Based Pooled Funds
СССМ	Camp Coordination and Camp Management
CDEMA	Caribbean Disaster Emergency Management Agency
CERF	Central Emergency Response Fund
СНАР	Common Humanitarian Action Plan
CHS	Core Humanitarian Standards on Quality and Accountability
CLA	Cluster Lead Agency
CMCoord	Civil-Military Coordination
СМОС	Civil-Military Operations Centre
CODs	Common Operational Datasets
Covid-19	Coronavirus disease
CSA/SA	Chief Security Advisor/Security Advisor (UNDSS)
CS0	Civil society Organizations

Acronym	Full name
СТР	Cash Transfer Programmes/Programming
DACC	Damage Assessment and Coordination Centre
DART	Disaster Assistance Response Team (USA)
DEMA	Danish Emergency Management Agency (Denmark)
DHN	Digital Humanitarian Network
DHS	Demographic and Health Surveys
DO	Designated Official (for United Nations security in-country)
DSA	Daily Subsistence Allowance
DSB	Directorate for Civil Protection (Norway)
DSRSG	Deputy Special Representative of the Secretary General
DVI	Disaster Victim Identification
DWM	Disaster Waste Management
ECCAS	Economic Community of Central African States
ЕСНО	Directorate-General for European Civil Protection and Humanitarian Aid Operations
ECOWAS	Economic Community of West African States
EE	Environmental Emergencies

Acronym	Full name
EER	Environmental Emergencies Roster (UN Environment/OCHA)
EMT/I-EMT	Emergency Medical Team/International Emergency Medical Team
EMTCC	Emergency Medical Team Coordination Cell
EoC	Emergency Operations Centre
ERAT	Emergency Response and Assessment Team (ASEAN)
ERC	United Nations Emergency Relief Coordinator
ERCC	Emergency Response Coordination Centre (ECHO)
ERP	Emergency Response Preparedness
ERS	Emergency Response Section (OCHA)
ERU	Emergency Response Unit (IFRC)
ETC	Emergency Telecommunications Cluster
EU	European Union
EUCPT	European Union Civil Protection Team (ECHO)
EWS	Early Warning System
FA	Flash Appeal
FACT	Field Assessment and Coordination Team (IFRC)
FAO	Food and Agricultural Organization (UN)

Acronym	Full name
FCD0	Foreign, Commonwealth and Development Office (United Kingdom)
FEAT	Flash Environmental Assessment Tool
FIS	Field Information Services (Section) (OCHA)
FMA	Foreign Military Assets
FRF	Fuel Relief Fund
FSC	Food Security Cluster
FSC0	Field Security Coordination Officer (UNDSS)
GA	United Nations General Assembly
GBV	Gender-based violence
GCER	Global Cluster for Early Recovery
GCLA	Global Logistics Cluster Lead Agency
GDACS	Global Disaster Alert and Coordination System
GIS	Geospatial Information Services
GLC	Global Logistics Cluster
GPS	Global Positioning System
НАТ	Humanitarian Advisory Team

Acronym	Full name
HAZMAT	Hazardous materials
НС	Humanitarian Coordinator
нст	Humanitarian Country Team
HDX	Humanitarian Data Exchange
HEAT	Hostile Environment Awareness Training
HEOC	Health Emergency Operations Centre
НІ	Humanity & Inclusion (previously Handicap International)
HNO	Humanitarian Needs Overview
HNPW	Humanitarian Networks and Partnerships Weeks
HNRP	Humanitarian Needs and Response Plan
Но0	Head of Office
HPC	Humanitarian Programme Cycle
HR.info	www.humanitarianresponse.info
HRP	Humanitarian Response Plan
HuMOCC	Humanitarian-Military Operational Coordination Concept
IASC	Inter-Agency Standing Committee
ICC(G)	Inter-Cluster Coordination (Group)

Acronym	Full name
ICRC	International Committee of the Red Cross
ICT	Information and Communications Technology
ICVA	International Council of Voluntary Agencies
IDP	Internally Displaced Person
IEC/IER	INSARAG External Classification/Reclassification
IFRC	International Federation of Red Cross and Red Crescent Societies
IHL	International Humanitarian Law
IHP	International Humanitarian Partnership
IHRL	International Human Rights Law
IM	Information Management
IMF	International Monetary Fund
IMO	Information Management Officer (OCHA)
IMWG	Information Management Working Group
INSARAG	International Search and Rescue Advisory Group
ЮМ	International Organization for Migration
ISCG	Inter-Sector Coordination Group
JEU	UN Environment/OCHA Joint Unit

Acronym	Full name
JRC	Joint Research Centre (European Commission)
L/NAs	Local and National Actors
LCA	Logistics Capacity Assessment (Logistics Cluster)
LEMA	Local Emergency Management Authority
LGBTI+	Lesbian, gay, bisexual, transgender and intersex
LO	Liaison Officer
LOG	Logistics Operational Guide (Logistics Cluster)
LRT	Logistics Response Team (WFP)
MCDA	Military Civil Defence Assets
MDS	EMT Minimum Dataset
MFP	UNDAC Mission Focal Point
MICS	Multiple Indicator Cluster Surveys
MIRA	Multi-Cluster/Sector Initial Rapid Assessment
МоН	Ministry of Health
MoU	Memorandum of Understanding
MPC	Multi-Purpose Cash
MSB	Swedish Civil Contingencies Agency

Acronym	Full name
MSF	Médecins Sans Frontières
N-EMT	National Emergency Medical Team
NARAS	Needs and Response Analysis Section (OCHA)
NDMA	National Disaster Management Authority
NEMA	National Emergency Management Authority
NFI	Non-Food Items
NGO	Non-Governmental Organization
ОСНА	United Nations Office for the Coordination of Humanitarian Affairs
OFDA	Office of Foreign Disaster Assistance (USA)
OHCHR	United Nations High Commissioner for Human Rights
OISS	OSOCC Information Support Staff
OPD	Organizations of Persons with Disabilities
OSOCC	On-Site Operations Coordination Centre
P-codes	Place-codes
PHT	Pacific Humanitarian Team
PIO	Public Information Officer (OCHA)

Acronym	Full name
PoA	Plan of Action
PSEA	Protection from Sexual Exploitation and Abuse
PSEAH	Protection from Sexual Exploitation and Abuse and Sexual Harassment
RC	United Nations Resident Coordinator
RCO	Resident Coordinator's Office
RDC	Reception & Departure Centre
REDLAC	Risk, Emergency and Disaster Network for Latin America and the Caribbean
RFA	Request for Assistance (CMCoord)
ROAP	Regional Office for Asia and the Pacific (OCHA)
ROLAC	Regional Office for Latin American and the Caribbean (OCHA)
ROMENA	Regional Office for Middle East and North Africa (OCHA)
ROSEA	Regional Office for Southern and Eastern Africa (OCHA)
ROWCA	Regional Office for West and Central Africa (OCHA)
RSB	Response Support Branch (OCHA)
SA	see CSA

Acronym	Full name		
SAARC	South Asian Association for Regional Cooperation		
SADC	South African Development Community		
SADD	Sex-, Age- and Disability-disaggregated Data		
SCC	Sector Coordination Cell		
SDR	Secondary Data Review		
SEA	Sexual Exploitation and Abuse		
SMCS	Satellite Mapping and Coordination System (GDACS)		
SMT	Security Management Team (United Nations in-country)		
SOGIESC	People who have diverse "sexual orientation, gender identity, gender expression and sex characteristics."		
SOPs	Standard Operating Procedures		
SRSG	Special Representative of the Secretary-General		
SSAFE	Safe and Secure Approaches in Field Environment (training course)		
ToR	Terms of Reference		
TSF	Télécoms Sans Frontières		
UCC	USAR Coordination Cell		
UCPM	European Union Civil Protection Mechanism (ECHO)		

Acronym	Full name	
UMS	UNDAC Mission Software	
UN SPM	Security Policy Manual (UNDSS) (UN)	
UNCT	United Nations Country Team	
UNDAC	United Nations Disaster Assessment and Coordination (OCHA)	
UNDMT	United Nations Disaster Management Team	
UNDP	United Nations Development Programme	
UNDS	United Nations Development System	
UNDSS	United Nations Department of Safety and Security	
UNEP	United Nations Environment Programme	
UNFPA	United Nations Population Fund	
UNHAS United Nations Humanitarian Air Service		
UNHCR	Office of the United Nations High Commissioner for Refugees	
UNICEF	United Nations Children's Fund	
UNITAR	OG United Nations Office in Geneva	
UNOG		
UNOSAT		
UNSDCF	UN Sustainable Development Cooperation Framework	

Acronym	Full name	
UNSM	UN Security Management System	
USAID	United States Agency for International Development	
USAR	Urban Search and Rescue	
USG	Under-Secretary-General	
VOSOCC/VO	Virtual OSOCC	
WASH	Water, Sanitation and Hygiene	
WFP	World Food Programme	
WHO	World Humanitarian Summit Women-Led Organization	
WHS		
WLO		
WRO		

Note that acronyms which are specific to a particular organization (e.g., regional organizations) or field (e.g., first aid, telecommunications) and which appear only once or twice in the same section are not included in the acronym list and/or are spelled out in full each time in the text.





A. THE INTERNATIONAL EMERGENCY ENVIRONMENT

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A. THE INTERNATIONAL EMERGENCY ENVIRONMENT

A.1 Key principles of international emergency response

GA Resolution 46/182 (1991) is the foundation of the international humanitarian system as we know it today and recalls guiding principles for the Member States and the UN and reaffirms the importance of coordination mechanisms. The key elements are presented below:

Humanitarian principles

- » Humanity: Human suffering must be addressed wherever it is found. The purpose of humanitarian action is to protect life and health and ensure respect for human beings.
- » Impartiality: Humanitarian action must be carried out on the basis of need alone, giving priority to the most urgent cases of distress and making no distinctions on the basis of nationality, race, gender, religious belief, class or political opinions.
- » Neutrality: Humanitarian actors must not take sides in hostilities or engage in controversies of a political, racial, religious or ideological nature.
- » Independence: Humanitarian action must be autonomous from the political, economic, military or other objectives that any actor may hold with regard to areas where humanitarian action is being implemented.

Respect for sovereignty

- » Respect the sovereignty, territorial integrity, and national unity of affected countries, including national/regional/local law, policies, guidance and institutions.
- » Provide international assistance only with the consent of the affected country.

Primary role of affected country

- » Acknowledge the affected country's primary responsibility to protect citizens and individuals living in their territories.
- » Acknowledge the affected country's primary lead role in initiating, organizing, coordinating, and implementing humanitarian assistance within its territory.
- » Recognize the legitimacy of competing authorities and adapt coordination efforts accordingly in complex emergencies.
- » Facilitate the implementation of humanitarian assistance by intergovernmental and non-governmental organizations, especially in cases where the country lacks capacity.

UN leadership:

- » Acknowledge the UN's central and singular role in providing leadership and coordinating international efforts to support affected countries.
- » Ensure the respect of UN principles, the UN Charter, policies, guidance documents, standards and code of conduct.

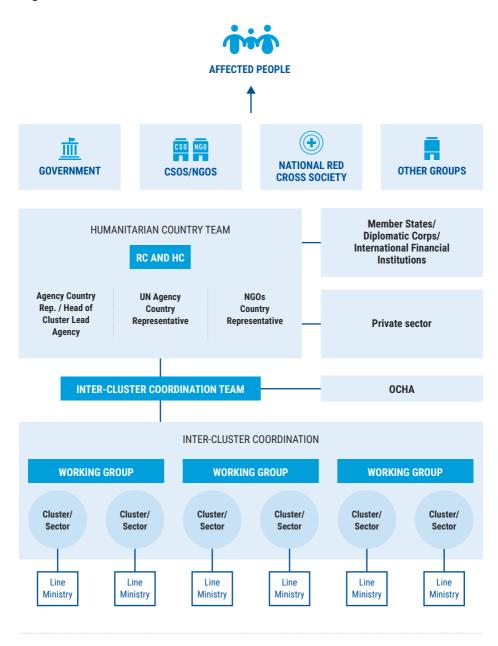
'Do no harm' principle

- » Prioritize minimizing harm that may inadvertently result from humanitarian action.
- » Strive to minimize negative impacts and maximize positive outcomes for affected populations.

A.2 Humanitarian coordination and the Cluster Approach

The humanitarian architecture typically includes one or more of the following components: the Humanitarian Country Team (HCT), Clusters or Government-led sectors, and the Inter-Cluster or Inter-Sector Coordination Group (ICCG/ISCG), see **Figure A.1** below.

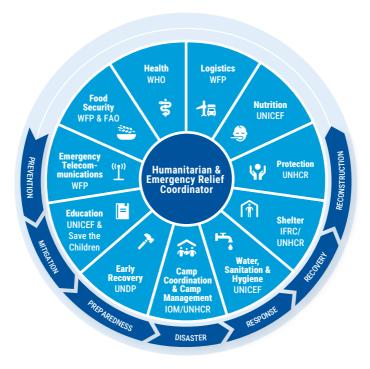
Figure A.1: National humanitarian coordination structure



Cluster Approach

The Cluster Approach, introduced by the Humanitarian Reform Agenda (2005), is to strengthen system-wide preparedness and technical capacity to respond, and to provide leadership and accountability. The Global Cluster Leads are designated by the IASC in eleven sectors of humanitarian activity, as can be seen in **Figure A.2**.

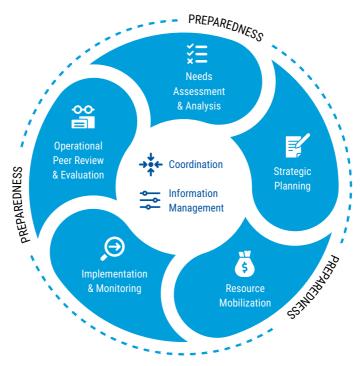
Figure A.2: Global clusters and their cluster leads



A.3 Humanitarian Programme Cycle (HPC)

The humanitarian programme cycle (HPC) is a coordinated series of actions undertaken to help planning, management, delivery, monitoring and reporting on the humanitarian response. It consists of five elements coordinated in a seamless manner, with one step logically building on the previous and leading to the next, see **Figure A.3**.

Figure A.3: Overview of the HPC



UNDAC support mainly targets the Needs Assessment and Analysis element of the HPC. The team further supports Strategic Planning, Resource Mobilization, and Implementation.



B. THE UNDAC CONCEPT

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B. THE UNDAC CONCEPT

B.1 UNDAC core activities during emergencies

- Support and facilitate government, RC/HC, and HCT coordination of international assistance.
- Coordinate national and international relief efforts through the establishment and management of OSOCC/Sub-OSOCC and RDC, facilitating international relief coordination, supporting USAR operations and EMT coordination, and creating or supporting platforms for cooperation, decision-making, and information management.
- Support the establishment of, or strengthen, the Government coordination structure for international coordination, both on a strategic level and at the site of the disaster.
- Assist in coordinated assessment efforts.
- Identify environmental risks and request specialized expertise/follow-up as necessary.
- Strengthen disaster management and humanitarian response activities by:
 - » Supporting national/local authorities in optimizing resources and prioritizing response activities.
 - » Establishing or reinforcing international humanitarian coordination platforms, applying standards, and providing guidance on coordination and financing mechanisms.
- Support reporting, public information, and information management.
- Manage safety and security concerns.
- Identify and address access challenges.
- Provide liaison functions, including NEMA, USAR, UN-CMCoord, EMTCC support.
- Manage technical support teams and ICT services.
- Administer UNDAC team operations, including handover and exit strategies.

 The UNDAC teams might operate on three levels as shown below in Figure B.1.

Figure B.1 Levels of leadership in humanitarian operations and UNDAC's role at each level

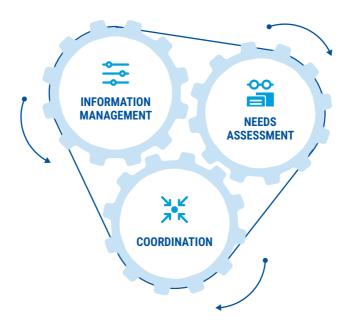
LEVEL	TOOL/FORUM	ROLE
Strategic National Authorities RC/HC & HCT Donors	Strategic decision forum Strategic response plan Funding/appeals	→ To advise
Programmatic National Emergency Management Authority Inter-Cluster Coordination Military	OSOCC Standard setting Technical guidance	 → To provide leadership → To advise through consultation
Operational Local Emergency Management Authority Clusters Technical groups	Operational planning Operational support	 → To provide leadership → To advise through consultation

B.2 UNDAC Standard Terms of Reference (ToR) and inter-agency collaboration

The mission objectives for each UNDAC deployment focus on on-site coordination, coordinated assessments and needs analysis, and information management. These objectives are jointly selected by OCHA ERS, the requesting Government, RC/HC, and/or OCHA country or regional office from the **12**

generic mission objectives below, focusing on the three key areas depicted in **Figure B.2**.

Figure B.2: The three key focus areas of UNDAC



Overall Objective 1: Establish a coordinated international response system in support of the Government of the affected country:

- Mission Objective 1: Support and coordinate the interventions of the Urban Search and Rescue (USAR) team.
- Mission Objective 2: Enable coordination meetings, shared functions and co-location of partner teams by establishing an accessible, functional operational centre (EOC/OSOCC) early in the response.

- Mission Objective 3: Facilitate liaison between international coordination decision-makers and the affected Government to share strategic priorities.
- Mission Objective 4: Provide context-specific coordination support to specialist international emergency coordination teams (e.g., EMT, UN-CMCoord, Environment).
- Mission Objective 5: Liaise with military actors to ensure military assets align with humanitarian objectives through briefings, dialogue and information exchange.
- Mission Objective 6: Ensure regular coordination meetings for HCT, non-HCT, and government humanitarian providers to promote collaboration, good practices, and standards (such as PSEA, gender mainstreaming and protection).
- Mission Objective 7: Facilitate the sustained functioning and continued relevance of the coordination system and mechanisms following the departure of the UNDAC team.
- Mission Objective 8: Support the localization of disaster management through regional UNDAC capacity and, if requested, strengthen the disaster management capacity of the LEMA/NEMA.
- Mission Objective 9: Manage the UNDAC team to perform effectively, flexibly and safely during the mission.

Overall Objective 2: Provide evidence-based situational analysis to inform strategic priorities:

- Mission Objective 10: Provide decision makers with evidence-based needs assessments and analysis to inform strategic priorities and contribute to appeals (Flash Appeal/CERF/HRP).
- Mission Objective 11: Establish information management systems and IT equipment for digital communication and collaboration.

Overall Objective 3: Deploy adaptable and multi-skilled teams:

 Mission Objective 12: Deploy a flexible assessment and coordination team to establish context-specific coordination and assessment services.

B.3 UNDAC methodology and cornerstones

The UNDAC methodology is built upon four 'cornerstones' (i.e., core values, humanitarian principles, disaster management and leadership) that underpin the UNDAC system and provide the foundation for how individual members and deployed teams approach UNDAC mission objectives.

Figure B.3: The UNDAC cornerstones

CORE VALUES

Equal, Committed, Competent, Flexible, Receptive, Inclusive, Operational, and Supportive.

HUMANITARIAN PRINCIPLES

The principles of humanity, neutrality, impartiality, and independence are fundamental to the UNDAC system.

DISASTER MANAGEMENT

Rooted in disaster management, and part of humanitarian coordination, bridging these approaches.



LEADERSHIP

UNDAC is a system for supporting/providing leadership at programmatic and operational levels while supporting leadership at a strategic level.

B.4 UNDAC team functions

Team Leader

- Plan of Action, mission objectives and operational updates.
- Direct link/liaison with RC/HC, HCT, Government, partners, clusters, OCHA regional office and/or headquarters.
- Strategic planning/direction.
- Ensure cohesion/connectivity within the team.
- Sign-off on external reporting.
- Focal point for security matters.
- Focal point for general team matters.
- Media policy approval.
- Safety and security management.

Deputy Team Leader

- Daily management of team/mission, OSOCC management.
- Stand in for Team Leader when necessary and fulfil Team Leader's functions.
- Assign/track physical locations of team members.
- Liaison with operational sub-teams.
- Safety and security planning for the team.
- Manage team handover/exit strategy to subsequent teams, national authorities, OCHA, etc.
- UNDAC Mission Platform workspace.
- Oversee reporting and information management.
- Internal communication.
- · Media policy implementation.

Team Support and Logistics Management

- Coordination of internal logistics.
- · Logistical support to inter-agency missions.
- Management of team resources and technical support staff.
- Organisation of accommodation, transport, local support, translators, etc.
- Establish/enforce filing system.
- Finance management.

Information Management

- Management of internal information flow.
- UNDAC Mission Platform workspace.
 - Information on web-platforms, etc.
- Mapping.
- Information management products (3W, contact list, etc.).

Reporting

- Reporting, media and public information.
- Media policy advice/development.
- Support humanitarian financing (Flash Appeal, CERF, Financial Tracking System).

Disaster Management and Coordination

- Advise Team Leader and works with concerned authorities and disaster management partners, including:
 - » Optimising use of available resources and prioritising response activities,
 - » Coordination of international teams,
 - » Support to coordination of needs assessment,
 - » Reporting and information management including with affected communities and authorities,
 - » Input on safety and security management,
 - » Liaison, including creating the link between civil, protection and UN/international response mechanisms,
 - Management of UNDAC support teams,
 - » Input to public information initiatives,
 - » Handover to longer term OCHA team/exit strategy.

Humanitarian Response and Coordination

Advise Team Leader and works with concerned authorities and humanitarian partners, including:

- Coordination of humanitarian actors.
- Establishment of an accountable humanitarian framework, principles and standards in support of UN, Red Cross and Red Crescent Movement and NGOs providing protection and assistance activities.

- Advises on humanitarian sectors and clusters and on humanitarian financing mechanisms.
- Where several clusters or sectors are established, OCHA/ UNDAC should:
 - » Set up an Inter-Cluster Coordination Group (ICCG) at the earliest opportunity, if not already existing, and ensure that regular meetings are held.
 - » Facilitate meetings and instigate operationalisation of strategies/policies established in the HCT.
 - » Encourage collaboration, sharing of information and building trust, both with the cluster coordinators as well as amongst them.
 - » Support clusters in establishing regular cluster coordination, e.g., information management, facilitation of separate meetings, creating links with relevant national authorities, etc.
- Support to coordination of needs assessment.
- Reporting and information management, including with affected communities and authorities.
- Input on safety and security management.
- Assistance in (but not overall responsibility for) drafting of funding requests.
- Assistance in handover to longer term OCHA team/exit strategy.

Assessment and Analysis

- Coordinates the Assessment and Analysis Cell (by both field-based and remote coordination).
- Coordinate and prioritises assessment and analysis activities in a time-sensitive manner to inform the response.

- Advise Team Leader and works with concerned authorities, disaster management and humanitarian partners, including:
 - » Providing impact estimations, situational updates, briefing notes and situation analysis,
 - Providing expertise in assessment tools and methodologies and establishing an Assessment and Analysis Working Group (AAWG) if needed,
 - » Coordination of assessments and writing of assessment report(s),
 - » Presentations and feedback to key decision-makers including sector/cluster leads and operational agencies,
 - » Preparation of assessment information for public disclosure,
 - » Ensuring accountability for the correct use and dissemination of assessment information.

USAR coordination

Serve as UNDAC RDC/USAR Liaison Officer (LO), as spelled out in **Chapter G.10.1**, and in the INSARAG USAR Coordination (UC) Handbook, located at OSOCC or UCC depending on the scale and complexity of the USAR response. The roles of LO include:

- Establish relationships with USAR coordination, including UCC and RDC.
- Assist USAR operations by advocating with LEMA, UN agencies, as well as international NGOs.
- Provide strategic support to USAR operations, including transitioning from life-rescue activities.
- Support logistics and operations, especially in cases of conflict among USAR teams.
- Facilitate humanitarian data collection after the life-rescue phase when requested by the A&A Cell.

UN-CMCoord

- Establish information sharing with FMA, task division and coordinated operational planning.
- Establish common situational awareness.
- Ensure the appropriate use of domestic and foreign military assets.
- Support humanitarian priorities determined by humanitarian coordination mechanisms.
- Establish a request for assistance (RFA) mechanism.
- Document and report on the use of FMA.

Environmental emergencies

Coordinate the response to the environmental emergency, including:

- Identify possible impacts arising from damaged infrastructures such as industrial or chemical facilities suffering from fires, explosions, chemical leakages, etc.
- Identify possible impacts related to the physical environment, including landslides due to flooding or earthquakes, asbestos dust from damaged buildings, damaged dams at risk of breaking, avalanches, ash and lava from volcanoes, etc.
- Mobilise environmental subject matter expertise for further assessment of environmental impacts.

EMT coordination

- Link up with the WHO country office to know the status
 of the EMT Coordination Cell (EMTCC) activation or the
 level of preparedness for establishing a coordination
 mechanism for EMTs and ensure linkages.
- If EMT coordination is required and the team considers more support may be necessary, this can be raised with the WHO EMT Secretariat or through the UNDAC mission focal point in OCHA ERS.
- If requested by WHO, and in line with OCHA-WHO agreement, provide support to EMT coordination.

 Identify UNDAC EMTCC trained team member(s) to possibly support the activation and functioning of the EMTCC.

Safety and Security (S&S)

- Develop and maintain a basic safety and security plan and provide briefings to the UNDAC team.
- Serve as a focal point between the UNDAC team and the UN Department of Safety and Security (UNDSS) in the country.

Protection from Sexual Exploitation and Abuse (PSEA)

In support of the RC/HC, ensure that PSEA is mainstreamed and operationalised throughout relevant coordination structures, including the establishment of additional mechanisms as needed.

Gender

Ensure that gender concerns are mainstreamed and highlighted in relevant coordination structures, response planning and operations.

Accountability to Affected People

Ensure that AAP concerns are mainstreamed and highlighted in relevant coordination structures, response planning and operations.

Inclusion

Ensure that inclusion concerns are mainstreamed and highlighted in relevant coordination structures, response planning and operations.

Localization

Ensure that localization is mainstreamed and highlighted in relevant coordination structures, response planning and operations.

ACAPS

B.5 UNDAC Operational Partners

Support services play a crucial role in facilitating effective response efforts during UNDAC deployments. These services may be mobilized thanks to standing arrangements and through various channels, such as:

- Upon request of OCHA management.
- Upon request of the UNDAC Team Leader before departure and in cooperation with the mission focal point of OCHA ERS.
- Automatically (in situations where there is an obvious need for equipment and/or staff support to an UNDAC mission, such as earthquakes or other devastating sudden-onset disasters).

Independent and multisectoral data and analysis,

Operational Partners with expertise in **Assessment and Analysis** (A&A) include:

	 Tailored analytical products, Scenario-building workshops, Rapid analyses and IM support, Qualitative and quantitative analysis.
iMMAP Inc.	 Information management services for humanitarian/ development organizations and humanitarian clusters (Logistics, WASH, Health, Protection, Education, Nutrition, Camp Management, Protection, Food Security, Gender- Based Violence),
MapAction	Geospatial, mapping, and data expertise.
REACH - IMPACT INITIATIVES	 Activities within inter-agency coordination mechanisms, Large-scale assessments for aid planning and response, Deploys to sudden onset humanitarian crises, supporting evidence-based aid planning and delivery,

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Field assessments.

UNOSAT

- Mapping services and geospatial information products,
- Integrates field-collected data with remote sensing imagery and GIS data,
- 24/7 rapid mapping service for humanitarian crises,
- Automatic activation to assist UNDAC team members during deployment.

Operational Partners with expertise in **Information and communication technologies (ICT) and logistics** include:

Americas Support Team (AST)

- Provide support (expertise in ICT, logistics, field assessments, and information management) to UNDAC.
- Establish Reception & Departure Centre and OSOCC.

Atlas Logistique

- Handicap International (HI)

- Logistics & Infrastructure support, including coordination of logistics & infrastructures resources embedded into the UNDAC mission, through the management of OSOCC and Sub-OSOCCs.
- Operations coordination support, including support to the assessment activities, technical support to the NEMA's logistics operations and humanitarian partners' logistics planning.
- Logistics & Access assessment and analysis, including collection of information on logistics capacity and constraints, with a focus on access to hard-to-reach affected areas and communities (as part of the A&A Cell).

Cascos Blancos

ICT.

DHL Group

- On-site logistical support at airports to ensure successful processing and dispatch of relief supplies.
- On UNDAC missions, airport ground operations support and warehouse management.

Fuel Relief Fund (FRF)

- Identifies fuel requirements, types and sources.
- · Identifies transportation to meet fuel needs.

The International Humanitarian

- Information Management.
- ICT.

Partnership (IHP)

- Base camp management.
- Medical and assessment experts.

Télécoms Sans Frontières (TSF)

- Provides communications solutions to facilitate the assessment of the population's pending priority needs and efficient information management.
- Tend to be embedded as an IT support module who assess telecom needs of aid agencies and ensure internet connectivity for OSOCCs.



C. PRE-MISSION CHECKLIST

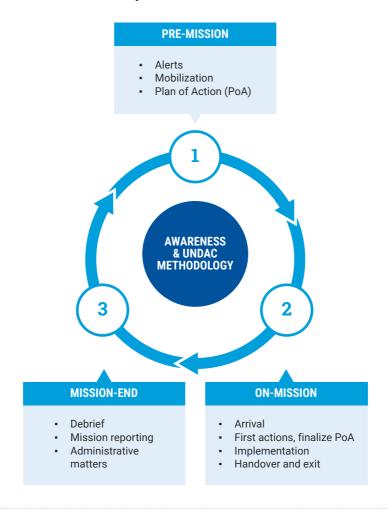
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C. PRE-MISSION CHECKLIST

An UNDAC mission normally follows a typical operational cycle, covering three interrelated phases of activity: pre-mission, on-mission and post-mission, as can be seen below in **Figure C.1**.

Figure C.1: UNDAC mission cycle overview



C.1. Alerts & mobilization

Mobilization follows a pre-set, three-stage process: M1 – Alert, M2 – Standby, M3a – Dispatch.

M1 -Alert

- Receive automated SMS and e-mail of alert (M1) via the VOSOCC.
- Check the dedicated VOSOCC page.
- Indicate your mission availability through the VOSOCC (contact details, closest airport, and earliest possible departure time), only after having confirmation from your deploying office/organization/entity.

M2 -Standby

- Once OCHA ERS has selected an UNDAC team, receive an automated SMS and e-mail standby message (M2), indicating the names of members selected for standby.
- If selected, receive an additional document containing information regarding the mission, including a form to be signed and returned to OCHA ERS.
- Prepare for departure.

M3a -Dispatch

- Once OCHA ERS issues the dispatch message (M3a), UNDAC members are considered to be (remotely) on mission and start working.
- Prepare travels to the area of operation or to a staging location (in case of any travel restrictions) as follows:
 - A. For national UNDAC Members: Travel itinerary and electronic ticket will be issued by OCHA ERS.
 - B. For OCHA staff and staff from other member and partner organizations: Take care of your own travel arrangements, in consultation with and support of OCHA ERS.

- Receive a travel attestation (in lieu of visa of host country and transit countries) from OCHA ERS and carry in hard copy.
- 4. As UNDAC Team Leader, receive documentation to facilitate equipment such as satellite telecommunications. Note, however, that this is not a substitute for a visa or other immigration/customs requirements in the destination country or in transit countries.
- OCHA ERS informs the RC/HC's office or the OCHA country/ regional office, if present, of the team's arrival.
- 6. Check with OCHA ERS for details on the team's arrival to the area of operation or to a staging location (e.g., visa arrangements with RC/HC office and the Government, including support letters for visas before/upon arrival and travel through transit countries; airport pickup, accommodation, etc.).
- Join team communication is set up through e-mail, Signal groups and the UNDAC Mission Workspace set up by OCHA ERS.
- Remind yourself of your insurance coverage, details available in the UNDAC Toolbox. The subsidiary insurance contracted by OCHA ERS covers:
 - » Emergency Number 24/7,
 - » Assistance and medical evacuation,
 - » Contingency planning, and
 - » Claim settlements, e.g., doctors, hospitalization, medicines, etc.
- Complete travel authorization requests with the United Nations Department of Safety and Security (UNDSS) and security clearance through TRIP (Travel Request Information Processing), both of which must be received by members before departure.

- 10. If OCHA staff, receive medical clearance before official travel. National UNDAC members have already signed health certification as part of their contract. Operational partners follow their own protocols.
- 11. Carry contact information of relevant focal points in OCHA ERS and at the destination.
- **12.** Depart on mission (to either area of operation or staging location).

Two other mobilization notifications exist that may sometimes be utilized:

M0 - Be Aware

- Informational message requiring no action.
- Intended to provide advance information or early warning of a possible emergency to UNDAC members without yet issuing an actual alert or requesting deployment.

M3b - Stand Down

Cancels a previously issued M1 or M2 if the situation no longer requires an UNDAC deployment.

OCHA ERS' emergency number during a mobilization is +41 22 917 1600. This number is normally manned 24/7 by the Duty Officer of OCHA ERS and will be transferred to the OCHA ERS Mission Focal Point.

C.2 Team set-up

Once the confirmed team composition is known, final individual preparations should be made and led by the designated Team Leader, the team should start the following:

 Confirm travel arrangements, flights and personal luggage requirements, visa requirements (for both host and transit countries), Daily Subsistence Allowance (DSA), attestation, etc.

- Obtain disaster-specific information (e.g., disaster consequences), likely living conditions, equipment needed and other requirements.
- Install and log into the UNDAC Mission Workspace (Google Drive) and the specific mission folder and access the mission e-mail. See also Section C.3 below.
- Receive the contact list of the UNDAC team (phone, email, passport info, blood type, etc.) from OCHA ERS.
- Determine mission objectives, Terms of Reference (ToR), and functions.
- Identify counterparts relevant to the mission in the affected country, regionally or globally (e.g., UN, NGOs, local authorities, or remote support such as UNOSAT, Dataminr, etc.).
- Hold the first virtual team meeting that should include a discussion of the security risk context including the security measures that will be required in the operating area as well as a reminder to uphold UN standards of conduct. Start the team-building process by reaching out to all members, discussing individual skills, strengths and weaknesses.
- Research context-specific information, political and socio-economic situation, climatic conditions, medical requirements, security situation, lessons learned from previous responses, etc. Upload to the VOSOCC as appropriate.
- Consult secondary information sources, e.g., international/national, media, social media, humanitarian websites, etc. Follow relevant social media accounts, as applicable. Watch out for accounts of the Red Cross/Red Crescent Movement, local organizations, channels set up by displaced persons.

C.3 UNDAC mission workspace

You have access to:

1. The UNDAC Toolbox with key standard guidance and templates to be used on mission (that can also be used when offline).

2. A Google Drive Office Suite.

3. An UNDAC email account that will be created for each mission under the undac.org domain (Gmail-based, but with the email address ending on undac.org). OCHA ERS will provide the team with the newly created account and password. More email addresses can be created upon request. If relevant, please contact OCHA ERS.

C.4 Plan of Action (PoA) - Quick Guide

Purpose of the PoA

- Clarify deployment Terms of Reference (TOR).
- Define team roles and responsibilities.
- Reflect the operational reality of the UNDAC team on the ground, no more abstract and idealized product.
- Serve as a living document for ongoing planning.

Ownership of the PoA

- Initiated by OCHA ERS and UNDAC Team Leader (TL).
- UNDAC TL is responsible for the drafting the mission PoA; all team members participate, facilitated by virtual team meeting with OCHA ERS, UNDAC Global Lead, and relevant staff.
- UNDAC TL updates the OCHA country/regional office, OCHA headquarters and the office of the Resident Coordinator/Humanitarian Coordinator (RC/ HC) about the development of the PoA throughout its lifecycle.

PoA contents

Keep it short, simple and to the point, perhaps in bullet points. Avoid excessive detail that will likely change as the situation develops. Examples can be found in the **UNDAC Toolbox**. Please find an overview of possible PoA contents in the following table.

Mission objectives

- Define clear mission objectives resulting from the (preliminary) mission TOR stated in the M1 alert, based on the directions of the Emergency Relief Coordinator (ERC), the RC/HC, national and local authorities, the emergency situation, and in-country support requirements.
- Indicate the main focus of the mission (e.g., assessment support, information management, coordination, cluster coordination support, USAR coordination, establishment of an On-Site Operations Coordination Centre (OSOCC) or Emergency Operations Centre (EOC), liaison, field coordination, ...).
- Indicate the expected geographic constellation of the mission (e.g., centred in the capital with field missions, stationed in the affected area with liaison in the capital, etc.).
- Specific, measurable, achievable, realistic, and time-bound goals.

Situation

- Summary of disaster event, impacts, mapping of local/ national/international responses (including humanitarian intervention and development ones), projected trends in the emergency situation and response including secondary risks, including protection related risks.
- Start by using baseline and pre-crisis information together in-crisis secondary data.

Team organization

- Line out team composition, including contact information, arrival dates, points of entry to the country, skill sets, possible roles/responsibilities/functions and location.
- Include other OCHA staff in the response as part of a preexisting OCHA presence or the OCHA surge mechanism (if applicable), including how the UNDAC team integrates into the wider in-country OCHA response.
- Include a visual organigram of team structure and geographic dispersion.

Programme of work

- Define initial planned activities and timelines within function areas to achieve mission objectives.
- Consider how the existing capacities and structures of local actors (authorities, community organizations, forums, etc.) will be considered in the programme of work, both in the short-term and medium to long term.

Handover and exit

- Include an estimate of which mission activities should continue after the departure of the UNDAC team and to whom these should be handed over, as well as what activities are expected to culminate with the departure of the team.
- Uphold a rigorous and consistent information management, including a running compilation of useful resources (live dashboards, coordination platforms, data/analysis sources, etc.) as well as properly organized filed documents within the UNDAC Toolbox/Mission Workspace.

In-country counterparts

- Undertake an initial actor mapping actors to arrive at a list of key contacts, including pre-existing disaster management/humanitarian presence/structures on the ground, national/local authorities, local/national/ international NGO counterparts and civil society organizations, private sector, etc.
- Request the UNDAC Mission Focal Point, as applicable, to liaise with other OCHA entities (e.g., OCHA country/ regional office, Private Sector Unit (PS/CBi), Civil Military Coordination Section (CMCS), Joint Environment Unit (JEU), Humanitarian Diplomacy and Negotiations Section (HDNS)) that might also have knowledge on relevant actors or already have undertaken actor mapping.

Logistics and resources

Detail on-site support and restrictions, including logistical and resource considerations, as follows.

- Include information on logistical arrangements already in place or required for the team, such as security, accommodation, office space, transport, telecommunications equipment/solutions, and mission finances.
- Include relevant supporting information, such as finances at deployment locations (currencies, access to required currencies en route and on site, recommended cash amounts to bring, etc.) or specific personal equipment to be brought (e.g., sleeping bags, tents, etc.).
- Include information on measures in place to provide remote support to the mission from outside the country of operation, e.g., from the relevant OCHA regional office or OCHA headquarters, or from other operational partners
 including an overview of names, affiliations, functions, contact information, and expected availability.

Information Management

Develop an information management strategy, including communication procedures and reporting requirements/ deadlines, as follows:

- Outline procedures for communications within the UNDAC team, including remote support, as well as how information is processed and stored.
- Outline procedures for communication between the deployed UNDAC team and counterparts involved in the response both in-country and outside (e.g., with OCHA ERS, the relevant OCHA regional/country office, OCHA headquarters, the office of the RC/HC, etc.).

- Identify all official information products to be produced by the UNDAC team, including format, frequency, audience, contributors from within the UNDAC team, and people responsible for creating, clearing, and disseminating each product. Processes for feeding into information products issued by other entities – such as the office of the RC/HC should also be clarified.
- Sent the first report to OCHA ERS as early as possible after the arrival of the UNDAC team, followed by a regular schedule of updates as applicable.

Safety and Security

- Identify the Safety and Security (S&S) focal point within the UNDAC team.
- Include information on safety and security concerns in the affected country and disaster area, including instructions for team movements (e.g., buddy system, reporting and identification).
- State when, where and how UNDSS briefings are planned for the arriving team.
- Find a template for safety and security planning in the UNDAC Toolbox.

Media strategy

- Identify the media focal point(s) of the UNDAC team.
 These persons should ideally be trained/briefed and be the only ones addressing the media, and usually include the
 Team Leader. For engaging with local media, ensure that at least one nominated spokesperson is fluent in the local language(s).
- Include a communication strategy for local and international media, in consultation with the RC/HC and the wider OCHA response (including country and regional offices and the Strategic Communications Branch, as applicable).
- Elaborate on the approach to developing, maintaining and regular sharing of key messages.

Integration and use of the PoA:

- Align UNDAC with existing OCHA response for coherent strategy, which can mean:
 - » Folding the UNDAC team into the OCHA presence, or
 - » OCHA staff deployed as part of UNDAC taking over the most senior positions of the in-country OCHA presence for a limited duration.
 - » Raising ongoing awareness across OCHA and RC/HC offices about UNDAC and how it operates.
- Balance detailed planning with flexibility.
- Regular updates to PoA as situation evolves.
- · Use as a management tool with clear benchmarks and daily reviews.

An exemplary timeline of how the mission objectives can be distributed across the typical three weeks of an UNDAC mission is shown below in **Figure C.2**.

Figure C.2: Example of mission objectives timeline

WFFK 1 WFFK 2 WFFK 3 OSOCC established Exit strategy finalized Non-essential functions terminated Links with RC/HC OSOCC running office, national Handover note Clusters running authorities, etc. prepared established IM services expanded Inter-cluster Initial needs coordination IHP camp sites assessments functioning assessed carried out Handover completed Coordinated First Situational assessments Analysis finalized underway Clusters established IM services established PoA objectives should reduce over time

Figure C.3 below shows an exemplary daily strategic plan involving internal and external actors on the ground and at HQ, covering different functions, cells, and themes.

Figure C.3: Daily operational rhythm template for UNDAC missions

	MORNING BRIEFING	[TITLE]	MIDDAY BRIEFING [only if required]	[TITLE]	AFTERNOON BRIEFING
WHEN	9:00 - 9:30	[TIME]	12:30 - 13:00	[TIME]	16:00 - 16:30
WHAT	Morning call to hear operational update for the day from UNDAC Team Leader and determine any support requirements	Placeholder for A&A calls, staffing calls, logistics calls or similar	Brief catch up on any critical issues ongoing	Placeholder for A&A calls, staffing calls, logistics calls or similar	Afternoon call to hear operational update last 24 next 24 from UNDAC Team Leader and MFP report back on status of support requested
WHO	[Insert here]	[Insert here]	[Insert here]	[Insert here]	[Insert here]

The idea is to bring structure to chaos by fixing daily meetings with key actors to achieve a very specific purpose:

- 1. **Government morning meeting:** Gain Government direction and consensus for operations.
- 2. **Daily operational briefing:** Brief the entire Humanitarian community (in the present location) to establish a common operating picture.

- 3. Inter-Cluster Coordination meeting: Bring the clusters together.
- **4. Leadership meeting:** Meet with leadership to establish targeting and prioritization.
- 5. Operations Cell meeting: Turn the above vision into operational reality.
- Logs submissions: Submit Logistics Service Request Forms for the next 24 hours.
- 7. Preparation of distribution for next 24 hours (load planes, convoys etc.).
- **8. Government evening meeting:** Evening meeting with Government to brief on last and next 24 hours. Once again, check direction and consensus.
- Ops Cell and senior management meeting: Internal meeting to check for gaps in the past 24 hours and readiness for next 24 hours.

Key principles for effective coordination and decision-making in emergency response include:

- Structure: Build a coordination system where every actor is clear on their roles and responsibilities and provide a daily operational rhythm to ensure they stick to them.
- Discipline: Every meeting has an agenda, every meeting has at least basic minutes (one paragraph good enough), all meetings start and end on time (other than Government Meetings in which we are participants and not leading). Non-compliance is addressed and called out immediately (i.e., normally, making an example works).
- **Drive:** Drive the response forward constantly in the first few weeks.
- Review: In sudden-onset disasters, one makes many decisions every day. In
 a complex emergency, where the political ramifications of getting it wrong
 can be great, one might make key decisions twice a week. In either case
 but particularly for the beginning of sudden-onset disasters, stop every hour
 and check if what you have decided is the right choice.



D. PERSONAL PREPAREDNESS CHECKLIST

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D. PERSONAL PREPAREDNESS CHECKLIST

D.1 Overall readiness

- Personal arrangements Ensure family is prepared for a possible sudden departure on mission, organize care arrangements for dependents, manage personal affairs, including:
 - Transparently inform and communicate with your family about potential communication channels/issues, internet connection quality, eventual gaps as well as existing procedures in place to ensure safety and security of the staff.
 - 2. Payment of pending bills and cancelling/rescheduling of appointments for the expected mission period.
 - 3. Life insurance, disability insurance, personal belongings insurance.
 - A will and a power of attorney or other legal instruments to regulate your daily affairs in your absence.
- Professional arrangements Secure rapid employment release and maintenance of salary and benefits and make necessary agreements with the national UNDAC focal point (e.g., agreements, insurances, funding arrangements) as applicable.
- Training and exercises Participate in relevant training and exercises to enhance personal preparedness, make sure to have all mandatory trainings, including BSAFE training (mandatory online security awareness training provided by UNDSS). Consider attending additional training such as:
 - Safe and Secure Approaches in Field Environments (SSAFE) or Hostile Environment Awareness training (HEAT)
 - **6. Individual First Aid Kit (IFAK)** Training or other first aid trainings.

- UNDAC documentation and contacts Ensure validity of UNDAC contract and medical certificate and maintain updated contact and personal information on the VOSOCC.
- Mission kit Prepare and maintain UNDAC and personal mission kit.

D.2 Travel documentation & travels

- Passport (with at least six months' validity), preferably machine readable, and with at least two blank pages. Carry photocopies and additional passport photos (for issuance of visas on arrival if needed).
- International certificate of vaccinations, with photocopies.
- United Nations Certificate, with photocopies.
- Travel itinerary and electronic ticket (issued by OCHA for national UNDAC members; OCHA staff and staff from other member and partner organizations will do their own travel arrangements).
- Hard copy of Travel Attestation from OCHA (in lieu of visa).
- Emergency contact numbers (OCHA ERS, in-country and personal).



Tip: Carry both printed and electronic copies of essential documents (in cloud space e.g., Dropbox, Google Drive, SharePoint, etc.).

- Arrive early at the airport to handle any departure issues.
- Allow ample time for security checks at transit points.
- Be prepared to explain UNDAC / emergency relief mission to airline staff.
- Ensure visa requirements, if any, are understood and met.

D.3 UNDAC-specific documentation

 Obtain security clearance (support available via OCHA ERS). If required, obtain additional security clearance for in-country movements and transit countries.

- UNDAC Handbook, full version (downloaded) or short version.
- Mission-specific country information, including latest situation reports, maps, contact information, etc.
- Hard or electronic copies of latest relevant reference material, e.g., Inter-Agency Standing Committee (IASC), OCHA and other key guidelines refer to latest UNDAC Toolbox.
- Contact details of UNDAC Mission Focal Point, relevant OCHA ERS and in-country focal point(s).
- Verify with OCHA ERS the availability of eSIMs.

D.4 Financial preparedness

- Carry cash (preferably small denominations) in local currency or in accepted currency (USD, EUR, or other major international currencies).
- Carry international credit cards (with emergency numbers in case of loss or theft).
- Receive UNDAC Daily Subsistence Allowance (DSA): Available via direct transfer to bank account or, in exceptional cases, through the local UNDP office in local currency. For the latter case, immediately notify OCHA ERS prior to deployment. Expect potential delay in receiving DSA, particularly in disaster situations.

D.5 Medical preparedness

- Undergo regular general medical examination (including, e.g., blood/urine tests, X-rays, electrocardiogram, dental exam, eye exam).
- Ensure vaccinations are up-to-date. Recommended and, in some parts of the world, obligatory vaccinations include:
 - » MMR (Measles-Mumps-Rubella: 2 doses are valid for life, normally given in childhood),
 - » Yellow fever (obligatory for some countries, i.e., no entry without a valid certificate of vaccination),
 - » Tetanus, in combination with diphtheria,

- Poliomyelitis (obligatory for some countries, i.e., no entry without a certificate of vaccination),
- Hepatitis A,
- Hepatitis B,
- Typhoid,
- Rabies,
- Covid-19.
- Other vaccinations according to diseases endemic in the region being visited, e.g., Japanese encephalitis, meningitis ACWY.



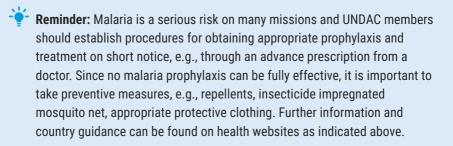
Tip: Check updated information on requirements and recommendations for each country on relevant websites, e.g., the Center for Disease Control and Prevention (cdc.gov/travel), the World Health Organization (who.int), International SOS (internationalsos.com/medical-and-security-services).

- Carry necessary international certification and personal health record (upto-date, with a list of any relevant certificates and prescriptions; this may be needed by health providers if you fall ill on mission) including:
 - Blood type,
 - Vaccinations record.
 - Allergies, particularly to food or medication,
 - Records of medical illnesses and medication being used,
 - Recent dental check-up,
 - Health insurance details.
 - Name and contact details of your usual health care provider, e.g., personal doctor or medical specialist,
 - Emergency contacts (family, friends, colleagues) at home.
- Carry medical kit with essential supplies to treat minor health illnesses or injuries, including:

» Personal prescription medication as needed. Please note that some countries require prescriptions from doctors or may limit the import of certain types of prescription medicine. Consult the logistics note and/or check with OCHA ERS.

» Contingency medication:

- Fever, aches, pain, e.g., paracetamol, ibuprofen, aspirin;
- Sore throat, cough, e.g., lozenges;
- Runny nose and allergies, e.g., antihistamine;
- Abdominal upset, e.g., activated charcoal, antacids;
- Diarrhoea, e.g., Imodium;
- Oral Rehydration Salts (ORS);
- Anti-malarial pills;
- Broad-spectrum antibiotics;
- Water purification tablets.



Skin care:

- » Sun block/sunscreen,
- » Lip salve,
- » Moisturizer,
- » Plasters in assorted shapes/sizes,
- » Hydrocortisone cream against skin allergies, insect bites, etc.,
- » Antiseptic cream for cuts, abrasions, etc.,

- Antiseptic wipes/soap,
- Insect repellent (at least 50% DEET or Icaridin).

Others:

- First-aid kit.
- Bandages,
- Alcohol wipes,
- Medical gloves,
- Disposable medical face masks that comply with preventive standards for safety and efficacy against the spread of viruses.



Tip: Prepare medical kit in advance. Check medicine expiry dates periodically. Clearly mark contents, including medication name and proper usage. Use a sturdy waterproof container, with compartments for different needs.

- Upon receipt of an UNDAC alert, take the following additional steps:
 - **Evaluate your state of health** and only make yourself available if there is no doubts about existing illnesses, injuries or mental health status.
 - Check the health threats and requirements in the deployment location, **update** your medical kit as appropriate and commence any prophylactic treatment necessary.
 - Double-check that your individual medical kit is fully packed, including any prescription medication or supplies that may not be available in the deployment location.
 - Include individual health documentation in your hand luggage.
 - Pack spare health articles such as glasses, contact lenses, et.

Chapter K. on Personal Health includes additional information related to staying healthy on mission.

D.6 Psychological preparedness

Ensure you are well-prepared physically, mentally, and emotionally to handle the demands of an emergency response mission. Check out OCHA's Wellbeing Platform (wellbeing.unocha.org) or find copies on wellbeing practical advice and assessments, and resources on stress levels, anxiety, sleep patterns, etc. in the UNDAC Toolbox.

Understand the assignment:

- » Research the cultural, social, and environmental aspects of the destination.
- » Acquaint yourself with local customs and norms.
- » Review the security situation.
- » Identify potential stress triggers and possible coping mechanisms.

Cultivate resilience:

- » Adopt a positive mindset.
- » Engage in activities that promote mental toughness (mindfulness, physical exercise, etc.).
- » Seek support from peers or a support network.
- **Build emotional intelligence** (i.e., the ability to recognize, understand, and manage emotions, both in oneself and others):
 - » Practice self-awareness and develop empathy.
 - » Improve communication skills to manage conflicts.

Manage stress:

- » Prioritize self-care (adequate sleep, balanced nutrition, relaxation techniques such as deep breathing or meditation).
- » Identify healthy coping mechanisms (working out, journaling, social support).
- » Practice effective time management and realistic goal-setting.

» For more on Stress Management, check out Subchapter K.4.

Seek social support:

- » Cultivate relationships with colleagues, friends, or family members for emotional support, guidance, and encouragement.
- » Share experiences and concerns with trusted individuals.
- » Consider transparently communicating with your team leader, supervisor, or any other team member you feel comfortable with about your mental wellbeing and health, and request support (e.g., from OCHA's Staff Counsellors) if needed.

Develop problem-solving skills:

- » Embrace flexible thinking and seek alternative solutions.
- » Learn from past experiences.
- » Maintain a growth mindset, i.e., focus on continuous learning and improvement.
- » Practice self-compassion: Be kind to yourself and acknowledge that everyone adjusts to change differently.
- Seek professional support if needed: Contact the OCHA Staff Counsellor's Office or professionals of your choice for dedicated support, see UNDAC Toolbox for contact details.

D.7 Personal equipment & luggage

- Check what is in your standard mission kit (usually sleeping bag, mosquito net, head lamp with batteries, first aid kit, cutlery set, water purification equipment, set of all-weather jacket/trousers) and supplement kit based on personal preferences.
- Pack according to location/culture, climate/elevation, expected duration of the mission, and disaster type.
 - » Ensure readiness with a diverse range of clothing and equipment.
 - » Carry at least two changes of appropriate clothing.

- » Pack waterproof gear and apply waterproof coatings if necessary.
- » Quick-dry clothing is recommended (light and easy to wash).
- » Pack light and smart, be able to personally carry everything by themselves.
- Include food for the initial 72 hours and water for the first 24 hours. A contingency plan for obtaining food and water on location is important.
- Include sturdy walking boots (2 pairs) and business attire for meetings with local officials.

Packing list (suggested):

Luggage and storage

- » Backpack or hold-all (as carry-on luggage),
- » Waist pouch or money belt, for documents and money,
- » Plastic bags.

Accommodation and sleeping

- » A personal tent for accommodation. Verify with OCHA ERS before departure if this will be supplied by operational support partners or through other arrangements.
- » Sleeping bag with silk or cotton liner,
- » Travel pillow/case,
- » Field mattress,
- » (Insecticide impregnated) mosquito net.

Clothing and gear

- » Rain gear, jacket and trousers that fold up small, and appropriate all-weather footwear.
- » Hat and/or other headgear (for sun or warmth as appropriate).
- » Appropriate protective clothing (malaria protection).
- » For (travel to) warmer climates, additionally consider:

- Mosquito net and repellent (see above),
- Cool boots/shoes.
- » For cold climates, additionally consider:
 - Woollen hat, scarf or buff-type head and neckwear,
 - Woollen socks, gloves or mittens,
 - Windproof jacket, fleece jacket, woollen sweater, woollen or thermal underwear,
 - Warm boots (water-resistant).

Cooking and eating

- » Lightweight stove and one litre bottle for fuel (empty for air transport).
- » Mug, plate, cooking set, and eating utensils.
- » Water bottle with purification filter and large opening for better cleaning
- » Dry food for the first 72 hours in case of lack of alternatives (e.g., high energy, lightweight, and compact food rations).

Personal hygiene

- » Toiletries, including Towel, toothbrush/paste with a snap-on case to keep it clean, wet-wipes, deodorant, soap or all-in-one body wash (travel-sized and airport-security friendly, under 100ml), liquid soap in a separate plastic bag to prevent leakage during travel.
- » Menstrual hygiene products, if applicable.
- » Anti-bacterial gel or liquid for hand cleaning.
- » Solid soap to wash stove and clothes.
- » Roll of toilet paper, crushed to fit in suitcase, or tissues ('wetties').

Health and comfort

- » Medical kit, see above, including repellents (malaria protection),
- » Earplugs and facemask, with spares,
- » Extra glasses and an ample supply of contact lenses, if required,

» Two pairs of sunglasses.

Lighting and tools

- » Headlamp, torch/flashlight with spare bulb (or LED) and batteries,
- » Pocket knife/multi-tool (e.g., Swiss Army knife, Leatherman; not in hand luggage),
- » Compass/GPS,
- » Alarm clock.
- » Sewing kit (not in hand luggage),
- » Ball of string,
- » Duct tape,
- » Matches (only one book of safety, non-strike-anywhere matches allowed in hand luggage) and candles,
- » Pocket-size binoculars.

Communication and technology

- » Laptop,
- Chargers for personal equipment, universal adapters for electrical appliances,
- » USB memory sticks,
- » Mobile phone with the possibility for using locally bought SIM cards,
- » Smartphone with camera and web interface for messaging apps and other online services, preloaded with standard apps (e.g., UNDAC Handbook, INSARAG Guidelines, KoBo Toolbox, Signal messaging app),
- » Extra battery pack/power bank for your phone.

Miscellaneous

- Pencil and notebook.
- Identification tags ('dog tags') with name, nationality and blood type,
- Books and magazines e-readers are good options as they take less space.
- Downloaded music and movies.

Tips for packing & traveling:

- Your travel allowance is based on your ticket. If you have excess luggage, you can seek reimbursement by submitting your Expense Report to the OCHA ERS Administrative Focal Point upon return from the mission. In the case of excess baggage, please ensure you have a receipt clearly stating that you paid for an additional piece of luggage.
- Pack essential items in hand luggage for immediate use upon arrival. Maximize use of hand luggage entitlements and respect the latest international air travel regulations regarding forbidden objects in hand luggage.
- Organize luggage (e.g., with mesh organizers) to facilitate reorganization if needed for internal flights. In cases where team members may have onward internal flights to reach the disaster site(s), consider reduced luggage allowances for onward internal flights in terms of packing and in choice of luggage.

D.8 Cultural sensitivity and adaptation

- Research cultural norms before deployment, e.g., travel advice from their home country's foreign office.
- Seek briefings on customs and traditions upon arrival (e.g., from local staff).
- Respect local dress codes, such as mandatory headscarves for women. Avoid attire like short sleeves and shorts for business interactions.

- Be mindful of prohibited food and alcohol consumption.
- Respect local meeting management, hierarchies, and customs for mission success.

D.9 En route

- Prioritize rest during travel to maintain readiness upon arrival.
- Inform OCHA ERS promptly in case of any unforeseen issues like missed flight connections.

D.10 Climate considerations

This section provides some advice and tips for operating in different climates but is not meant to replace the individual pre-mission research that should be completed by each team member.



Cold climates

- Clothing
 - Several layers of clothing are better than one heavy layer. Dress in at least three layers: an inner layer closest to the body, a mid-layer for insulation, and an outside layer that prevents body heat from escaping.
 - Under layers should trap air for insulation. Wool is best for undergarments and is warm even when wet. Avoid cotton as it absorbs moisture and rapidly causes heat-loss when wet.
 - Outer layers should be of a breathable material. It should be windproof but not waterproof (which could trap vapour inside). Waterproof clothing should only be used in rain and when properly ventilated.
 - » Cover every part of the body, and especially the head which is the most vulnerable to heat loss. Wear a woollen hat at all times and cover it with a drawstring hood if needed.

- » Add a scarf or buff, preferably of wool, around the neck to keep the throat and main arteries warm.
- » Use mittens, not gloves. Mittens allow body-heat to circulate around the hand while gloves isolate the fingers which have very little blood circulation and easily get cold.
- » A fur-type trim attached to the hood of a jacket prevents breath from freezing on the face and injuring the skin. If clothing has no drawstring, tie sleeves above the cuffs, use mittens with high cuffs and tuck trousers into boots to prevent heat escaping.
- Wear several pairs of socks, preferably wool, graded in size to fit over each other and not wrinkle. The foot should not be tight inside the boot as that will prevent circulation of warm air.
- » For **footwear**, use insulated, waterproof, e.g., Gore-Tex or similar, or leather boots with rubber soles and a lining.
- Wear loose clothing and allow body-heat to circulate. If sweating, ventilate by opening zippers and fasteners, loosening the collar and cuffs or removing a layer. Moisture from sweat conducts cold and dry air insulates. Keep dry – keep warm!

Shelter

» Availability of suitable accommodation:

- Confirm whether UNDAC operational support partners, like the International Humanitarian Partnership (IHP), provide tented accommodation suitable for the climate.
- Determine if specialized staff will pitch and maintain tents, or if it will be your responsibility.
- Be prepared to pitch and maintain tents if not supported by specialized staff

» Use of heating source:

- Assess if an external heating source is needed inside the tent.
- Be aware of the fire risk associated with using a heating source inside a tent.

» Safety measures:

- Recognize that tent material is highly flammable.
- Keep any heat sources away from the sides of the tent to prevent fire hazards.
- If using a heat source with open flames, keep the tent door open in case of emergency.

» Snow and rain management:

- Shake off as much water as possible from clothes and boots before entering the tent in snowy or rainy weather to keep the interior dry.
- Brush off dry snow outside the tent before it thaws to prevent moisture build-up inside.

» Sleeping bag use:

- Remove outer garments (except the woollen hat) when inside a sleeping bag.
- Avoid wearing shoes inside the sleeping bag to retain body heat and create a comfortable temperature inside.
- Understand that proper insulation inside a sleeping bag may eliminate the need to heat the tent in most cases.

Health concerns

- Take precautions against frostbite and hypothermia, see the Chapter K on Personal health for how to treat them should they occur.
- » Core temperature (body and head) is vital. When the body freezes it extracts blood from the limbs to warm the core. The head is where the human body loses the most heat when exposed to low temperatures. Remember the old saying: if your toes freeze - cover your head!
- Exercise fingers and toes to improve circulation. Mittens are better than gloves.

- Eat and drink more than usual as the body uses more energy in cold climates. Food should be rich in fat and protein to restore calories that burn off more rapidly as the body works to keep warm.
- » Keep alert and active but avoid fatigue and conserve energy for useful tasks. Sleep as much as possible. Unless you are so exhausted that you cannot regenerate heat, you will not freeze in your sleep.
- » Efforts to exclude draughts in shelters may lead to lack of oxygen or carbon monoxide poisoning. Some ventilation is essential.
- » Make sure not to spill petrol on bare flesh as it will freeze at once and damage the skin.

High altitudes (over 2500m)

Understand altitude sickness:

- » Be aware that altitude sickness can develop in individuals acclimated to high altitudes due to factors such as ascent rate, starting altitude, or individual susceptibility.
- » Altitude sickness results from a lack of physiological adaptation to reduced atmospheric oxygen levels.
- » Altitude sickness comprises several possible medical, such as:
 - Acute Mountain Sickness (AMS) A throbbing frontal headache that
 is aggravated by exertion, particularly in the morning. Other symptoms
 include malaise, lassitude, disinclination to work, loss of appetite, nausea, vomiting, shortness of breath on exertion and disturbed sleep.
 - High-Altitude Pulmonary Oedema (HAPE) Can result from untreated AMS. It is caused primarily by rapid ascent, cold and exertion. It is potentially life-threatening, beginning with a headache, then body ache, cough and breathlessness on exertion (which is progressive), non-anginal chest pain, lack of appetite, disturbed sleep, vomiting and giddiness. At times, a fever may be the presenting symptom.
 - High-Altitude Cerebral Oedema (HACE) The most dreaded but also the least common of high-altitude sicknesses. The onset is as with AMS and the alteration of consciousness is the most important

feature. Vision loss or changes, dizziness and vomiting may progress to stupor and coma.

Prevention methods:

- Recognize that gradual ascent of no more than 600m per day is considered the best prevention method for altitude sickness.
- Acknowledge that immediate deployment in disaster response missions may not allow for gradual ascent, necessitating careful consideration.
- » Understand that chemoprophylaxis (medication) is not 100% effective against altitude sickness. Therefore, deployment to high altitudes needs to be carefully considered.

Careful deployment consideration:

- » Evaluate the feasibility and potential risks associated with deployment to high-altitude areas.
- » Ensure thorough planning and risk assessment before undertaking missions in high-altitude regions.
- In case of any of the above-mentioned symptoms in a high-altitude setting, immediately seek medical attention and consider that descent might be necessary.

Tropical climates

 Except at high altitudes, equatorial and subtropical regions are subject to high temperatures, heavy rainfall and oppressive humidity. Violent storms may also occur.

Clothing

- » Dress light but stay covered to avoid insect bites and stings. Clothes should be loose fitting, clean and dry. Cotton or linen is usually best as it offers good ventilation.
- » Clothes impregnated with insect repellent are very effective against bites. Good footwear and protection for the legs is essential.

Weep clothing and footwear off the ground when not wearing it, so that scorpions, snakes and spiders do not creep in. Shake out clothes and check shoes and boots before putting them on. Be wary when putting hands in pockets.

Shelter

- » Shade, ventilation and protection from insects are important shelter considerations in tropical climates.
- » Shelters and tents exposed to the sun should have a double-layered roof with airspace 20-30 cm between to aid cooling. Double layers of cloth will help keep out rain if angled. In choosing camp sites make sure you are above potential flooding.
- » Sleep on a raised bed to allow air to circulate.

Health concerns

- Take precautions against serious diseases in tropical climates: Avoid eating contaminated food and drinking impure water. Protect against insect bites using appropriate measures.
- » Malaria protection: Use mosquito nets in malaria-risk countries. Take malaria prophylaxis as recommended.
- » Stay informed: Consult the WHO website on International Travel and Health for country-specific health risks (who.int/ith/en). See also Chapter K for health advice on mission and the section on medical preparedness above.
- » Sanitation and hygiene: Maintain high personal hygiene standards in tropical climates. Bathe regularly and inspect the body frequently. Treat scratches and wounds early to prevent infection. Use foot powder to prevent fungal diseases like ringworm and athlete's foot.

D.11 Considerations for Environmental Experts

Personal Protection Equipment (PPE)

- Ensure safety gear: hard hats, safety glasses, gloves, hearing protection, and respirators.
- · Use a flashlight installed in a helmet.
- Apply sunscreen for prolonged outdoor activities.
- Verify local staff have equivalent protection.

Communication, tracking, logistics

- Utilize tracking devices like Garmin InReach GPS or satellite radio and maintain contact with OCHA ERS and/or the UNDAC Team Leader.
- · Perform regular checks on emergency connections.
- Ensure strategic parking of rescue vehicles for swift response.

CBRN hazards

- Do not enter CBRN events without a Hazmat/CBRN Specialist and adequate equipment.
- Ensure all team members have protective masks, suits, and gas protection.
- Follow the 4 CKs (C. Kaupp factors):
 - Identify substances/mixes involved.
 - Estimate volume, mass, and mobility in different phases like air, groundwater and soil.
 - Indicate human and environmental toxicity.
 - **4.** Avoid exacerbating the situation; consider potential outcomes.
- For chemical hazards, carry at least one 4-channel device (e.g., MSA Altair).
- Consult the Hazmat/CBRN Specialist for proper PPE and zone entry procedures.

Chemical hazards

- Be aware of common hazards: asbestos, petrochemicals, TICs, agrochemicals, gases, building materials, and household chemicals.
- Carry at least one 4-channel device must be carried in the event of an environmental disaster (e.g., MSA Altair with oxygen, CO, H2S and EX). These devices must be maintained and calibrated.
- Without a suitable detecting device, do not access to debris areas, rubble and subterranean structures.
- If chemicals are known, use safety data sheets for proper PPE selection.
- If no information is available before entering a zone, consult a Hazmat/ CBRN Specialist.
- Prefer UN JEU members older than 50 years for missions involving asbestos (due to potential health impact despite PPE).
- Seek specialized assistance for risks involving chemical warfare agent (CWA), ammunition, explosives, or Toxic Industrial Materials (TICs).

Biological hazards

- Monitor outbreaks via the UN network, national population health organization, or NGOs.
- PPE Kit recommended:
 - » Malaria and cholera prophylaxis/vaccine,
 - » Diarrhea medication and fluid replacement salts,
 - » Gloves, FFP2/FFP3 masks, and hand sanitizer,
 - » Protective suits (e.g., PP-Overall),
 - » Virkon S for chemical disinfection.

Nuclear and radiation spills

- Do not enter radiation-affected zones without measurement equipment, air protection, and a decontamination plan.
- Wear dosimeters (until the mission's conclusion) and report exposure daily.

 When conducting decontamination procedures, ensure that water used for the process is collected and filtered, and perform in distance from your base.

Personal hygiene/Decontamination after debris operations

- Perform preliminary decontamination of shoes and clothing by blowing and brushing.
- Wear face-covering masks (FFP2/3) until decontamination is complete.
- Store emergency clothing separately from clean garments in boxes.
- Use dry paper for initial chemical removal from clothes or skin, followed by water.
- Wear headgear and wash hair daily to prevent contamination.
- Follow Hazmat/CBRN Specialist's instructions for decontamination procedures





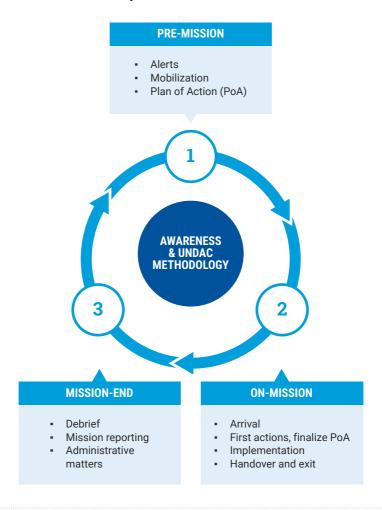
E. ON-MISSION CHECKLIST

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E. ON-MISSION CHECKLIST

Figure E.1: UNDAC mission cycle overview



E.1 Arrival & first actions

- Complete entry formalities, e.g., immigration, customs clearance, etc.
- Obtain security briefing, finalize mission-specific safety and security plan (based on Security Risk Assessment (SRA) conducted pertaining to the country and/or location to which the UNDAC team deploys) and share with UNDAC team and OCHA ERS.



Note: Following a sudden-onset disaster, UNDSS safety plans and SRA may not reflect new risks. UNDAC teams must develop their own security plans, remain vigilant, and exercise caution until safety has been thoroughly assessed and updated by experts.

- OCHA ERS identifies and authorizes a focal point to incur UNDAC mission expenditures up to a given limit to cover the cost of the team's operating costs.
- Secure local transport and logistics, if not already organized by OCHA FRS in advance.
- Immediately link up with OCHA in-country staff or surge staff and collaborate to decide on the next course of action.
- **Establish OSOCC** in appropriate location (informed by concerns around protection and quality programming, and OSOCC Management).
- Post relevant situation updates to the VOSOCC and put only 2-3 key dedicated UNDAC contacts online for external inquiries (consider remote VOSOCC support).
- Establish team meeting schedule and reporting lines.
- Draft an initial UNDAC Report and share it with OCHA ERS, RC/HC, OCHA
 country or regional office, and others as applicable. Moving forward, try
 and best align reporting deadlines with OCHA colleagues in charge of the
 Situation Reports. See also Subchapter H.3 for Standard UNDAC products.
- Identify key issues and clarify mission objectives.

- Initiate meetings with in-country counterparts and engage with local networks, e.g., RC/HC, national/local authorities, existing OCHA presence and other UN agencies, international and national NGOs, community organizations and other stakeholders under strong consideration of localization. Utilize the International Council of Voluntary Agencies (ICVA) for connecting with NGO Consortia and structures.
- Prepare a well-thought-out introduction outlining the UNDAC team's role, objectives, value-added tasks, introduction to OSOCC, initial PoA, and overview of other OCHA services that may be called upon, including secondary/environmental impact assessment.
- Emphasize professionalism, solidarity, and the team's support role without taking over local efforts. Highlight the team's purpose in enhancing existing capacity and not diverting local resources.
- Dress professionally and show respect, empathy, and solidarity.
- Avoid multiple team members speaking simultaneously, wasting time, grandstanding, or making financial commitments.
- Ask questions about the current situation, priorities, and challenges.
- Identify key contacts in the capital and affected areas, including HCT members, national/local authorities, diplomatic missions, humanitarian organizations and civil society groups.
- Determine the team>s daily strategic planning with external partners based on the meeting's outcomes.
- Finalize PoA.
- Confirm mission objectives and finalize ToR in agreement with the OCHA ERS and following consultation with RC/HC, HCT, national authorities and/ or OCHA regional/national/headquarters.
- Determine additional needs/constraints and identify required resources.
- Set out the roles of all UNDAC team members, both on-site and remote.
- Identify additional staffing requirements from UNDAC, OCHA or operational partners, including modality (on-site/remote). This should be requested via the the UNDAC Mission Focal Point.
- Determine and initiate the mission handover and exit strategy.

- Establish a registration link (and QR code) at the OSOCC for collecting contacts relevant to the response.
- Seek to procure local (e)SIM cards, if not already done.



Note: If there are entry difficulties, OCHA ERS may stage the UNDAC team near the operation area, usually at the closest OCHA office, where the team will conduct remote operations and remain cohesive until entry is granted and organized.

E.2 Implementation

- Provide or support leadership at programmatic and/or operational levels as required, supporting the RC/HC, HCT, national/local authorities and/or OCHA at the regional/national/headquarters level(s).
- Support coordination structures, e.g., OSOCC/EOC, inter-cluster/sector coordination mechanisms, etc.
- Facilitate and/or support assessment, and information management processes, and protection and quality response more generally.
- Re-visit mission objectives and adapt the PoA as necessary, including new objectives, adjusted roles, responsibilities, and resources as needed. Make any changes to the overall mission objectives in consultation with the RC/ HC, the OCHA regional/country office, OCHA ERS and OCHA headquarters.
- Ensure team routines remain commensurate to operational needs and capacities, e.g., meetings/briefings, reporting deadlines.
- Revisit handover and exit strategy on an ongoing basis (e.g., maintain contact lists up-to-date, update the overview of relevant resources and links, etc.), to ensure its relevance at time of handover.

E.3 End of mission

- Prepare and conduct handover and exit, including:
 - » Define what services should be handed over and which should be terminated.
 - » Coach counterparts that will take over structures and bring them forward.
 - » Conduct final reporting/debrief to in-country strategic partners, i.e., RC/ HC, HCT, national and/or sub-national authorities, civil society, etc.
 - » Confirm administrative procedures and logistics of departure in cooperation with OCHA ERS.
 - Where applicable, support OCHA ERS in arranging an external evaluation of the mission.
- In all instances regarding mission expenditures and receipts, it is imperative to verify and seek clarification from the UNDAC Mission Focal Point.
- UNDAC Team Leader to conduct internal debrief, including SWOT analysis and awareness psychosocial support available.



F. THE ON-SITE OPERATIONS COORDINATION CENTRE (OSOCC)

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F. THE ON-SITE OPERATIONS **COORDINATION CENTRE (OSOCC)**

Reminder:

- OSOCC is both a methodology and a physical location for on-site emergency response coordination.
- Acknowledge its value in various disaster contexts, operating in support of the affected country's Government and facilitating OCHA's coordination and information management mandate in emergency response, especially at the field level.
- The term Emergency Operations Centre (EOC) may be employed interchangeably with OSOCC.
- Consult OCHA's OSOCC Guidelines for detailed operational guidance, see UNDAC Website

F.1 Three OSOCC models

- Direct coordination of response activities at government request.
- 2. Specific aspect coordination in cooperation with government.
- 3. Support of the RC/HC.

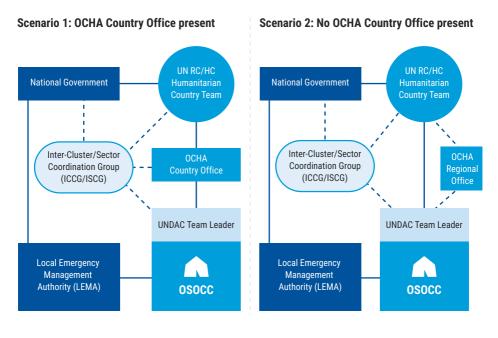
F.2 OSOCC objectives

- Rapidly facilitate on-site cooperation, coordination and information management between international responders and the Government/local authorities of the affected country in the absence of an alternative coordination system.
- Establish a physical space and serve as a single point of service provision for response teams.

F.3 OSOCC context

- Operate within existing humanitarian systems. Collaborate with government emergency management authorities.
- Distinguish OSOCC from OCHA office.
- Report to UNDAC Team Leader who ensures that activities are aligned with
 the strategic direction of the RC/HC and the HCT and supported by the
 OCHA country/regional office. Figure F.1 below shows the reporting lines of
 the UNDAC Team Leader and OSCC to the RC/HC, depending on whether an
 OCHA presence exists.

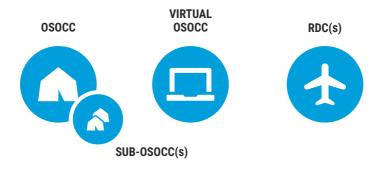
Figure F.1: OSOCC Linkages and Reporting Lines



F.4 OSOCC structure

- Comprise four main functions (*Management, Situation, Operations, and Support*) each of which may be composed of multiple cells.
- Adapt structure to operational needs and event magnitude.
- The four main components of the OSOCC are:
 - » On-site: OSOCC, sub-OSOCCs and RDC.
 - » Virtual: Virtual OSOCC as virtual coordination platform, see Figure F.2.

Figure F.2: The four main components of the OSOCC



F.5 OSOCC staffing

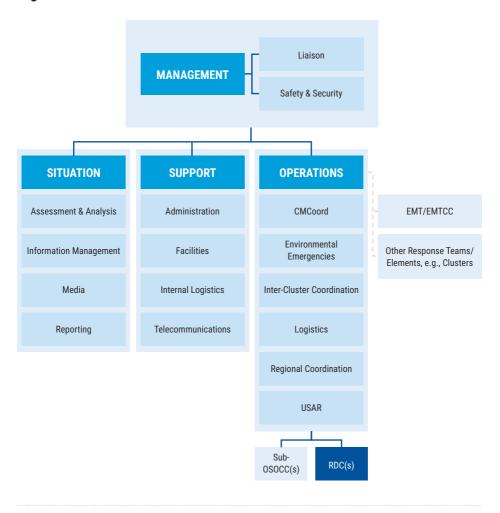
- Staffed by UNDAC team, OCHA/UN staff, Operational Partners and additional international responders.
- Complement staffing through surge mechanisms.
- · Adjust shifts and staffing based on workload and operational phase.

F.6 OSOCC functions and cells

The OSOCC is generally structured into four functions, each of which may be composed of

multiple cells. The basic OSOCC structure is illustrated in **Figure F.3** below. Not all functions or cells may be needed in every situation.

Figure F.3: OSOCC Functional Structure



F.6.1 Management function

Overall responsibilities:

- Establish routines for internal information flow and liaison with authorities.
- Ensure safety and security of UNDAC team and operational partners. Delegate safety and security responsibilities to Safety & Security (S&S) Cell, once established.
- Coordinate OSOCC functions and activities, including sub-OSOCCs and RDC(s), led by OSOCC Manager (usually UNDAC Deputy Team Leader).
- Develop and update Plan of Action (PoA) in line with mission objectives.
- Establish a separate reception area if necessary for OSOCC clients.

Roles of the UNDAC Deputy Team Leader (OSOCC Manager):

- OSOCC Management: Oversees OSOCC functions, including sub-OSOCCs and RDCs.
- Internal Coordination: Manages internal meetings and task allocations.
- Operational Focus: Ensures the OSOCC supports mission objectives.
- Plan of Action: Develops and updates the PoA, communicates it to OSOCC personnel.
- Support Role: Allows Team Leader to focus on overall mission leadership and external relations.

Role of the UNDAC Team Leader:

- Leadership: Leads and manages the UNDAC mission.
- Strategy: Develops and implements mission plans.
- External Focus: Liaises with authorities, responders, and stakeholders.
- Representation: Attends high-level meetings and briefings.

Safety & Security (S&S) Cell

- Provide security briefings to all UNDAC team members.
- Prepare, maintain, and monitor security and medical plans.
- Integrate safety and security elements into strategic and operational decisions.
- Coordinate with UN Security Management System (UNSMS) framework.

Liaison Cell

- Build and maintain relationships with LEMA, Government, and response organizations.
- Coordinate communication processes between OSOCC and other entities, e.g., USAR liaison.
- · Ensure effective information exchange and collaboration.
- Possess diplomatic skills and ability to cultivate relationships.

F.6.2 Situation function

Overall responsibilities:

- · Collect, manage, and communicate information about the emergency.
- Provide updated situational analysis for decision-makers and the public.
- Establish three cells: Assessment and Analysis (A&A), Information
 Management (IM), and Media/Reporting.
- Ensure adherence to protection and inclusion principles in humanitarian response.

Assessment and Analysis (A&A) Cell

- Create an A&A plan. Collect, synthesize, and analyse information to understand the situation.
- Identify main challenges and impacts, root causes, and the size of the population affected and/or vulnerable groups.

- Ensure gender and socio-economic analysis for equitable response. Ensure to include data from local and national actors (L/NAs).
- Establish both in-country and remote components.
- Collaborate with humanitarian partners and the IM Cell.

Information Management (IM) Cell

- Create an IM plan/strategy.
- Collect, organize, and analyse information related to the disaster (including from L/NAs).
- Develop various products for dissemination, e.g., situation reports, maps, databases.
- Oversee flow of information within OSOCC and externally.
- Consider co-location with Reception Area for high-demand services/products.

Media Cell

- Media responsibilities typically assumed by OSOCC Manager until an OCHA Public Information Officer (PIO) arrives on-site.
- Coordinate external media relations and prepare information products, in close collaboration with the Situation Function.
- Monitor media channels for situational awareness.
- Develop comprehensive media plan and serve as central point of contact.
- Clarify and reinforce OSOCC-supported response activities for international awareness.

F.6.3 Operations function

Overall responsibilities:

- Coordinate international response teams and resources.
- Execute operational coordination tasks, including rescue operations, medical care, transportation, and collaboration with military or armed actors.
- Different coordination cells serve as main interface for the RDC.

USAR Coordination Cell (UCC)

- Established by the first-arriving INSARAG-classified USAR team in cooperation with the UNDAC team.
- Uses INSARAG methodology to coordinate international USAR teams, in cooperation with other OSOCC functions and national/local authorities.
- See more details on UNDAC's role (particularly that of the UNDAC USAR Liaison Officer) in Subchapter I.10.1.

Emergency Medical Team Coordination Cell (EMTCC)

- Supports to coordination of responding EMTs (both national and international) to best meet additional healthcare needs resulting from increased morbidity or from damage to existing capacity.
- Primary responsibility for coordination remains with the Ministry of Health (MoH) or national/local authority.
- Exchanges information with the OSOCC and the health cluster if activated.
- See more details on UNDAC's role in Subchapter I.10.2.

United Nations Humanitarian Civil-Military Coordination Cell (UN-CMCoord Cell)

Establishes dialogue with military/armed actors to ensure the most effective and appropriate use of Military and Civil Defence Assets (MCDA)

- Closely cooperates with the affected Government and assisting militaries, where applicable.
- Nominated UN-CMCoord Focal Point or dedicated officer in the UNDAC team takes responsibility for assessing and establishing the initial interface with military actors, both national and foreign.
- Depending on the scale of the emergency, OCHA may deploy dedicated UN-CMCoord officers to define the UN-CMCoord strategy and coordinate humanitarian civil-military activities within the OSOCC and/or sub-OSOCCs.
- See more details on UNDAC's role in Subchapter I.10.3.

Inter-Cluster Coordination Cell

- Collaborate with all response partners to ensure quality programming.
- Address protection issues and meet needs of vulnerable groups.
- Implement community engagement and gender programming.

Logistics Coordination Cell (LCC)

- Provide logistical support during search and rescue phase.
- Facilitate rapid assessment and analysis.
- Establish coordination mechanisms for response phases.
- Coordinate with national authorities and UN agencies.
- Collaborate with Logistics Cluster and Global Logistics Cluster Lead Agency (GCLA).

Environmental Emergencies (EE) Coordination Cell

- Coordinate response to secondary environmental impacts.
- Conduct on-site assessment and risk management.
- Mobilize Environmental Experts (EEs) and resources.
- Collaborate with national authorities and first-response teams, e.g., USAR teams with hazardous materials response capabilities.

 Ensure Enhanced Coordination on Waste Management, e.g., engage with the Global Logistics Cluster-led WREC project to integrate environmentally sustainable practices.

Regional Coordination Cell

- Coordinate regional assistance efforts.
- Facilitate structured information exchange between regional organization members/responders.
- Integrate into OSOCC framework for seamless coordination.
- Liaise with relevant OSOCC cells for assessment, analysis, and information management.

F.6.4 Support function

Facilities Cell

- Establish adequate workspaces for OSOCC and components.
- Deploy standard service packages UNDAC Operational Partners.

ICT Cell

- Execute tailored ICT plan for OSOCC.
- Establish data and voice communication channels.
- Deploy equipment in standard packages from UNDAC Operational Partners.

Administration Cell

- Maintain financial records and support OSOCC Manager.
- · Handle purchasing, staffing, translation, and physical resources.
- Receive additional support from OCHA ERS administrative staff and remote teams.

Internal Logistics Support Cell

Set up and manage OSOCC facilities.

- Arrange transportation and track team movements.
- Often run by UNDAC Operational Partners.

F.7 OSOCC facilities

See more details on UNDAC Operational Partners and their service packages in the Support **Chapter H** of the *extensive version* of the UNDAC Handbook at <u>undac.unocha.org</u>.

Location considerations

- Choose visible and accessible locations for OSOCC, RDC, and sub-OSOCCs.
- Adapt OSOCC visibility based on LEMA preferences and integrate OSOCC methodology into national and local emergency operations if LEMA does not opt for visible international structures.
- Prioritize proximity to the disaster site, LEMA, and humanitarian agencies.
- Consider access issues, protection concerns, and aspects of quality response.
- · Ensure effective communication equipment placement.
- Select sites with proper security procedures and evacuation routes.
- Forward place critical coordination cells like USAR and EMT for quick response.

Facility establishment

- Utilize deployable service packages from UNDAC Operational Partners.
- Consider access issues and protection concerns before setting up facilities.
- Prioritize centrality of protection and quality response.

Facility maintenance

- Ensure daily maintenance for continued operation.
- Maintain adequate internet connectivity, power supply, and lighting.
- · Provide access to food, water, and sanitation facilities.

 Adapt facilities as needed for changes in personnel, operations, and security.

Facility demobilization

- Plan demobilization from the onset of operations.
- Coordinate demobilization plans with international teams and authorities.
 Demobilize RDC first, followed by coordination cells and OSOCC.
- Consider leaving equipment in-country if needed for ongoing support. Transition OSOCC into a longer-term OCHA office if necessary.
- · Ensure proper reporting to inform future missions, guidelines, and training.

F.8 Reception & Departure Centre (RDC)

RDC objectives:

- Support point of entry authorities in managing international teams.
- Record and coordinate international teams' response efforts.
- Brief arriving teams on the situation and practical information.

RDC establishment

- Usually set up by:
 - » The first-arriving USAR team for international USAR coordination.
 - The UNDAC team members for incoming international humanitarian assistance teams other than USAR.
- Mimic OSOCC functional approach for clarity and efficiency, see Figure F.4 for the RDC's structure.

RDC coordination and integration with OSOCC

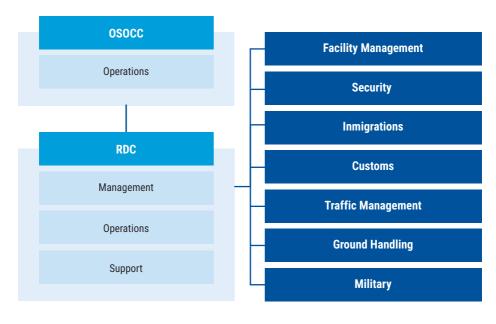
- · Serve as the first coordination stop for international response teams.
- Establish information flow system, morning briefing and coordination discussions with OSOCC for effective coordination.

- Set up protocol for daily communication and registration updates.
- Regularly update VOSOCC with relevant information.
- Implement a procedure for organizing the departure and travel arrangements of various rescue teams.

Point of entry engagement

- Engage with point of entry authorities, local representatives, (inter)national organizations or military personnel.
- Assist affected country in managing incoming international response teams.
- Coordinate with other response or government organizations for necessities (electricity, water, accommodation).

Figure F.4: RDC structure



Refer to the OSOCC Guidelines for more details on RDC operations.



G. MANAGEMENT

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G. MANAGEMENT

G.1 Team management

G.1.1 Forming a team and coordinate team actions

Stage	Action
Forming	 Introduce team members. Define roles based on expertise and preferences. Define mission objectives and set strategic direction. Foster a strong sense of mutual commitment towards common goals. Define procedures for internal team communications.
Storming	 Clarify structures and decision-making mechanisms. Establish rules, procedures, standards/codes of conduct. Ensure team members know and adhere to UN standards of conduct and security management policies, actively preventing prohibited conduct and promoting ethical behaviour. Promote collective leadership within the team. Manage conflicts and have open dialogue.
Norming	 Involve the team in ongoing planning and resource allocation. Foster team spirit. Encourage solidarity, humility, flexibility, transparency, compassion, and support among team members to ensure effective teamwork and well-being. Coach individual team members and support partners. Be accessible and available for concerns and challenges.

Performing

- Seek feedback.
- Facilitate capacity-building/sharing for partners and promote leadership opportunities for partners.
- Focus on achieving team goals and maintaining efficiency.

Adjust

Be prepared for changes in membership and roles.

G.1.2 Internal coordination strategies

- Utilize whiteboards Display key information such as activity boards, general information, operational planning, and communication material on prohibited conducts and reporting mechanisms.
- Create a 'to-read' list Compile important documents for team members to review.
- Set up a shared workspace Use the UNDAC mission workspace/toolbox or other shared platforms for input and information sharing.
- Conduct regular team meetings Schedule daily or regular team meetings to ensure everyone (including remote support) is updated. Arrange regular teleconferences with sub-locations or offices.
- Provide regular briefings Offer situational updates frequently to keep the team informed.
- Schedule teleconferences Arrange regular teleconferences with sub-locations or offices.
- Implement five-minute 'scrums' Schedule short, periodic updates where all team members share their current activities.
- Use group chat apps Utilize messaging apps like signal for quick and efficient team communication.
- Allocate resources for coordination Dedicate sufficient resources and time to manage internal processes, especially for larger teams or those spread over wider areas.

G.1.3 Managing interpersonal relationships

- Acknowledge and accommodate different personality preferences within the team.
- **Depersonalize conflicts** by understanding that differences in working styles may arise from individual preferences rather than personal attacks.
- Consider using psychometric tools to analyse collective strengths and weaknesses within the team.
- Facilitate team-building sessions early in the mission to address individual preferences and team dynamics.
- Address irritations and cumulative stress through constructive outlets to improve team communication and efficiency.

G.1.4 OCHA surge & integrated approaches

Below is a list of objectives designed to ensure a 'One OCHA' approach, fostering collective action and efficacy.

Objective	Actions
Unified team structure	 Merge OCHA presence, surge deployments, and UNDAC team into a single unit. Define clear leadership roles and decision-making processes within integrated team. Acknowledge and leverage UNDAC's assets, expertise, and methodologies in the team structure.
Clarify mission objectives	 Define shared mission objectives. Acknowledge UNDAC's rapid response expertise. Acknowledge OCHA's local knowledge.
Develop unified Plan of Action (PoA)	 Create a comprehensive PoA, leveraging respective strengths and resources. Allocate tasks, timelines, and resources collaboratively.

Facilitate communication

- Establish streamlined channels for information sharing.
- Utilize technology for efficient updates and assessments.
- Encourage open dialogue and feedback mechanisms to address any coordination challenges or discrepancies.

Promote crosstraining and knowledge sharing

- Orient team members on UNDAC methodologies and OCHA structures.
- · Offer cross-training to enhance understanding of roles.
- Foster a culture of mutual respect and learning to maximize the collective expertise within the integrated team.

Maintain flexibility

- Adapt to changing circumstances and needs.
- Evaluate and adjust team performance as required.

G.1.5 Duty of Care (DoC) responsibilities

The OCHA Duty of Care (DoC) framework aims to protect staff by minimizing work-related risks and improving overall well-being in the execution of the organization's mandate, including for UNDAC team members throughout the UNDAC mission cycle. Figure G.1 shows the related management and personnel responsibilities regarding, first, security, and second, occupational safety, health, and well-being.

Figure G.1: Overview of Duty of Care responsibilities

SECURITY RESPONSIBILITIES

Management responsibilites

Ensure that all OCHA personnel have access to and are aware of security related training requirements. Ensure sufficient funding is allocated for security and security equipment.

Ensure that pertinent information on security matters is promptly disseminated to staff.

Monitor and report on compliance with security policies, practices and procedures.

Monitor and support those involved in security incidents.

Personnel responsibilites

Know about the risks and advice regarding security and the key people responsible for security management at their location. Know the key people responsible for security management at their location. Comply with all Country and OCHA security regulations and procedures. Obtain security clearance (TRIP) prior to travel.

and
remain
current in
mandatory
online
security
trainings
and
security
briefings.

Complete

OCCUPATIONAL SAFETY, HEALTH AND WELLBEING RESPONSIBILITIES

Management responsibilites

Promote a harmonious work environment and maintain open channels of communication.

Address any reports and allegations of prohibited conduct promptly, in a fair and impartial manner. Plan and implement local programmes and activities within their teams, to protect and promote OSHW.

Enable the implementation of corporate mechanisms, programmes, initiatives, and tools within their teams.

Communicate and consult with personnel in their learns on OSHW matters.

Personnel responsibilites

Promote a harmonious work environment, free of intimidation, offence and any form of prohibited conduct.

Know the UN's standards of conduct, duties and obligations of personnel.

Take all reasonable health and safety preventive measures, and ensure their personal preparedness.

Communicate openly with OCHA management regarding any specific concerns on OSHW matters. Report any observed risks or hazards to OCHA management.

G.1.6 Guide for UNDAC Team Leaders

Area	Suggested actions
Mission preparedness	 Familiarize yourself with UNDAC concept, OCHA mandate, and humanitarian financing mechanisms. Stay updated on IASC developments, humanitarian response policy, and disaster trends. Engage in regular training activities with OCHA ERS. Consult with the UNDAC Mission Focal Point. Conduct risk assessment and communicate potential risks to the team.
Mobilization	 Integrate surge deployments with UNDAC team to form 'one OCHA'. Discuss specific Terms of Reference (ToR) with OCHA ERS. Assess team composition, conduct first virtual team meeting, engage in preliminary mission objective discussions. Remind team members of the obligation of upholding UN standards of conduct and actively preventing prohibited conduct. Seek key contact information and initiate initial planning. Initiate and map required remote support from OCHA offices, operational partners and/or the UNDAC network.
Initial planning	 Brainstorm with the team and prioritize tasks. Conduct an inventory of assets and anticipate challenges. Establish 'mission mode' and assign tasks and responsibilities. Create an initial plan virtually and ensure data availability (secondary data and baseline information). Develop an initial organigramme of team functions and related staff members and locations.

Meeting with RC/ HC and/or HCT

- Keep briefings concise and focus on assistance and support.
- Clarify mission objectives and ratify the plan with key stakeholders.
- Inquire about existing coordination arrangements and contingency plans.
- Collect information on local organizations and accountability measures (e.g., AAP Working Group, PSEA network or focal point available).

Plan of Action (PoA)

- Strategize based on achievable objectives and resources.
- Anticipate challenges and adapt plans flexibly.
- Define roles and responsibilities within the team.
- Identify when and where physical presence is required.
 Determine which team member(s) are most suited to go where.
- Include exit strategy.
- Utilize PoA as a management tool for process oversight.

Team management

- Differentiate between leadership and management roles.
- Appoint a Deputy Team Leader and adapt leadership styles to situation.
- Establish clear reporting lines.
- Manage security risks effectively.
- Ensure team well-being by stressing teamwork, rest, and looking after each other's health. Introduce a buddy system for team members to watch out for one another and provide bilateral support as required/requested/ accepted.
- · Remind team of psychosocial support available.

Coordination, scope, approach, and techniques

- Adhere to UNDAC core values and adapt structures accordingly.
- Identify main stakeholders and establish effective communication.
- Coordinate with RC/HC, OCHA offices, and IASC structures.
- Prioritize proximity to key decision-makers.

OSOCC

- Delegate OSOCC Manager responsibilities to Deputy Team Leader.
 - Choose location strategically and consider access constraints.
- Adapt OSOCC functions to the evolving situation and needs.
- Ensure transparency and flexibility in organizational setup.

Civil-Military Coordination (UN-CMCoord)

- Understand the purpose and dimensions of civil-military coordination.
- Establish dedicated CMCoord structures and personnel; request OCHA ERS support.
- Maintain clear communication channels with international/ domestic military counterparts.
- Consider, upon consultation with the RC/HC, the release of context-specific civil-military coordination guidance.
- Overcome challenges through transparent exchange and trust-building.

Assessment and Analysis (A&A)

- Focus on obtaining a rough understanding of the situation initially.
- Communicate needs to the A&A Cell and engage in joint analysis.
- Have a daily briefing with the leader of the A&A Cell to get an overview of the situation and the priority needs.

- Make an A&A plan that reinforces coordinated approaches, e.g., establish an OSOCC A&A Cell for internal purposes, establish an Assessment and Analysis Working Group (AAWG) to engage external partners.
- Involve key decision-makers in analysis exercises and briefings.
- Ensure continuous communication and iterative assessment processes.

Information Management (IM)

- Assign dedicated team members to IM functions early on.
- Develop an information management strategy and ensure data responsibility/security.
- Utilize robust systems for processing and disseminating information.
- Prioritize quality information production and dissemination.

Reporting

- Coordinate reporting contributions with RC/HC and OCHA.
- Agree on deadlines and sign-off procedures on various outputs. Make sure you agree on when and what to contribute and to whom.
- Anticipate information needs and define primary audiences.
- Ensure accuracy and timeliness in reporting outputs.
- Incorporate protection issues and maintain consistency in messaging.

Operational briefings for the UNDAC team

- Conduct daily briefings to define tasks and responsibilities.
 Use the PoA to define the next day's tasks and assign responsibilities.
- Ensure all team members are briefed and aware of security risks.
- Utilize briefings for debriefs and team well-being checks.
- Reinforce adherence to UN standards of conduct and reporting obligations.

Media

- Consult with RC/HC and OCHA headquarters on media strategy.
- Provide factual information and clear messaging to the media.
- Ensure team members are aware of key figures and messages.
- Specific media messages should be cleared with the RC/ HC and OCHA headquarters.
- Stick to the team's area of expertise and avoid speculation.
- Aim to deploy a dedicated Accountability to Affected People (AAP) expert with the UNDAC team.
- Coordinate the development and dissemination of key humanitarian messages in local languages. Ensure that key messages are simple and easily understood.
- Emphasize that humanitarian assistance is free. Provide clear guidance on where to find assistance and how to proceed.

Funding

Emergency Cash Grant:

- Requests can originate from various sources: the Office of the RC/HC, OCHA offices, the Permanent Mission in Geneva or New York, the affected country's Government.
- Office of the RC/HC prepares a written request to the Director of OAD upon verification of the recipient country's request for international assistance.
- Upon grant approval, OAD notifies the RC/HC, outlining terms and conditions. The RC/HC then determines implementation.

Central Emergency Response Fund (CERF):

- Proposals require endorsement from the RC/HC and are sent to the ERC and CERF Secretariat at cerf@un.org.
- Budgets follow the CERF template, with a project allocation table

- CERF jump-starts initial response, not meant to cover all needs but provide quick injection for life-saving activities.
- Situations needing CERF funds should also generate appeals.
- CERF and appeals are developed together, with CERF bridging funding gaps.
- CERF rarely funds 100% of project requirements.

Flash Appeals (FA) and Humanitarian Response Plan (HRP):

- RC/HC and HCT own the process and end product. UNDAC and OCHA staff may support HCT with appeals.
- Agree on strategy with RC/HC and maintain close contact.
- The Government should support an appeal and is sometimes (but not always) involved as an implementing partner, but not as an appealing agency.
- Consult OCHA ERS or regional office for appeal writer if needed. Protect and assist appeal writer, provide translation assistance.
- Appeals must be short and produced quickly. They draw on Humanitarian Response Plan (HRP) methodology but much slimmed down.
- Use sector/cluster system for appeals through delegation to lead agencies. Utilize UNDAC members to support cluster leads, avoiding resource depletion.
- Consider inclusion of acute relief and transitional needs.
- Ensure consistency of approach and key messages.
- Resist inflating financial requirements.
- Anticipate changes and deadlines during production.

End of mission

- Include exit and handover/transition strategy in the earliest version of the PoA, as well as in every interim plan and team operational briefing.
- Ensure the strategy is not left until the end of the mission to avoid management gaps.

- Conduct ongoing inventory of assets and processes under the team's control to identify local partners who can assume key functions.
- Build up the capacity of local partners before the handover takes place, if necessary.
- Organize an internal debrief for the team and remind UNDAC members of psychosocial services available upon return.

Post-mission

- Lead drafting of the UNDAC End-of-Mission report, together with all team members and the UNDAC Mission Focal Point.
- UNDAC End-of-Mission report is finalized at the end of the After-Action Review by the UNDAC Mission Focal Point.

G.2 Safety and security



- Reminder:

- Follow UN security measures: Reduce risk to an acceptable level for mission activities. Get security clearance through TRIP for in-country movements.
- Receive UNDSS security briefing: As soon as practicable upon arrival incountry.
- Coordinate with OCHA Head of Office: Accountable for team safety and security; if unavailable, the Team Leader assumes responsibility under the Designated Official.
- **Identify local partners:** Begin early to ensure effective handover of functions.
- Risk Management under the UN Security Management System (UNSMS)
- Utilize Security Risk Management (SRM) model: Assess and manage risk using SRM tools.
- Implement Programme Criticality (PC) Framework: Balance security risks with programme criticality in high-risk environments.

G.2.1 Key actors to know

- Host Government: Ultimate responsibility for UN staff safety and security.
- ERC: Overall responsibility for OCHA personnel safety and security.
 - » OCHA Security Focal Point (HQ): Coordinates day-to-day safety and security response.
 - » OCHA Head of Office (in-country): Responsible for the safety and security of OCHA personnel and UNDAC team.
- UNDSS: Advises on security management and implements security measures.
- Designated Official for Security (DO): Senior-most UN official responsible for security in the country.
 - » Security Management Team (SMT): Advises and supports the DO on safety and security decisions.
 - » Chief Security Advisor/Security Advisor (CSA/SA): Primary advisor to the DO and SMT on security matters.
 - » Field Security Coordination Officer (FSCO): Assists CSA in larger duty stations.
 - » Area Security Coordinator (ASC): Coordinates security in regions separated from the capital.
 - Wardens and Deputy Wardens: Assist in implementing the security plan; accountable to the DO/ASC.

G.2.2 Key policies and guidelines

- UN Security Management System Policy Manual (SPM): Provides detailed UN security policy and provisions.
- Policy Chapter III: UNDAC members are considered UNSMS personnel.
- Security Risk Management (SRM) Process: Structured tool for assessing and managing security risks.
- Programme Criticality (PC) Framework: Policy for balancing security risks with programme criticality.

G.2.3 Safety and security-related responsibilities for UNDAC team leaders

General Responsibilities

- Ensure team adherence to UN safety and security requirements.
- Refuse tasks posing unacceptable risks.
- Liaise with UNDSS to coordinate safety requirements.
- Delegate daily security management to a team member if necessary.
- Find a template for safety and security planning in the UNDAC Toolbox and make part of the overall mission PoA.

If OCHA office is present incountry

- Ensure team members receive UNDSS security briefing.
- Implement OCHA, UNDSS, and country-specific security policies.
- Integrate safety and security into all UNDAC activities.
- Liaise with UNDSS for effective Security Risk Management.
- Manage and direct all security-related activities.
- Provide DO with updated lists of UNDAC staff.
- Advise DO, CSA, OCHA Security Focal Point on team security concerns.
- Ensure compliance with all security instructions.
- Report security incidents to DO and OCHA Security Focal Point.
- Equip team with necessary safety and security gear.
- Inform OCHA HQ and OCHA Security Focal Point of security developments.
- Collaborate on security with implementing partners.

If No OCHA office is Present in Country

- Attend SMT meetings and training as a temporary SMT member.
- Keep team informed of security measures and information.
- Ensure operational communication systems for security management.

- Support and train Wardens or Area Security Coordinators, if appointed.
- Report non-compliance of security policies to DO and UNDSS

G.2.4 Safety and security-related responsibilities for UNDAC team members

General responsibilities

- Ensure to receive your security clearance (TRIP) prior to travelling (includes in-country movements and movements through transit countries, as required). Support available through the UNDAC Mission Focal Point and OCHA ERS.
- · Attend security briefings and certify attendance.
- Know key security management personnel at the location. Always have key contact details with you.
- Equip yourself for service at all duty stations.
- · Comply with all UNDSS and OCHA security regulations.
- · Avoid actions that endanger personal or others' safety.
- Report all security incidents promptly.

Personal safety and security measures

- Be aware of surroundings and react to potential threats.
- Observe local behaviour for signs of trouble.
- Avoid carrying large amounts of money; split it into smaller amounts.
- Vary daily routines to avoid predictability.
- Identify escape routes and emergency plans in accommodations.
- Inform team of whereabouts and expected return times.
- Vary travel routes and times between regular destinations.
- · Use a buddy system when outside the base.

- · Consult recent travellers about the security situation.
- Follow agreed procedures in case of road accidents.
- Use helmet and flak jacket if provided.
- Park vehicles for quick and easy departure.
- Avoid picking up strangers or accepting rides from military or police.
- Stay calm and compliant during a robbery.
- Avoid potholes when driving; they might contain unexploded ordnance.
- Be cautious with photography, especially around military activities.
- Keep a Quick Run Bag ready with essentials for evacuation.
- Always carry UN credentials and passport; a photocopy can be useful.



H. SITUATION

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H. SITUATION

H.1 Information Management (IM)

Preparation and early actions

Assess information landscape:

- » Review pre-existing resources and information management systems.
- » Identify key tools and services used by the humanitarian community:
 - GDACS (Disaster Alerts, Virtual OSOCC, SMCS),
 - Google Drive (for file sharing),
 - Humanitarian Data Exchange (HDX) (country information and datasets), including Common Operational Datasets (CODs),
 - INSARAG Coordination & Management System (ICMS) (USAR team coordination),
 - IM Toolbox (OCHA's tools and systems),
 - Response ReliefWeb (document repositories and operational info),
 - UNDAC Toolbox (templates and guidance documents).

Develop IM strategy:

- » Plan information flow, both internally and externally.
- » Identify main counterparts for information exchange.
- » Determine required information for decision-making and its dissemination schedule.
- » Establish communication lines and tools for internal and external use.

3. Prepare folder structures and naming conventions:

- » Use Google Drive with a clear, intuitive folder hierarchy.
- » Ensure consistency in folder and file naming conventions, including version control.

Ongoing tasks during deployment

4. Familiarize with local context:

- Understand the information structures and sources used by LEMA and humanitarian responders.
- Conduct an IM stakeholder analysis to identify key actors and their information processes.

5. Support Information Management tasks:

- Create and maintain contact lists, meeting calendars, maps, and infographics.
- Share templates and guidance for response data reporting (e.g., 3W, 5W).
- Store and share data appropriately, considering sensitivity and confidentiality.
- Manage shared workspace (Google Drive) and communication channels (Skype, Signal, WhatsApp).

6. Execute IM plan:

- Regularly update and share information products (situation reports, bulletins).
- Establish and maintain communication lines with stakeholders.
- Ensure smooth information flow within the team and with external partners.

7. Collaborate and adapt:

- Work closely with the Assessment & Analysis Cell.
- Adapt tools and processes to the local context.
- Ensure handover procedures for new IM processes and tools.

8. Data responsibility and security:

- Follow the OCHA Data Responsibility Guidelines and Information Sharing Protocol (see UNDAC Toolbox).

- Conduct data impact assessments before any data management activity (templates in UNDAC Toolbox).
- Develop SOPs for data collection, sharing, presentation, storage, and deletion.
- Establish Data Sharing Agreements (DSAs) for sensitive and personal data. Find templates in the UNDAC Toolbox.
- OCHA Centre for Humanitarian Data (<u>centrehumdata@un.org</u>) can support in reviewing data sharing agreements. Always consult OCHA's Executive Office to review data sharing agreements before signing.
- Adhere to Humanitarian IM Principles: Ensure accessibility, inclusiveness, interoperability, accountability, verifiability, relevance, objectivity, neutrality, humanity, timeliness, sustainability, and confidentiality.

10. Evaluation and Handover:

- Evaluate the effectiveness and efficiency of IM processes.
- Ensure proper handover of IM processes and tools to the next team or local authorities.

H.2 Assessment and Analysis (A&A)

H.2.1 A&A basics

Understanding A&A

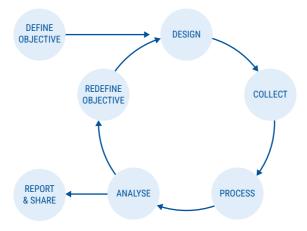
Assessment and Analysis (A&A) is an essential component of UNDAC missions. It includes collecting and processing pre- and post-emergency data from multiple sources and using tailored methods to produce timely and usable information for decision-making.

- Assessment: Identify and measure humanitarian needs of disaster-affected societies, communities, groups, and individuals.
- Analysis: Interpret available information to identify significant facts, trends, and anomalies to inform decision-making.

Planning A&A activities

- Set clear objectives: Define specific information needs and objectives.
- Know what you need to know:
 - » Target data collection to avoid gathering unnecessary information.
 - » Ask key questions to stakeholders (RC/HC, OCHA/UNDAC Team leader, cluster leads, national/local government representatives, civil society).
- The A&A cycle as an iterative process:
 - » Build each A&A process on the previous one.
 - » Adapt and refine analysis as more detailed and sector-specific information becomes available.

Figure H.1: A&A cycle



Initial assessment (First 5-6 days)

Scope and scale:

- » Determine the geographical scope and number of people (scale) affected.
- » Identify the most affected geographic areas.

Impact and needs:

- » Assess main impacts on the population.
- » Identify main problems and most affected sectors.
- » Prioritize needs by humanitarian sector and inter-sector.

Context and constraints:

- » Understand baseline context and pre-existing vulnerabilities.
- » Identify hard-to-reach areas and access issues.
- » Note operational constraints and capacities of responders.

Ongoing assessment (Weeks 2-3)

Severity and protection issues:

- » Disaggregate severity of the crisis by geographical area.
- » Identify protection issues, including concerns for marginalized groups.
- » Conduct gender analysis considering context factors.

Secondary risks and situation in isolated areas:

- » Identify signs of secondary risks (e.g., landslides, waterborne diseases).
- » Assess the situation in isolated geographical areas.
- » Evaluate the feasibility of multipurpose cash assistance.

Aid delivery and operational constraints:

- » Type of aid that has already been delivered and feasibility of multipurpose cash assistance.
- » Update operational constraints and access issues.

Data collection and analysis principles

Make sense not data:

- » Provide explanatory analysis rather than just summarising facts and figures.
- » Interpret data and explain what the biggest problem is (priority), why this is the biggest problem (justification), and suggest what could be done about it (response).

Better to be approximately right than precisely wrong:

- » Aim for 'good enough' analysis that balances accuracy with the need for speed.
- » Make timely decisions based on available data with caveats and uncertainties noted.

Field visits and structured data collection:

- » Conduct field visits with clear objectives and minimum preparations.
- » Collect both secondary and primary data systematically.

Communication and Reporting

Proactive engagement with stakeholders:

- » Ask key questions to relevant stakeholders to clarify information needs.
- » Engage in various coordination fora to gather necessary information.

Briefing and reporting:

- » Brief stakeholders on findings with explanatory analysis.
- » Ensure reports are not just descriptive but provide clear explanations and recommendations.

H.2.2 A&A coordination

Defining the assessment coordination approach:

Understand contextual factors:

- » Information needs for decision-making.
- » Level of information collection preparedness in the country.
- » Number and capacity of organizations collecting information.
- » Type and timelines of their findings.
- » Coordination team's ability to capture and consolidate findings.
- » UNDAC's specific role and mandate in the emergency.

Types of assessments:

- » Uncoordinated assessments: Multiple methodologies, reports, and tools used independently by partners.
- » Harmonized assessments: Separate assessments using common data sets and shared indicators to allow result comparison and avoid gaps and duplication.
- » Joint assessments: Collaborative assessments with shared methodoloav and resources.
- » Simple approach for effective coordination, see considerations for internal and external corrdination as well as analysis planning, methods and tools below in Figure H.2.

Figure H.2: Considerations for assessment and analysis coordination

INTERNAL ANALYSIS SET-UP

- Establish an Assessment & Analysis (A&A) Cell, appoint a manager, and allocate sufficient resources to this function.
- Ensure effective linkages and collaboration with other OCHA/UN-DAC functions.
- Decide how much of the information management work and analysis can be delegated to remote support teams, and
- Make sure that the remote and in-country components work together and establish efficient communication

EXTERNAL COORDINATION

- Establish an Assessment & Analysis
 Working Group (AAWG) or utilize
 existing platforms like coordination
 meetings, IM working groups, or
 similar, and ensure participation from
 government, clusters, NGO forums,
 agencies, etc., as required
- Explain the importance of coordinating assessments, joint or harmonized as required, i.e., sharing of data and findings, synchronizing planned assessments, encouraging joint analysis, reducing assessment fatigue, and maximizing use of available resources.
- Set-up an e-mail and assessment registry so assessment findings from the larger humanitarian community can be easily collected and shared.

ANALYSIS PLANNING, METHODS AND TOOLS

- Identify information needs relevant for the situation and context, how they can be best
 met with available resources, and what methods and tools are available and would be
 best suited to support decision making in a timely fashion
- Consider how remote sensing, secondary and primary data collection, and analysis
 processes can best complement each other and be combined for both regular situational
 updates and more in-depth humanitarian analysis
- Clarify what information needs can be met by the A&A Cell and what processes should be implemented by the AAWG

A&A Cell organization and tasks

Activation and setup:

- Activate remote A&A Cell immediately after a disaster, appoint a remote A&A Coordinator.
- » Deploy in-country A&A Cell if needed, deploy an in-country A&A Coordinator.
- » Allocate sufficient, dedicated resources with clear responsibilities.

Primary responsibilities:

- Develop a shared understanding of the humanitarian situation:
 - Scope and scale of the crisis.
 - Most affected areas and population groups.
 - Priority needs by sector.
 - Underlying factors driving the crisis.
 - Vulnerabilities, risks, and operational constraints.
- » Communicate information regularly for ongoing and future operations.

A&A Coordinator responsibilities (Generic)

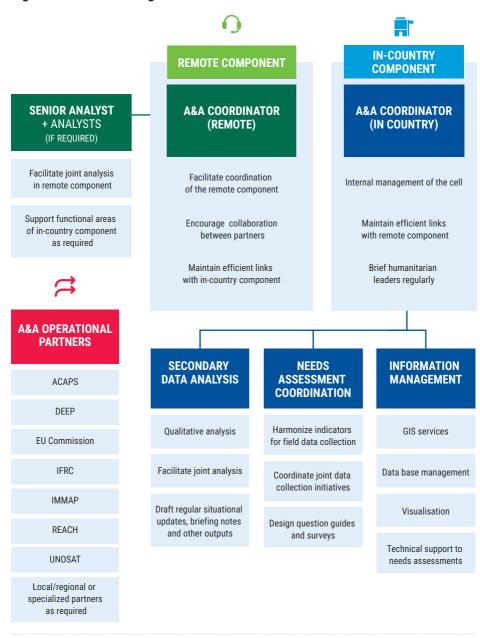
- » Hold regular coordination meetings with A&A team and Operational Partners, chairing, moderating, and summarizing discussions.
- » Include in-country representation (e.g., OCHA/UNDAC resources) early to ensure remote cell work aligns with in-country needs.
- » Emphasize that the A&A Cell's purpose extends beyond information sharing to coordinating and prioritizing analysis activities for disaster response.
- » Provide a shared digital workspace and chat channels for partners, with organized folders, templates, and tools.
- » Agree on the types of analysis products to be published, encouraging joint products when beneficial and avoiding duplication.
- » Consolidate and share action points and main outputs.

- » Engage with humanitarian leadership and operations to understand their information needs.
- » Prepare regular situational updates (daily or every 2-3 days) based on partner input and brief humanitarian leadership accordingly.

A&A Coordinator responsibilities (In-country specific)

- » Maintain efficient communication with the remote A&A Cell and agree on analysis production priorities.
- » Collaborate with the remote A&A Cell to prepare regular situational updates and brief humanitarian leadership.
- » Advise Team Leader and work with authorities and partners on A&A methodologies and tools relevant to the context.
- » Initiate coordination with external partners for a unified approach to humanitarian assessments, analysis, and monitoring.
- » Establish and chair, or co-chair, a multi-stakeholder working group for external A&A coordination if not already existing.
- » Sustain ongoing work of the A&A Cell or manage its transition to an Assessment & Analysis Working Group (AAWG) or closure at operation end, ensuring proper handover.

Figure H.3: A&A Cell organization



The Senior Analyst, along with any additional analysts (see Figure H.3), supports the A&A Coordinator in the overall work of the A&A Cell. Their primary responsibilities include facilitating joint analysis within the A&A Cell, verifying and ground-truthing of information with key informants, and preparing regular situational updates and briefing materials.

The coordinator of the remote component and the Senior Analysts will always be the first roles mobilized, facilitating the coordination of the entire A&A Cell. Following the deployment of A&A resources and the establishment of an in-country component, several responsibilities should be assumed by the in-field coordinator. Depending on the size and dynamics of the mission, the Senior Analyst role may also be deployed to the in-country component.

External A&A coordination

- Create an AAWG or use an existing platform.
- Ensure that assessments are conducted consistently and effectively. Harmonize assessment methodologies and questionnaires.
- Encourage timely information sharing about planned and finalized assessments to avoid gaps and duplications.
- Establish a dedicated email or web platform for assessment data sharing.
- Support joint needs assessments requested by National Government or HCT.

Information flow and tools

Shared workspace:

- » Use Google Drive for sharing information, tools, and templates.
- » Use Signal for messaging, or agree on an alternative app.

A&A Cell outputs:

- » Impact estimations.
- » Thematic maps, reports, and profiles.
- » Situational updates.

- » Briefing notes and situation analyses.
- » Dashboards.
- » Databases.
- » Preliminary assessment reports.
- » Final assessment reports.

Transition planning and options for ongoing A&A coordination:

- Transition to OCHA if present.
- Transition to RC/HC's office in the absence of OCHA.
- Transition to host Government with capacity-building/sharing if no UN capacity.

H.2.3 Planning and data collection

First steps

- Start with 'know what you need to know' principle: Understand generic
 information needs and unique considerations influenced by context, politics,
 and resources.
- Develop an analysis plan, see Figure H.4:
 - » Break down information needs into smaller components.
 - » Detail potential data sources and analytical outputs.

Figure H.4: Example of analysis plan

INFORMATION NEED	SUB-COMPONENTS	SOURCES	ANALYTICAL OUTPUTS	
	Cycle path + destructive wind speeds	Meteorological agencies	Map showing cycle path disaggregat- ed by Cat 1 and above wind-forces	
# people who potentially suffered significant damage to their shelter from tropical cyclone X	Population living in affected areas	National Census, WorldPop or other online raster datasets, UNFPA population projections	Table with population broken down by appropriate administrative level, wind-force and, where	
	Building type	National statistics, World Bank	possible, with % of population living in vulnerable shelter conditions	

Secondary data collection:

- Review secondary data rigorously from various sources, see Figure H.5.
- · Capture and store data effectively for easy retrieval.
- Assess data reliability using a codification system.
- Be critical of data and flag inconsistencies.

Figure H.5: Secondary data flow and sources

KNOW WHAT YOU NEED TO KNOW

- Scope and scale
- Geographical areas
- Population groups
- Identified priority sectors
- Drivers and aggravation factors
- Vulnerabilities and risks
- Operational constraints

Consult your analysis plan for additional information needs



IDENTIFY SOURCES - ASSESS RELIABILITY AND RELEVANCE



SOURCE	EXAMPLES
National institutions	Government ministries, universities and research institutions, local authorities
UN agencies, IFRC, international and national NGOs	Situation reports, assessments reports, cluster meeting minutes, funding appeals, humanitarian profiles, epidemioloical profiles, dashboards
International and local media	Newspaper articles, television reports, local public communication channels where information is shared between community members or from authorities such as on Telegram, WhatsApp, Signal
Geospatial data and satellite imagery	UNOSAT, Copernicus, Google Earth Engine
Databases and datasets	HDX, EM-DAT, PreventionWeb, ALNAP, Evaluative Reports Database, CODs
Websites	ReliefWeb, Alertnet, Shelter Centre Library, UN Country Portals
Social media	Facebook, Instagram, X (formerly Twitter)
Large scale surveys	Demographic and health surveys, Multiple Indicator Cluster Surveys, censuses

Recap on remote sensing:

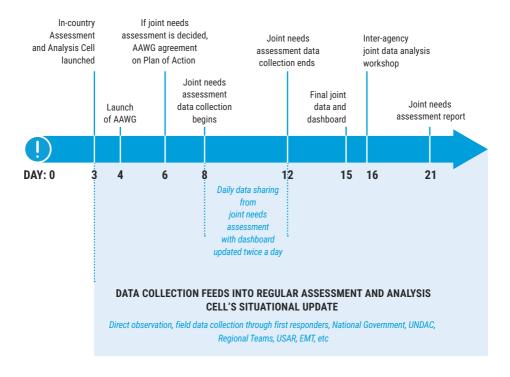
 There are three main types of remote sensing methods that can be used to support damage assessments only one of which is secondary data collection:

Remote sensing method	Data type	Data Source	Coordination
Satellite imagery	Secondary data	Remote A&A Cell Partners (e.g., European Commission's Copernicus Programme, UNOSAT)	Remote
Aerial assessments via manned aircraft	Primary data	In-country A&A Cell Component	In-country
Imagery acquired by drones	Primary data	In-country A&A Cell Component	In-country

Primary Data Collection:

- Plan and structure field visits with clear objectives, such as depicted in Figure H.6.
- Balance timeliness, resource allocation, and added value.
- Identify specific response information and priorities as expressed by the affected population.
- Make detailed plans for field visits, considering key questions and resources needed.

Figure H.6: Primary data collection exercises



Primary Data Collection

Key Informant (KI) Interviews::

Preparation:

- » Identify knowledgeable individuals within the affected community.
- » Determine whether semi-structured or structured interviews are appropriate.
- » Keep interviews within a reasonable time frame (45 minutes to an hour).

Dos:

- » Seek informed consent from interviewees and explain the purpose.
- » Use local languages and translators. Ensure translation of forms.
- » Establish trust by being honest, maintaining neutrality, and practicing active listening.
- » Conduct interviews in safe, convenient settings.
- » Ensure diversity and gender balance. Actively engage women (aim for a target of 50% female KI) and persons with disabilities. Use female enumerators, note-takers and interpreters when interviewing women.
- » Respect respondent comfort and autonomy.
- » Avoid leading questions and allow respondents to skip uncomfortable inquiries.
- » Provide information on humanitarian assistance and Sexual Exploitation and Abuse (SEA) reporting channels.
- » After primary data collection has been conducted, ensure the assessment results are communicated to all concerned organizations and communities to ensure transparency and accountability.

Don'ts:

- » Rush into questioning. Establish rapport first.
- » Focus solely on the questionnaire. Prioritize rapport-building.
- » Conduct interviews alone. Have at least two interviewers.
- » Approach sensitive topics abruptly. Start with factual questions.
- » Make promises you cannot keep. Be honest about limitations.
- » Delay reporting serious issues or risks (e.g., environmental risks not identified before, high risk of cholera in a locality, allegation of sexual exploitation and/or abuse (SEA), etc.). Report immediately to the A&A Cell or OCHA/UNDAC team leadership.

Direct observation

Types of observation:

- » Structured observation (looking for) Looking for a specific behaviour, object or event (or its absence). For example, whether people wash with soap before meals. A checklist is normally used as a reminder of key issues and to record observations.
- » Unstructured observation (looking at) Observing to see what issues exist. For example, how women and men move in and out of a camp. A short set of open-ended questions is normally used that are answered by the observers.

Permission and approach:

- » Obtain consent from site inhabitants before observing.
- » Maintain an open-minded approach and compare with interview findings.
- » Respect local culture, gender dynamics, and concerns. Invite people living at the site to join the observation.

Observation process:

- » Conduct a walk-around with community members to understand observed phenomena.
- » Visit specific locations of interest, noting conditions and activities.
- » Observe with a gender and diversity lens, noting any disparities.
- » Record observations promptly and accurately. If there are multiple observers, try to compare notes and discuss your observations as soon as possible.

Community Group Discussions

- Objectives and types:
 - » Community Group Discussion (CGD): To gather information about a wide range of issues. A group of people with different backgrounds who, together, can provide an overview of the situation and discuss a wide range of issues.

- » Focus Group Discussion (FGD): To gain a deeper understanding of particular issues. In this case, a group of people with similar backgrounds is useful.
- » For more details, refer to: <u>Humanitarian Needs Assessments The Good</u>
 <u>Enough Guide and JFRC/ICR Guidelines for Assessments in Emergencies.</u>

Dos and Don'ts:

- » Organize structured discussions with diverse community members.
- » Utilize two facilitators, maintaining gender and demographic balance.
- » Use separate sessions for different genders and demographics when feasible.
- » Facilitate an inclusive, relaxed atmosphere, encouraging participation from all.
- » Manage dominant participants to ensure equal participation.
- » Avoid the presence of authoritative figures to encourage openness.

Aerial Assessment:

Preparation and Planning:

- » Coordinate with local authorities and secure necessary permissions.
- » Prioritize areas for coverage based on disaster characteristics and population density.
- » Consider limitations and regulations for manned aircraft and drones.

Execution:

- » Ensure functionality and adherence to regulations for aerial assets.
- » Use licensed, experienced personnel.
- » For drones, qualifications and procedures include:
- » Being a licensed pilot,
- » Demonstrating the ability to fly in a humanitarian context,
- » Receiving permission from the local government and UNDAC Mission Focal Point.
- » Ensuring the drone is fully functional and free of defects,
- » Understanding ethical considerations, including the protection of identities of individuals who may be photographed or videoed during data collection.

- » Reviewed the <u>Unmanned Aircraft Systems (UAS) for Humanitarian Aid and Emergency Response Guidance</u>.
- » Capture imagery and data using appropriate tools. In case of manned aircraft, you may rely on personal cameras; not all aircraft have built-in cameras.
- » Coordinate with other agencies conducting aerial assessments, if applicable.

Tools for primary data collection

- Use KoBoCollect on tablets and smartphones. Ensure familiarity with KoBo and its collaboration with other organizations like the Red Cross/ Red Crescent.
- Humanitarian Observation Form can be found in the A&A Cell Toolbox.
- UN ASIGN Mobile App :
 - » Upload geotagged photos with annotations.
 - » Designed for low bandwidth, integrates into UNOSAT mapping.
 - » Activate location services on devices.
 - » View contributions in real-time or offline mode.
- Key Informant Questionnaire: Print and KoBo versions available in UN-DAC A&A Toolbox.
- Additional tips :
 - » Ensure all tools and forms are contextualized and adapted to the local environment.
 - » Establish a system for processing and integrating data into situational updates.
 - » Activate location services on devices when using mobile apps.
 - » Keep questionnaires concise and relevant to essential information needs.

Protection, gender, and inclusion recommendations

- Include marginalized groups (women, disabled, elderly, specific ethnic groups).
- Collect sex-, age-, and disability-disaggregated data (SADD).
- · Address protection risks and needs of the most vulnerable.
- Include questions on preferred assistance delivery methods and information needs. Request the support from an Accountability to Affected People (AAP) specialist and/or liaise with the AAP working group in-country if existing.
- Engage with diverse community members separately.
- Aim for gender balance in key informants and assessment teams.
- Actively seek female and disabled key informants.
- Involve a protection, gender, and inclusion specialist in tool revisions.

Environmental recommendations

- Include environmental dimensions in assessments.
- Key considerations:
 - » Chemical spills or hazardous facility incidents.
 - » Changes in water, air, or soil quality.
 - » Immediate threats to life or livelihoods.
 - » Concerns about disaster-generated waste.

Data sensitivity

- Risk assessment:
 - » Identify risks and sensitivities involved in data collection.
 - » Ensure informed consent and stakeholder awareness.

Data management:

» Share data responsibly, anonymize if necessary. Ensure transparency and accountability in data handling and sharing.

- » Plan for data disposal or handover.
- » Train data collection staff on risks and sensitive issues.

Primary data collection partners:

USAR & EMTs:

- » Ensure national and international USAR and EMT teams are engaged in data collection.
- » Utilize their internal reporting systems and direct observation questionnaires.
- Collect information on building damage severity and other key observations.

Regional teams:

- » Collaborate with regional response teams.
- » Allow them to conduct direct observations or key informant interviews within their area of operation.
- » Channel their findings back to the A&A Cell for analysis and action.

NDMA/LEMA:

- » Assess the capacity of NDMA and LEMA for initial impact assessments or aerial fly-overs.
- » Engage governmental bodies for follow-up assessments and support in disaster assessment initiatives.
- » Leverage their resources for providing knowledgeable points of contact, translators, and access support.

National Red Cross/Red Crescent Societies:

- » Coordinate with active national branches and volunteers.
- » Utilize their volunteer network for rapid data collection over large areas.
- » Collaborate with their trained volunteers for community-based key informant interviews using platforms like KoboCollect.

UN agencies:

- » Engage UN agencies for quick assessment and joint inter-agency initial assessments.
- » Consider joint needs assessments in collaboration with other stakeholders.
- » Enhance efficiency and coverage by collaborating with UN agencies in data collection.

NGOs:

- » Mobilize international and national NGOs operational in the disaster-affected area.
- » Establish coordination through AAWG or NGO Forum for assessment initiatives
- » Seek support in direct observation forms or key informant interviews from NGOs.

Military (e.g., air force and intelligence):

» Consider information available through the UN-CMCoord Officer and existing dialogue and information exchange with military actors.

Joint needs assessment:

Initiation and planning:

- » Ensure collaboration between humanitarian stakeholders, including the National Government, clusters, and NGOs.
- Establish ownership and leadership by an external coordination body like the AAWG in cooperation with the National Government.
- Assess resources and engage technical experts from the A&A Cell to facilitate coordination.

· Timely generation of findings:

» Design the assessment to provide an initial situation overview for aiding decision-makers.

- » Ensure the process enables timely generation of findings with comparatively few resources.
- » Facilitate continuous sharing of findings with the wider humanitarian community.

Understanding scope and limitations:

- » Clarify the purpose and scope of the joint needs assessment to decision-makers and stakeholders.
- » Communicate that it is not designed to provide detailed information for specific interventions.
- Emphasize that it does not provide statistically representative figures due to the dynamic nature of crises in the early phase.
- Acknowledge advantages, e.g., strengthening localization and fostering dialogue between stakeholders.
- Acknowledge potential disadvantages, including resource intensiveness and lack of detailed information for specific interventions.

Methodological Elements:

- » Ensure collection, organization, and analysis of both secondary and primary data.
- » Follow the 'good-enough' approach, focusing on purposive sampling at the community level.

Outputs and timeline:

- » Develop a data analysis plan document outlining agreed methodology within the first 3 days of initiating the assessment.
- » Share raw data daily with participating partners and key stakeholders once data collection begins, usually by day 8.
- » Update the dashboard of live submissions at least once a day, ideally twice, especially in the initial emergency response stages.
- » Distribute key finding bulletins each morning after evening data submissions.

- » Compile and clean the final dataset by the end of data collection, usually by day 12.
- » Share the results dashboard within 1-2 days of the end of data collection.
- » Organize joint analysis working groups or workshops by the end of the first week of data collection and hold a final workshop 1-2 days after sharing the results dashboard, usually by day 16.
- Publish the final report within 5 days of the multi-stakeholder workshop, typically by day 21.

H.2.4 Data processing

Assessing data quality:

- Evaluate the quality of the data and determine the level of confidence in its accuracy.
- Identify any sensitive or unreliable data that may need to be handled differently.
- Determine if all data can be used or if certain portions are sensitive or unreliable.
- Consider the implications of using different subsets of data for analysis.

Data cleaning:

- Preserve a copy of the original data for reference purposes to maintain data integrity.
- Document any changes made during the cleaning process to track data modifications.
- Conduct thorough data cleaning to address common issues such as spelling mistakes, duplicates, and inconsistencies.
- Pay careful attention to spotting anomalies and outliers that may indicate errors or inaccuracies.
- Validate data by comparing information from multiple sources, including primary and secondary data.

- Ensure consistency between information provided by different sources and observations from the field.
- Assign skilled team members and select appropriate tools to expedite the data cleaning process. Consider remote support options if deployed staff are not available to handle the workload.

Using Place-codes (P-codes), i.e., standardizing location data:

- Address challenges with location data by using Place-codes or 'P-Codes' to provide unique geographic identification.
- Obtain Place-codes from reliable sources such as OCHA's Information Management Section or MapAction.

H.2.5 Analysis

- Identify key questions: What happened, what is happening, why it's important, what's unknown, and what might happen next.
- Comparison is central: Compare and contrast present data with past situations to anticipate future scenarios, see Figure H.7.
- Use structured models to organize and interpret data effectively.
- Move along a spectrum: Descriptive, explanatory, interpretive, and anticipatory analysis, see Figure H.8.
- Facilitating joint analysis sessions: Jointly interpret information with peers, partners, and stakeholders. Include subject matter experts and stakeholders with varied perspectives.
- Increase confidence through consensus: Balance limited evidence with collective agreement.
- Mitigate biases: Select neutral participants and clarify objectives. Balance stakeholder biases with expert opinions.

Figure H.7: Comparative analysis

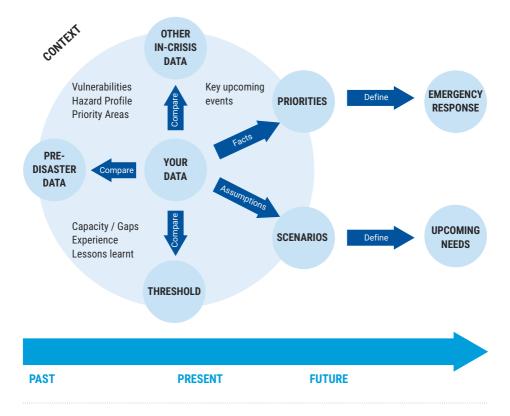
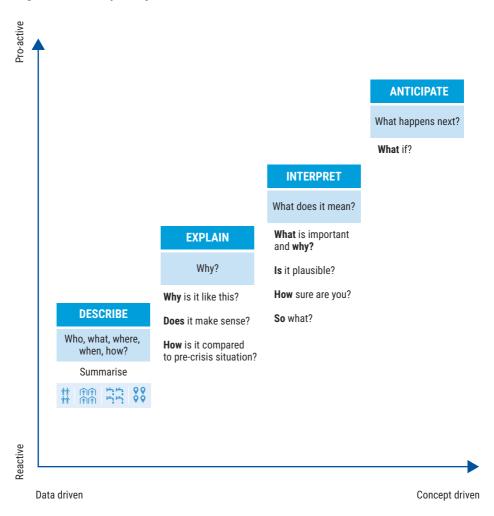


Figure H.8: Analysis Spectrum



Below, please see two analysis models for initial analysis (immediately following a disaster) and in-depth analysis.

Figure H.9: Analysis model for the initial period following a disaster

AREA	District A	District B	District C	District D
#AFFECTED				
#DISPLACED				
HEALTH				
WASH				
SHELTER				
FOOD				
PROTECTION				
LOGISTICS				

Figure H.10: Analysis model for in-depth analysis

		DESCRIBE (SUMMARISE)	EXPLAIN AND INTERPRET	ANTICIPATE
	Area affected			
CALE	Drivers, context considerations			
SCOPE AND SCALE	Secondary risks, consequences		 	
SCOP	People affected and in need		I	
	Severity		 	
N (0	Humanitarian needs, per sector and inter sector			
HUMANITARIAN	Protection issues, e.g., marginalized groups, violence and conflict		 	l I
亨의	Gender analysis, e.g., context factors		I	
IAN	Access of humanitarian actors to affected people		 I	
HUMANITARIAN ACCESS	Access of people affected to assistance		I	
HUM	Security and physical constraints			
AND	Coping mechanisms		1 	
CAPACITIES AND RESPONSE	National response		I	
CAP/	International response		 	

Structured Analytical Techniques (SATs):

SATs are useful to foster objective judgment and reduce ambiguity and cognitive biases for more credible analysis.

• **Problem-solving tools:** Use methods like problem trees (**Figure H.11**), fishbone diagrams (**Figure H.12**), and the six hats technique.

Figure H.11: Example of a problem tree

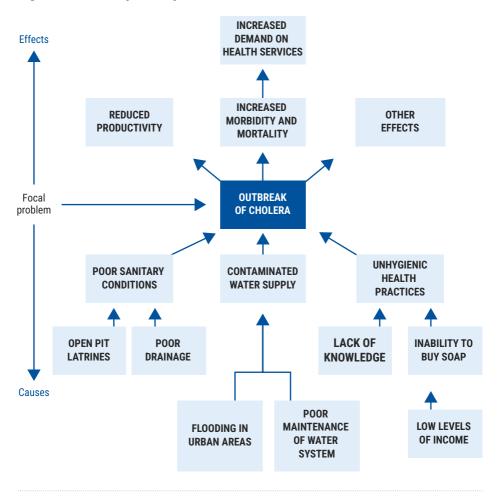
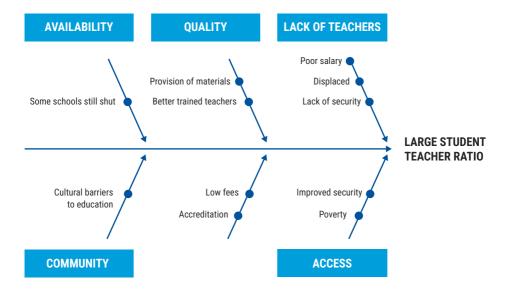
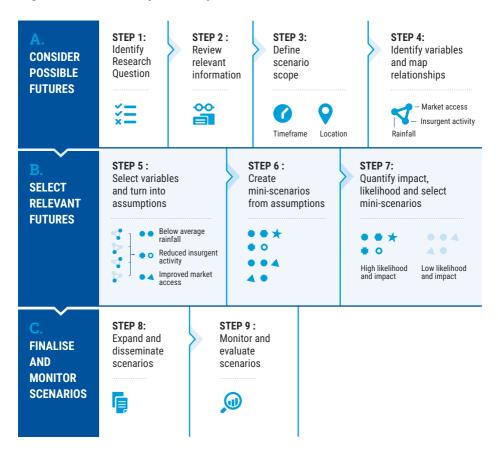


Figure H.12: Fishbone diagram



- Foster objective judgment: Reduce ambiguity and cognitive biases for more credible analysis.
- Participatory Rural Appraisal (PRA): Brainstorm brainstorming to outline the full range of issues to be addressed. Prioritize issues collaboratively.
- Chain of plausibility (Figure H.13): Identify key variables and anticipate their impacts. Prioritize variables and their potential consequences for actionable insights.

Figure H.13: Chain of plausibility



H.3 Reporting, IM products and analysis outputs

When developing a product, consider:

Clearly define dissemination strategy in OSOCC/EOC or UNDAC premises, specifying what product will be developed, when, by whom, and how it should be disseminated (web product or written report, published or sent, etc.)

Best practices for reporting:

- Adapt to audience and focus on message.
- Apply B.L.U.F. (Bottom-Line-Up-Front) principle.
- · Ensure clarity and consistency.
- · Develop readable and persuasive information products.
- Design effective and compelling visualizations.
- Communicate uncertainty and document data and methods.
- Edit and peer review work.

Standard UNDAC reporting methods:

PRODUCT DAILY UPDATE UNDAC REPORT **Purpose** Update the UNDAC Update OCHA, RC/HC and Mission Focal point on close partners on UNDAC activities and ongoing UNDAC activities and issues/challenges. emergency operations to inform decision-making. Should be complementary to updates provided in the wider daily internal UNDAC team meeting (which the Mission Focal Point is expected to attend consistently) to avoid duplication. Staff issues, including Content Summary movement tracking General situation overview Main changes to the Response coordination overall situation overview Plan of Action updates Operational (include changes in TORs) considerations

- Safety and security issues
- Administrative, financial and logistical issues
- USAR and EMT updates
- National response overview
- Bilateral international response overview

Distribution	Confidential, to the mission focal point and, if appropriate, to other relevant OCHA counterparts (e.g., at HQ, in regional offices, etc.)	OCHA, RC/HC and selected partners based on context. UNDAC FP in Geneva is responsible for wider distribution outside the affected country
Frequency	Daily	Every two days
Dissemination	E-mail or verbally (phone, MS Teams, etc.)	E-mail, VOSOCC
Cleared by	UNDAC TL	UNDAC TL

A&A Cell situational updates:

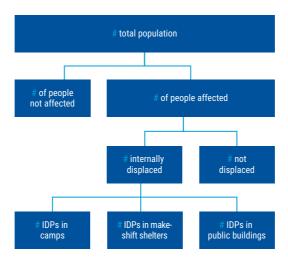
In addition to the standard UNDAC reports, the A&A Cell should provide the humanitarian leadership with regular situational updates aiming at informing ongoing and future operations. This is a concise, timely, and regular update on the current humanitarian situation that should usually be delivered in the form of a brief, supported by visuals and GIS products. The situational update should be delivered daily or at frequent intervals (2-3 days) to provide up-to-date information on the evolving humanitarian situation, as per suggested structure in the table below.

HEADLINE	CONTENT
Situation overview	A summary of the current situation, including any changes or developments since the previous briefing. This point should be supported by GIS products to better visualise the scope, scale and impact of the disaster.
Key developments	Highlight the most critical events or changes that occurred, affecting the humanitarian situation.
Priority needs	Identify and describe the most urgent needs of the affected population, including a justification as to why these are considered the most urgent needs.
Outlook	Provide an outlook for the coming period considering anticipated developments or challenges.

Other information products:

- Maintain an up-to-date meeting schedule.
- · Compile key contact lists.
- **Develop 3W** (Who is doing What and Where) or 4W (Who is doing What and Where When) or (Who is doing What and Where When and hoW)
- Most affected areas: A quick overview in the form of a matrix or a map can show the severity of the situation comparatively across different locations.
- Humanitarian profiles: Provides a breakdown of the population, showing figures of, e.g., affected, displaced, people in need, etc. (see Figure H.14).
- Create maps displaying relevant information.

Figure H.14: Example humanitarian profile



Considerations for visualizing data:

- Incorporate infographics, charts, maps, and graphs in your report (see Figure H.15).
- Design visuals to facilitate the communication of complex information in a digestible format.
- Explore Microsoft Power BI for creating interactive visualizations. Use simple online tools like Google Maps and common software like MS Power-Point effectively.
- Collaborate with GIS units to obtain pre-prepared PowerPoint map sets for editing.
- Access OCHA's collection of humanitarian icons available in the UNDAC Toolbox or online for download in various formats.

Figure H.15: Different ways to visualize data

Ranking



quantitative order relationship.
Use bars (vertical or horizontal), sorted in descending order to emphasise high values or sorted in ascending order to emphasise low values.

To compare different values, including their

Example: Issues mentioned by key informants as priority needs.

Nominal



To compare values in no specific order. Use bars (vertical or horizontal).

Example: Number of internally displaced people per district, to show differences in geographical impact.

Part of a whole



To show how values relate to the whole and to one another. A specific characteristic of pie charts is that viewers instinctively understand that the individual slices combine to make up a whole pie. Very useful when presenting just a few values.

Example: Age and gender disaggregation of a population, with the pie representing the total population and the segments representing women, men, girls and boys.

Temporal



To compare measurements taken over a period of time. Lines show the flow of values across time, e.g., consecutive months of a year. The movement from one value to the next represents change, giving meaning to the slope of the line: the steeper the slope, the more dramatic the change.

Example: Changes in casualty figures in the first three weeks of a disaster

Deviation



To show how one or more sets of values differ from a reference set of values. Use a reference line to show how one or more values deviate from a point of reference, to show the degree to which an indicator does not meet a standard.

Example: Minimum standards for available drinking water per day against actual availability.

Correlation



To compare two sets of measures to determine how changes in one affects the other, as well as how strongly. The line shows the trend of the relationship and whether it is positive (goes up from left to right) or negative (going down from left to right). The more tightly the values are grouped around the trend line, the stronger the correlation.

Example: How changes in endemic diseases correlate with a decline in availability of health services.

Spatial



To show how a situation may differ from one area to another using mapping. Very effective for showing geographical distribution of an issue

Be careful to not visualise on one geographic level based on data from another geographic level, e.g., colouring an entire province as being in high need if the data pertains only to certain districts within the province. This may mislead the viewer into thinking that the data applies to the entire province instead of only a specific part of it; and obscure where needs are actually concentrated.

Example: How severity of humanitarian needs is different from one area to the next.

Geospatial Information Services (GIS)

Types of maps needed:

- General topographic and road maps for orientation and navigation.
- USAR operations maps, including street names and map coordinates.
- Damage or flood extent maps based on satellite image interpretation.
- Field assessment planning maps showing administrative boundaries and place reference codes (P-Codes).
- Affected population and needs maps, distinguishing areas of 'zero needs' from those with 'no data'.
- 3W maps linked to a continuously updated 3W matrix.

Utilizing mapping tools:

- Utilize basic tools like Google Earth, PowerPoint, etc., if no dedicated mapping/GIS team is available.
- Access OpenStreetMap (OSM) for base maps and consider enhancements by the OSM volunteer community.
- Obtain map data from a wider range of sources, including IASC Common Operational Datasets (CODs) and Humanitarian Data Exchange (HDX).
- Collaborate with mapping partners such as MapAction and UNOSAT to create tailor-made maps and satellite-derived products. Consider engaging volunteer and technical communities such as Crisis Mappers and Digital Humanitarians for mapping support.
- Stay updated on satellite-derived analyses and product delivery through the GDACS-SMCS webpage.

H.4 Media

H.4.1 Key media messages

 Articulate media messaging beyond factual updates in collaboration with the RC/HC, OCHA, and the UNDAC Team Leader.

 Develop advocacy and strategic communications for various stakeholders, including the government, operational partners, donors, host communities, and affected people.

H.4.2 Working with UN and OCHA Public Information Officers

- Liaise closely with the OCHA Public Information Officer (PIO) or Communications Officer in the RC/HC's office.
- Channel day-to-day public messaging through the UNDAC Mission Focal Point and coordinate with OCHA communications teams.
- Collaborate with OCHA to organize high-level interviews and briefings with the press corps in Geneva or New York.

H.4.3 UNDAC contact with media

Guidelines and spokesperson

- Assign a spokesperson (usually the Team Leader).
- · Ensure team members know the conditions for media communication.
- Provide media and spokesperson training for the appointed spokesperson.
- Assign a communications focal point to liaise daily with OCHA Geneva.
- Prioritize media requests according to needs and target audiences.
- Provide standard brochures or fact sheets about UNDAC and OCHA proactively or upon request.
- Direct media to the latest OCHA situation reports or public documents on ReliefWeb for crisis information.
- Speak factually, avoid speculation, and stick to cleared statistics and quantifications.

Engagement rules

- Do:
 - » Agree on interview topics within UNDAC's mandate and scope.

- » Prepare key messages and have them cleared by the Team Leader. Focus on impacts, needs, challenges.
- » 3 questions to ask yourself before communicating: What do I want to achieve? Who do I need to talk to? What do they need to know to take action?
- Ensure the human story is central to the message, people give their consent, and are portrayed with dignity.
- » Anticipate difficult questions and rehearse answers.
- » Clarify non-political stance.
- » Avoid "no comment" by diverting the topic back to the primary focus.
- » Admit if you do not know the answer and offer to follow up.
- » Clarify misconceptions and redirect leading questions.
- » Wear UNDAC identification clothing.
- » Repeat the question when answering to avoid quotes out of context.

Don't:

- » Be rude or pick a fight with the media.
- » Favor one media outlet over others.
- » Give information off the record without Head of Public Information Unit's agreement.
- » Guess or make unsupported statements.
- » Criticize the Government, NGO, Red Cross/Crescent, or UN response.
- » Use jargon and acronyms like 'UNDAC'.

Follow-Up

- Keep a media log (journalist's name, outlet, interview focus, and local telephone number).
- · Review published or broadcasted stories.
- Inform RC/HC (if Team Leader) or Team Leader (if a team member) after an interview.
- Notify RC/HC immediately if misquoted and attempt to correct the mistake.
- Follow up with reporters on unanswered questions during the interview.

H.4.4 Social Media engagement

- Support OCHA's social media team by providing quality photos and videos of the disaster context and UNDAC activities.
- Ensure that content includes relevant captions and is shared with OCHA ERS for potential use.
- Adhere to UN Staff Regulations and exercise discretion when posting on personal social media accounts.

Guidelines for posting in personal capacity:

- Think before posting and consider potential implications for staff safety and security.
- Use judgement and discretion, avoiding sharing sensitive or confidential information.
- Respect colleagues' privacy and seek their consent before posting content related to them.
- Ensure that all content aligns with official positions of UNDAC, OCHA, and the RC/HC, seeking approval if uncertain.



I. OPERATIONS

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I. OPERATIONS

I.1 Coordination methodology

Overview

Goals:

- Ensure humanitarian actors work together to achieve shared strategic objectives.
- Design and deliver assistance in a coordinated and complementary fashion according to mandates and capacities.
 - Adapt activities based on mutual agreements and changing circumstances.

Foundation for HPC:

- Understand humanitarian coordination as the foundation of the Humanitarian Programme Cycle (HPC).
- Utilize coordination to assess needs, prepare for, manage, deliver, monitor, report and evaluate humanitarian response effectively.

Principles:

- Ensure a coherent, coordinated and principled response based on the four core humanitarian principles: humanity, neutrality, impartiality, and independence.
- Apply a "do no harm" approach and adhere to the IASC commitments, with a focus on Accountability to Affected Population (AAP), Inclusion and Disability, Localization, Protection mainstreaming, Gender.

Objectives:

- Improve rapidity, effectiveness and efficacity of humanitarian response through greater predictability, accountability, and partnership.
- Assess situations and needs, agree on common priorities through a coordinated approach, and develop response strategies.
- Address issues such as negotiating access, mobilizing funding, clarifying public messaging, and monitoring/reporting progress through an inclusive, participative, and coordinated approach.

I.1.1 Coordination techniques

1. Promote an understanding of collaborating organizations:

- Meet with representatives of various humanitarian agencies and organizations, including international and national/local partners. Where pertinent and applicable ensure contact with development partners to ensure coherency with ongoing interventions before the shock and to prepare a transition/exit strategy for an effective implementation of the nexus approach.
- » Start a database with contacts and activities, creating a 'Who is doing What and Where' (3W) system. Compile information on key national and local authorities, community leaders, CSOs, and other stakeholders.
- » Ensure accessible data collection platforms for all stakeholders. Address data protection concerns.
- » Connect individuals based on mandates and capacities.
- » Listen and analyse information shared during meetings, valuing every detail.
- » Facilitate decision-making and identify priority actions during meetings.
- » Ensure key contacts and information are visually accessible to everyone involved.
- » Make sure that all concerned partners and stakeholders adequately understand the functioning of the coordination structure allowing them to easily navigate through the architecture.

2. Establish a clearly defined purpose and clarify coordination parametres:

- » Demonstrate the benefits of information sharing and participation.
- » Facilitate discussions on coordination goals and needs.
- » Hold regular, adaptable meetings to meet participants' needs.

3. Define an agile coordination structure:

» Identify existing coordination structures by meeting with local and national authorities and key organizations. Collaborate with pre-existing

- coordination structures' focal points to adapt systems to the new context without disrupting existing models.
- » Request access to the latest contingency plan and any other planning documents available, which outlines coordination agreements and priority actions agreed upon before the crisis.
- Make sure that national and local authorities are aware of existing coordination mechanisms and they participate in the activities. In case of specific sensitivities linked to the participation of national/local authorities, define alternative solutions to ensure their adequate involvement without compromising the respect of humanitarian principles.
- » Visualize the main coordination structure and links between different groups to aid understanding for new actors.
- Monitor the adequacy of the information flow and communication between the different groups of the coordination structure.
- » Plan for exit strategy and sustainability from the beginning.

4. Ensure proximity:

- » Choose a coordination centre site close to affected communities, ensuring safety, security, and accessibility.
- » Establish the centre near key stakeholders to facilitate collaboration.

5. Promote transparency and inclusiveness:

- » Model transparency in decision-making processes.
- » Regularly update contact lists and stakeholder mapping.
- » Build trust through clear information sharing and competence.
- Engage diverse groups and attend important meetings to mobilize partners.

6. Build on linkages and networks:

- » Identify focal points within organizations and facilitate introductions.
- » Leverage and enhance pre-existing networks for better collaboration.

Use informal networks and interactions for information sharing.

7. Facilitate an enabling environment:

» Manage the coordination process:

- Facilitate, don't direct, the coordination process.
- Encourage stakeholder initiative and responsibility.

» Listen and facilitate:

- Prioritize listening to participants before speaking.
- Present objectives, agenda, and expected results clearly.
- Inclusive and comfortable environment:
- Ensure the meeting place is accessible and comfortable for all participants, with specific attention to Inclusion and Disability requirements.
- Avoid interruptions and ensure inclusivity in discussions.
- Adapt the language to participants' needs.

» Action-oriented:

- Summarize key actions to be implemented at the end of discussions.
- Keep meetings focused and time-bound.

» Follow-up:

- Provide clear next steps and meeting schedules.
- Distribute post-meeting documents and explain required actions.
- Ensure information accessibility to all relevant parties.

» Encourage participation:

- Ask for volunteers for tasks before taking on responsibilities. Build on existing strengths.
- Maintain a positive and constructive approach in all interactions.
- Thank people and acknowledge their contribution.

I.1.2 Meeting management

Preparations

- Determine meeting type: Briefing, Collective briefing, decision-making (strategic or operational), shared analysis, problem-solving/negotiations, introductory meeting, training/workshop, debrief.
- Define meeting purpose and desired outcomes: Ensure meetings are purposeful and outcome-driven. Schedule realistically.
- Develop specific agenda: Include objectives, speakers, and allocated times for each item.
- Select and assess venue: Evaluate strengths/weaknesses (e.g., acoustics, disturbances, climate control).
- Engage key stakeholders: Identify concerns and agenda items bilaterally.
 Ensure decision-makers and relevant stakeholders attend.
- Cultural sensitivity: Consider cultural factors and local etiquette.
- Identify and inform participants: Communicate time, place, and purpose.
- Disseminate key documents: Share relevant documents beforehand to minimize information sharing during the meeting.
- Prepare visual support material: Ensure clarity and peer-review.
- Venue preparation:
 - » Check equipment functionality.
 - » Arrange room layout and seating.
 - » Provide name tags and contact lists.
 - » Arrange refreshments and consider accessibility.

During the meeting

- Hosting: Provide refreshments to create a positive atmosphere.
- Handouts: Distribute printed agendas and relevant documents. If possible, make sure that participants receive key documents and information to be discussed during the meeting in advance to facilitate decision making. The

agenda should be shared in advance to allow participants to prepare for the discussion.

- Note taking: Assign a separate note taker.
- Visual aids: Use name cards and a meeting attendance sheet.
- **Start promptly:** Review aims, objectives, and agenda. Stick to the timeline. Schedule realistically and maintain punctuality.
- Manage introductions: Keep brief and encourage short summaries.
- Facilitate discussions: Introduce topics, manage relevance, and summarize agreements.
 - » Balance facilitation and participation: Maintain neutrality and objectivity.
 - » Stay on track: Ensure discussions remain focused on the agreed level.
 - » Outcome focus: Move from problem to solution-oriented discussions.
 - » Effective questioning: Use open/closed, neutral/biased questions appropriately.
 - Explore assumptions: Clarify underlying assumptions and data.
 - » Manage challenging participants: Reformulate negative comments positively and explore needs.
 - » Engage quiet participants: Use group discussions to encourage participation.
- Record decisions: Project live recording of decisions on screen for immediate feedback
- Recap and clarify: Summarize action points and next steps.

Follow-up

- Minutes/action plan: Finalize and circulate promptly, with clear conclusions and assigned responsibilities.
- Monitor follow-up: Ensure timely follow-up on agreed actions and address any dissatisfaction informally.

Virtual meetings

- Facilitation and technical roles: Assign separate roles for facilitation and technical aspects.
- Pre-meeting communication: Send invitations, agendas, and passcodes in advance.
- Technical preparations: Allow time for connection and software setup.
- Meeting discipline: Start and end on time, clarify norms, and stick to the agenda.
- Recording and confidentiality: Record the meeting and share the file but be aware of confidentiality limitations.
- Adapt the facilitation technique to the virtual meeting: avoid long presentations, prioritize contributions by participants instead of long speeches.

1.1.3 Coordination barriers and how to overcome them

Coordination barrier	Tips to Overcome Them		
Competition	 Adopt a transparent process for resource allocation. Develop shared policies and standards. Ensure broad representation in decision-making. 		
Neutrality	 Seek shared objectives and demonstrate compatibility with agency/partners autonomy. Respect agencies'/partners' autonomy and offer observer status if necessary. 		
Unilateral actions	 Clearly define roles and responsibilities. Actively engage all representatives in decision-making. Publish needs analysis and map actions to show gaps. 		
Inadequate commitment	 Understand partners' needs and ensure they benefit from meetings. 		

- Provide valuable information and resources.
- Clearly define roles and responsibilities.
- Establish and maintain personal networks. Establish decentralized coordination mechanisms to facilitate local partner involvement.

Poor information flow

- Identify and address bottlenecks in information flow.
- Work with stakeholders to facilitate information flow.
- Involve RC/HC to manage bottlenecks.
- Do not censor information that might be inconvenient for decision-makers.

Poor leadership

- Adopt a collaborative leadership style.
- Establish personal networks.
- Ensure broad representation in decision-making.
- · Periodically evaluate partner satisfaction and performance.

Insufficient resources

- Build on existing coordination processes and delegate coordination responsibilities.
- Streamline meeting processes.
- Invest in effective information management.
- Seek external/remote/HQ support in resource mobilization.

Inappropriate working practices

- Involve international, national, and local organizations to draw on (local) expertise, e.g., academic, research and professional institutions.
- Provide language support and accommodate diverse cultural practices.
- · Adapt information systems to local ICT capacity.

Poor performance

- Remind partners of agreed commitments and standards.
- · Utilize authority of RC/HC or donors if necessary.
- Monitor and evaluate partner performance.
- Address non-compliance if necessary (name and shame).

Poor knowledge management

- Seek external support for information management expertise if needed.
- Adapt information systems to local ICT capacity.

1.2 Centrality of protection and quality response

The humanitarian response should benefit all people affected equally and avoid putting some at greater risk. Therefore, the following elements must be at the heart of everything that we do:

1. Prioritize safety and dignity and avoid causing harm:

- » Prevent and minimize unintended negative effects of interventions.
- » For example, ensure aid distributions are organized in a way to avoid exacerbating conflicts between communities or risks such as looting.

2. Ensure meaningful access:

- » Provide assistance and services in proportion to need and without barriers. Gender, age, socioeconomic and cultural backgrounds are some factors that influence how people are affected by a crisis. We need to understand how different groups are impacted so that we can adapt the response.
- » Pay special attention to vulnerable groups with difficulty accessing aid (e.g., people with limited mobility who cannot evacuate an area or go to the distribution site).

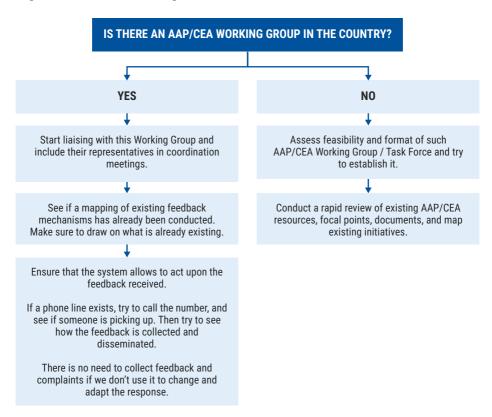
3. Engage communities and ensure accountability:

- » Recognize and value all community members as equal partners, whose diverse needs, priorities, and preferences quide the response.
- » Integrate meaningful community participation, open and honest communication, and mechanisms to listen to and act on feedback from the affected communities.

Specific role of the UNDAC Team:

- Pre-deployment:
- Assess the need to deploy an Accountability to Affected People (AAP)/
 Community Engagement and Accountability (CEA) expert with the UNDAC team. See Generic Terms of Reference (ToRs) for AAP experts in the
 UNDAC Toolbox.
- First 24-48 hours:
- Accountability to Affected People (AAP)/Community Engagement and Accountability (CEA):

Figure I.1: Draw on existing AAP/CEA initiatives and mechanisms



Protection from Sexual Exploitation and Abuse and Sexual Harassment (PSEAH):

- Identify the in-country PSEA Coordinator and share their contact details with the team.
- Display communication material on protection from sexual exploitation



Note: This is for staff/personnel/emergency responders. When it comes to disseminating messages to communities, refer to the PSEA Coordinator as chair of the in-country PSEA network if existing. Conduct a rapid review of existing resources, documents, and map existing initiatives.

and abuse in the RDC, the UCC as well as in the OSOCC and sub-OSOCC.

- Brief USAR and other response teams on protection from sexual exploitation and abuse.
- Remind of the six core principles on protection from sexual exploitation and abuse including where to report allegations (see below).

First 3 days:

- Engage with RC/HC to ensure the country leadership's support and commitment to collective AAP, inclusion and protection prioritization.
- Promote the involvement of affected people and communities, including the most at risk and vulnerable in assessments, planning and decision-making for disaster preparedness, risk management and response. UNDAC should support the RC/HC to identify (if not already done) national NGOs, community groups and/or consortia to be included in the HCT, ensuring enough community representation in decision-making.
- Ensure that coordination meetings have a standing agenda item on community engagement and accountability (specifically reviewing complaints and feedback from communities), rapidly identify trends, collectively define solutions and track progress on addressing them.

Within 10 days:

Engage with RC/HC to ensure the country leadership's support and commitment to collective AAP, inclusion and protection prioritization.

Assessment and Analysis:

- Consult with diverse communities to understand their particular circumstances, needs, priorities, and capabilities.
- » Ensure an equal balance of men and women among enumerators during primary data collection, including gender and protection expertise where feasible.
- » Undertake separate focus groups for women and girls, men and boys, as culturally appropriate and preferred.
- » Ensure initial needs assessments include protection questions to identify immediate protection risks and needs of the most vulnerable, including those usually marginalized or invisible.
- » Request gender and GBV expertise as part of the overall assessment capacity to prioritize gender-responsive and GBV-related considerations in assessments and response strategies.
- » Collect and analyze disaggregated data on disability to monitor and enhance inclusion. Use the global estimate of 15% disability prevalence in the absence of specific data.
- Ensure the initial needs assessments include questions on preferred means of delivery (in-kind, vouchers, cash) and on information needs.
- » During the joint analysis process within the Assessment and Analysis Working Group (AAWG), ensure communities are represented.
- » After the primary data collection has been conducted, ensure the assessment results are communicated to all concerned organizations and communities.
- » Work with the clusters and IM teams to document community feedback and include community engagement activities in situation reports, needs overview documents, etc.

Strategic Response Planning:

- » Ensure the response planning is directly based on the feedback from communities and findings of the needs assessments which included representative sampling of the population where possible, as well as disaggregated data and joint analysis of priority needs.
- » Ensure all response planning documents reflect information and communication needs, as well as response and approach to collective accountability.
- » Ensure contingency plans, flash appeals and Humanitarian Response Plans speak to priority protection and inclusion risks and analysis identified in needs assessments.

Communication and media:

- » Coordinate the development and dissemination in local languages of key humanitarian messages. Key messages should be simple., such as "humanitarian assistance is free." People then need to understand where to find assistance and how to proceed.
- » Listen, do not spam communities. Within the response community, map out what existing or planned 'listening' activities/projects may exist and try to create synergies to overcome potential duplications leading to confusion.
- » Connect with local radio networks and other media to liaise with members and representatives of local/community media organizations. The coordinated response community should organize regular media briefings where aid officials, from local and international organizations, brief and take questions from the local media on progress, plans and challenges.

Protection from Sexual Exploitation and Abuse and Sexual Harassment (PSEAH):

- » Report any suspicion or knowledge of sexual exploitation or abuse (see box and Figure I.2 and Figure I.3).
- » Ensure PSEA activities are added in the Flash Appeal.



Reminder: Any suspicion or knowledge that sexual exploitation or abuse has been committed must be reported. You can report directly to the Office of Internal Oversight Services (OIOS), the RC/HC, the in-country OCHA PSEA Focal Point (where there is an OCHA presence), the PSEA Coordinator (where applicable), the UNDAC Team Leader or UNDAC mission focal point in OCHA ERS so that the victim/ survivor can be referred for assistance in a timely manner. Failure to report is considered misconduct.

Figure 1.2: Overview on sexual exploitation, sexual abuse, sexual harassment

	SEXUAL EXPLOITATION (SE)	SEXUAL ABUSE (SA)	SEXUAL HARASSMENT (SH)
WHO?	Us + Beneficiary	Us + Beneficiary	Us + Us
WHAT?	 Abuse of vulnerability, differential power, or trust Victim's sexual activity generates benefits 	 Physical intrusion of a sexual nature Use of force or coercion 	 Unwelcome advance or conduct of a sexual nature Creates an intimidating environment or becomes a condition of employment
EXAMPLES?	 Offering money, gifts, or a job in exchange for sex Withho; ding due services or blackmailing for sex Hiring prostitutes Threats of sexual exploitation 	 Unwanted kissing, touching, grabbing, or rubbing Threats of an unwanted sexual act Raping or attempted rape Any sexual activity with a child 	 Touching, kissing or speaking inappropriately to a colleague at work Attempted or actual sexual assault Raping or attempted rape

Figure I.3: Core Principles relating to sexual exploitation and abuse

3 SEA constitute acts of Sexual activity with Exchange of money, gross misconduct and children (< 18 years) is employment, goods or prohibited services for sex is are grounds for termination of prohibited, including hiring prostitutes employment NO SECOND CHANCES NO SEX WITH CHILDREN DON'T HIRE/BRIBE ANYONE FOR SEX 4 6 Any sexual relationship **Humanitarian workers** Humanitarian workers with beneficiaries that are obligated to report are obliged to create and involves improper use of any concerns regarding maintain an environment position is prohibited SEA by fellow workers which prevents SEA ALWAYS REPORT SEA NO SEX WITH **DISCOURAGE SEA BENEFICIARIES** AROUND YOU

Handover and exit:

- Handover reflects on protection and inclusion related challenges and priorities and recommendations (e.g., for more capacity, addressing gaps etc.).
- Combine information from consultations, mapping, documentary review, data from needs and communications assessments to produce the initial draft of a collective AAP action plan (this will require close collaboration with IM Officers and others).
- Focus on quick wins: what areas of collaboration exist in which we can achieve quick wins, e.g., shared messaging on critical topics; adding a

- qualitative data collection component to needs assessments (e.g., focus groups), quick wins should be reflected in the first year of the work plan.
- The action plan clearly outlines responsibilities, with timelines, indicators, and targets.

I.3 IASC Emergency Response Preparedness (ERP) Approach and Anticipatory Action

Emergency Response Preparedness (ERP)

- Inquire about the existence of Emergency Response Preparedness/contingency plans upon arrival in the field.
- Utilize existing plans as the main reference for setting up the coordination system, as key humanitarian actors and national/local authorities have already agreed upon a specific structure during their development.
- Capitalize on the plans' annexes, including partner contact lists, contingency stock mappings, geographical and access maps, etc.
- Use the plan to inform the development of the Flash Appeal or other humanitarian funding requests if applicable.

Anticipatory Action

- Familiarize yourself with any activated anticipatory action frameworks in the country of deployment.
- Assess the extent to which relief efforts are already underway and determine what resources have been made available to mitigate disaster impact or meet immediate urgent needs.
- Coordinate closely with national and international early warning systems to monitor risks associated with the development of natural hazards.
- Engage with national actors, local communities, and key authorities from the civil protection side involved in anticipatory action frameworks.
- Utilize key contact lists and leverage the in-depth knowledge of operational environments and key dynamics provided by anticipatory action partners to inform needs assessments, analysis, and the development of response strategies.

I.4 Localization

Respect:

- Always respect L/NAs, their leadership, and existing coordination mechanisms, and be aware of potential unconscious biases.
- Acquire comprehensive knowledge about the country, context, culture, and customs to demonstrate respect effectively.

Language:

- Avoid using divisive language that creates an 'us' versus 'them' or a seniority versus inferiority dynamic within the humanitarian community.
- Actively integrate local languages, ensuring translation/interpretation of guidance and documents, providing translation support to ensure accessibility for all partners and understanding of local concepts.

Strengthen local engagement:

- Actively engage with representatives of L/NAs to understand the local context and response requirements.
- Collaborate with existing coordination structures and forums of local actors to address barriers hindering L/NA engagement, such as language and cultural differences.

Promote meaningful participation and leadership:

- Encourage genuine participation, contribution and leadership of L/NAs in coordination mechanisms, ensuring thorough consultation and active listening, and allow for engagement in decision-making processes.
- Build trust through open dialogues and transparent, regular information sharing.

Integration and collaboration:

 Integrate L/NA data (both already existing and currently collected) into analysis.

- Involve the AAP Focal Point in directing and integrating localization efforts within the response-wide AAP strategy.
- Consider logistical requirements that accommodate the needs of local and national actors (L/NA) in meetings, both in-person and virtual, including meeting timing, location, and transportation modes.
- Ensure active engagement and collaboration of key members of the Humanitarian Country Team (HCT) and Cluster Leads with L/NAs in information sharing.

Capacity sharing and analysis:

- Involve L/NAs throughout the process, capitalizing on their knowledge of the local context.
- Identify and address analysis capacity needs of L/NAs, by exploring rapid capacity strengthening opportunities and potential "quick" training or coaching possibilities.

Advocacy and reporting:

- Advocate for greater inclusion and visibility of L/NAs in the response efforts. Explicitly recognize L/NAs efforts and structures.
- Advocate with donors to increase funding for L/NA organizations, highlighting their added value in terms of access, acceptance, and accountability.
- Ensure response monitoring tools include disaggregated data to report on the achievements and contributions of L/NAs.

1.5 Facilitating humanitarian access

Access constraints may include, but are not limited to:

- Limited or damaged infrastructure,
- · Adverse climatic or environmental conditions,
- Difficult terrain,
- Bureaucratic and administrative restrictions affecting humanitarian personnel and supplies, such as visa or importation restrictions,

- Diversion of aid, interference in assistance delivery and implementation of activities.
- Denial of the existence of humanitarian needs or entitlements to humanitarian assistance,
- · Insecurity, active conflict or military operations, and
- Attacks on humanitarian personnel, assets, and facilities.

How UNDAC can assist OCHA and ultimately the HCT in in facilitating access:

Coordinating and liaising:

- » Coordinate with relevant actors, including military actors, to facilitate access.
- » Facilitate meetings between new and existing actors to ensure access remains a focal point.
- » Incorporate an access advisor and establish initial contacts and coordination mechanisms in contexts without OCHA presence.

2. Identifying, monitoring, and documenting access constraints:

- » Conduct swift assessments to gather information on access constraints.
- » Provide data within the <u>Access Monitoring and Reporting Framework</u> (AMRF) to assist OCHA and the HCT.
- » Document access-related information and processes for future reference.

3. Addressing access constraints through engagement and negotiations:

- » Set clear objectives for engagements with stakeholders.
- » Understand the context, be polite, and respect others to nurture relationships. Seek support from the Humanitarian Negotiations Unit (HNU) for context analysis in politically complex environments.
- » Gather information on previous negotiations and ongoing negotiations to prevent duplication and misunderstandings.

- » Build trust by communicating openly, explaining UNDAC's role, and listening to interlocutors' concerns.
- » Manage expectations by identifying available assistance and avoiding overpromising.
- » Set ground rules emphasizing the humanitarian nature of the engagement and adherence to humanitarian principles.
- » Keep the negotiations team small, focusing on interpersonal skills rather than staff grade, and ensure language skills and gender diversity.
- » Meet interlocutors in locations they suggest, while prioritizing staff security.
- » Inform national authorities of engagements to uphold honesty and neutrality.



What to keep in mind when facilitating access in...

Countries where OCHA is present

Countries where OCHA is not present

- Support OCHA in chairing or cochairing Humanitarian Access Working Groups (HAWGs).
- Enhance information sharing, identify access priorities, and develop shared positions and advocacy messages on access.
- Direct access-related inquiries to OCHA headquarters, specifically to the UNDAC Mission Focal Point or relevant OCHA units.
- Seek assistance from CMCoord
 Officer in the UNDAC Team or CMCS
 for tactical access troubleshooting
 with civil or military authorities.

I.6 Inter-Cluster/Sector Coordination Group (ICCG/ISCG)

ICCG/ISCG's role:

The ICCG at the national level provides a platform for clusters/sectors to collaborate in delivering an effective and efficient humanitarian response. This is achieved by reaching a shared understanding of needs, informed by a robust protection and gender analysis, and agreeing on a joint strategy to meet these needs. The ICCG is accountable to the HC and reports to the HCT through OCHA and/or, by default, to UNDAC. On behalf of the HC, OCHA/UNDAC chairs the ICCG, facilitating the overall functioning of the group and providing the secretariat function.

In detail, the ICCG/ISCG's role is as follows:

- Serve as an advisor, facilitator, supporter, and influencer to enhance cluster/ sector coordination.
- Develop a deep understanding of the local context and main concerns of each sector.
- Establish strong links with relevant operational actors, including national and international NGOs, Red Cross/Red Crescent, and UN agencies.
- · Conduct field missions to gain insights into the humanitarian landscape.
- Work closely with OCHA's IM function to support inter-sectoral analysis.

Key responsibilities of the ICCG/ISCG:

- Supporting service delivery across clusters/sectors, identify and facilitate multi-sectoral programming:
 - » Oversee joint rapid response mechanisms and inter-sector response mechanisms.
 - » Support sub-national level coordination groups for effective humanitarian response.

- » Inform, advise, and alert the HCT of operational priorities and response gaps, including access constraints.
- » Advise on actions required for effective delivery of response across clusters (funding, access, logistics, civil-military coordination, or coverage).
- Supporting analysis, planning, and monitoring across clusters/sectors:
 - » Coordinate joint needs assessments.
 - » Conduct joint analysis and monitoring: Identify needs, risks, vulnerabilities, and capacities from a multi-sectoral perspective. Inform decisions on cash and in-kind assistance or joint programming interventions.
 - » Agree on strategic objectives: Draft and recommend the Humanitarian Response Plan (HRP) or Flash Appeal to the HCT.
 - » Adapt and change response based on continuous gap analysis, monitoring, and community feedback.
 - » Collaborate on CERF/country-based pooled funds allocation papers based on agreed priorities.
 - » Coordinate with Information Management Working Group (IMWG).
- Ensure the centrality of protection and quality response:
 - » **Integrate gender, age, inclusion, and diversity.** Use sex and age-disaggregated data in response planning across clusters.
 - » Support community engagement: Ensure views of affected people inform decision-making and operations.
 - » Mainstream protection: Integrate protection into all clusters and ensure it informs operational decision-making and HCT updates.
 - » Integrate early action, preparedness, and early recovery: Foster resilience in crisis or post-crisis contexts.
- · Promote and integrate specific activities:
 - » Cash and voucher-based interventions: Promote coordination activities in favor of these interventions.

- » Involvement of local and national humanitarian organizations: Ensure participation, especially of women-led organizations and organizations of persons with disabilities.
- » Coordination with development and peace programmes: Promote information sharing and integrated programming when feasible.
- » Respect and implement PSEA IASC requirements.
- Identify core advocacy concerns: Address humanitarian access, violations
 of international law, or durable solutions for displacement. Request HCT to
 advocate or provide strategic direction on these issues.

Linkages for effective coordination between ICCG/ ISCG and the HCT:

- Ensure communication and coordination between ICCG/ISCG and the HCT.
- Share key decisions made by the HCT with the ICCG/ISCG and vice versa.
- Encourage briefing sessions between Cluster/Sector Coordinators and Cluster Lead Agency heads before and after HCT meetings.
- Consider inviting ICCG/ISCG members to HCT meetings when needed.
- Maintain strong links between ICCG/ISCG, national counterparts, and sub-national coordination bodies.
- Establish regional/sub-regional inter-cluster/sector working groups if operation context requires, ensuring linkage with the national ICCG/ISCG.

1.7 Private sector engagement

1. Engage early and proactively:

- Initiate engagement with the private sector from the onset of the emergency response.
- Collaborate with OCHA's Private Sector Engagement Focal Point or the Integrated Private Sector Unit to gather information on private sector activities on the ground.

• Liaise with the mission's Private Sector Engagement Focal Point to facilitate communication and coordination with private sector actors.

2. Clarify engagement objectives:

Clearly define the nature and objectives of engagement with private sector actors, such as:

» Company-level emergency response measures:

- Mobilizing financial and in-kind resources to assist employees and their families in affected areas.
- Deploying emergency response teams to assist in search and rescue.

» Business continuity and delivery of critical services and goods to customers:

 Mobilizing technical teams and equipment to restore lifeline utilities such as telecommunications and electricity.

» Supporting wider humanitarian response to affected communities:

- Providing financial and in-kind contributions to support calls for donations by government partners and other humanitarian agencies.
- Deploying technical equipment and expertise to support humanitarian response operations (e.g., deployment of mobile treatment plants or emergency telecommunications equipment to affected areas, providing logistics support to transport relief items).
- Coordination and information sharing via business emergency operations centres.
- Assess potential safety and reputational risks associated with direct support from private sector entities.
- Consult OCHA's Integrated Private Sector Unit (<u>ochaprivatesector@un-org</u>) for guidance on engagement strategies and risk assessment.

3. Ensure representation in response activities:

- Recognize the private sector as significant stakeholders in the response effort.
- Ensure representation of private sector actors in Humanitarian Country Team (HCT) meetings, assessments, and briefings whenever feasible.



Reminder: Utilize OCHA's resources on private sector engagement to inform and guideinteractions. Familiarize with the Humanitarian Connectivity **Charter** for engaging with the mobile industry in preparedness, response, and recovery efforts.

4. Share information and collaborate:

- Include information on private sector response activities in humanitarian information products.
- Explore opportunities for involving private sector actors in data collection and analysis to enhance situational awareness.
- Collaborate with the private sector to identify concrete needs and requests for support, ensuring alignment with response objectives.

1.8 Humanitarian response planning and humanitarian financing

Initiation of response planning:

- Determine the need for an initial joint response plan, commonly known as a Flash Appeal (FA), in consultation with the Humanitarian Country Team (HCT) and the Emergency Relief Coordinator (ERC). If a Humanitarian Response Plan (HRP) is already existing, discuss with HCT on the need to revise it.
- Access to existing planning documents from development and national government.

- Ensure participation of national/local authorities and development partners, where possible, in the development of the FA.
- Start initial response planning within the first 5-7 days following a major emergency requiring international assistance.

Flash Appeal (FA) development:

- Articulate the common vision for humanitarian action, response priorities, and funding requirements for up to six months in the FA.
- Develop the FA based on rapid appraisal of the emergency's scale and severity.
- Facilitate coordination and inclusivity by engaging all humanitarian partners, including national/local authorities and development actors, in FA development.

Key elements of the FA:

- » Provide a crisis overview, highlighting main humanitarian needs and strategic objectives.
- » Define the response strategy, including sector-specific priorities and actions as well as the adequate integration of issues around protection and quality response (AAP, Inclusion and Disability, Gender, Localization etc.).
- » Outline financial requirements, presenting funding needs by cluster/sector.

FA revision considerations:

- » Assess the need for FA revision based on improved needs analysis or operational reasons.
- » Consider revising the FA if the initial plan was issued for less than 90 days or if cluster/sector requirements need to be replaced with actual projects.
- » Ensure that FA revisions are based on specific circumstances and improve the effectiveness of the response.

OCHA funding tools

Funding tool Key aspects How to request Assists countries impacted Requests can originate **Emergency** by major disasters. **Cash Grant** from the Office of the Supports immediate relief Resident Coordinator (RC), efforts. OCHA offices, Permanent Maximum allocation: Missions, or directly from \$100,000 per disaster. the affected country's Managed by OCHA; Government decisions by the Operations The RC/HC's office prepares and Advocacy Division a written request to the Director of OAD upon (OAD). verifying the need for international assistance. Central Accelerates humanitarian RC/HC leads and **Emergency** assistance for conflict and coordinates the CERF disaster-affected people. application process at the **Response Fund** (CERF) Funds to kick-start or scale country level.

- up response during the most critical phase.
- Implemented by UN funds, programmes, and specialized agencies.
- Issues grants through two windows: Rapid Response and Underfunded Emergencies.
- Managed by OCHA at the global level: RC/HC leads and coordinates at the country level.

- OCHA handles negotiations and coordination.
- Visit the CERF website.

Country-Based Pooled Funds (CBPFs)

- Established for ongoing or escalating crises.
- Managed by OCHA's country offices under RC/ HC leadership.
- Multi-donor humanitarian funds aggregated into pooled unearmarked funds.
- Supports critical projects by NGOs and UN agencies.
- Aligns with priorities in Humanitarian Response Plans (HRPs) or unforeseen needs.

- Managed locally by OCHA country offices under RC/ HC leadership.
- Guided by the Fund's in-country Advisory Board in collaboration with the humanitarian community.

Role of UNDAC in response planning and financing:

- Support the development of the FA or the update of the already existing HRP by providing operational understanding and shaping response strategy based on initial assessments.
- Ensure realistic funding requirements to enhance donor traction and operational relevance.
- Facilitate communication between UNDAC, OCHA offices, the RC/HC, and OCHA HQ to address technical issues and coordinate funding applications.



Note: Utilize available guidance documents and tools, such as the **UNDAC Toolbox** and the CERF website, for detailed information on response planning and humanitarian financing.

1.9 Cash and Voucher Assistance (CVA)

Identify feasibility and appropriateness of CVA:

- Liaise with the Assessment and Analysis Working Group (AAWG) to include market assessments, essential services availability, and affected population preferences in initial assessments.
- Collaborate with the Logistics Cluster/Sector to assess supply chain feasibility for CVA options.
- Work with the Protection Cluster/Sector to analyze and mitigate risks associated with CVA implementation, considering gender and accessibility factors.
- Ensure basic market and response modality information is included in the Flash Appeal.
- Identify existing cash transfer or social protection mechanisms and relevant authorities for engagement.

Integrate CVA into context-specific coordination architecture:

- Advocate for the establishment of a Cash Working Group under the leadership of the Humanitarian Country Team (HCT) and Inter-Cluster/Agency Standing Committee (ICCG/ISCG).
- Monitor cluster/sector meetings for CVA discussions and opportunities.
- Ensure CVA is addressed in HCT and inter-cluster/sector meetings and maintain it as a standing agenda item.

Gather Information and promote consideration of CVA:

- Gather information on actors considering CVA and the factors influencing their decisions.
- Develop an initial overview of CVA feasibility based on secondary data, including market functioning and partner presence.
- Advocate for the consideration of CVA in Central Emergency Response Fund (CERF) requests where feasible.

Access resources for CVA implementation online:

- Utilize tools available online, such as those provided by CALP, for needs assessment, management, implementation, and monitoring/evaluation of CVA interventions.
- Refer to the IASC Cash Coordination Model for clarity on coordination structures and OCHA's mandate in leading cash coordination.

1.10 Coordination Cells

Overview

1. Addressing silo-thinking:

- » Recognize the potential risk of coordination cells becoming too independent and siloed.
- » Understand the importance of maintaining communication and collaboration between coordination cells.

2. Promoting information exchange:

- » Establish routines for regular information exchange between coordination cells.
- Ensure coordination cells interact effectively with the Assessment & Analysis (A&A) Cell for needs-based analysis.

3. Developing interdependence understanding:

- » Clarify roles and interactions between coordination cells.
- » Ensure coordination cells understand their interdependence and the larger output of the OSOCC.

These action points emphasize the importance of fostering collaboration and communication among coordination cells to ensure effective coordination and response.

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I.10.1 Urban Search and Rescue (USAR)

USAR team classification:

- Heavy teams can operate 24 hours/day for 10 days on 2 sites.
- Medium teams can operate 24 hours/day for 7 days on 1 site.
- Light teams are expected to operate 12 hours/day for 5 days at one site.
- INSARAG External Classification (IEC) and INSARAG External Reclassification (IER) for maintaining qualified USAR resources globally. Classified teams are self-sufficient and able to operate according to the INSARAG Guidelines.
- Inclusion of non-classified teams: Acknowledge the presence of non-classified or non-trained teams in missions and their potential to support operations. Pair non-trained teams with INSARAG classified teams for coordination. Note that some non-classified teams are well aware of the International Search and Rescue Advisory Group (INSARAG) and its methodology; UNDAC members can contact OCHA ERS to understand those teams' capacity.

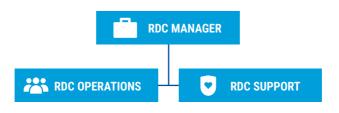
Reception & Departure Centre (RDC) responsibilities for USAR teams:

The first arriving USAR team will set up the RDC for incoming USAR teams with the following responsibilities and functions (**Figure 1.4**):

- 1. Contact port authorities for RDC setup, ask permission, and decide how and who is needed for collaboration.
- 2. Facilitate immigration and customs procedures for incoming teams.
- 3. Post updates to VOSOCC and ICMS.
- 4. Register arriving/departing teams.
- 5. Deliver briefings on disaster situation and USAR operations.
- **6.** Share logistical information with teams.
- 7. Update the USAR Coordination Centre (UCC) about incoming team information

- 8. Obtain directions from UCC on where to direct incoming teams.
- 9. Direct teams to UCC, Base of Operations (BoO), or rescue sites.
- **10.** Direct non-USAR response teams to the Local Emergency Management Authority (LEMA) or OSOCC based on information given.

Figure I.4: RDC functions



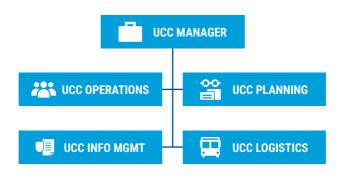
USAR Coordination Cell (UCC) responsibilities:

The UCC is set up by the first arriving INSARAG USAR teams to coordinate international USAR teams with LEMA according to the INSARAG Guidelines. Below is the summary of the primary responsibilities of the UCC and its functions (**Figure 1.5**):

- Communicate with relevant stakeholders (OCHA ERS, LEMA, UNDAC team members/OSOCC, international USAR teams).
- 2. Liaise with LEMA for identifying locations (BoO, UCC, SCCs).
- 3. Manage UCC team meetings.
- Post updates to VOSOCC and ICMS.
- 5. Share basic logistical support information with USAR teams.
- Receive RDC updates on team arrivals and inform the RDC where to direct teams.
- Develop Plan of Action aligned with LEMA's objectives, to ensure even coverage of the disaster areas by deploying arriving international USAR teams

- 8. Divide disaster area into sectors based on LEMA's plan.
- Prioritize worksites.
- Manage ICMS, assign teams and monitor progress. Reassign teams as needed.

Figure 1.5: UCC functions



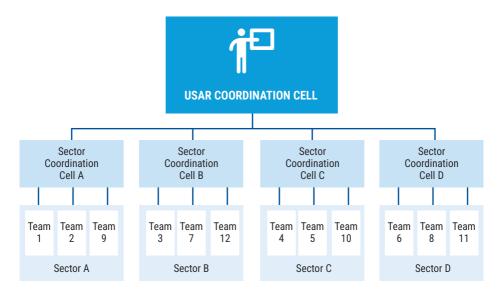
Sector Coordination Cell (SCC) responsibilities:

In a large-scale operation where many international USAR teams are deployed, SCCs will be set up to reduce the volume of communication between the UCC and the high number of USAR teams. See **Figure 1.6** for a generic USAR SCC structure. SCCs have the following responsibilities:

- Facilitate coordination between UCC and sector teams.
- 2. Coordinate USAR teams in assigned sector.
- 3. Report sector activities to UCC.

Note that if a sub-OSOCC is established where the SCC is located, communication between the sub-OSOCC and SCC will be limited to local-level support matters, as the SCC reports USAR operational matters to the UCC.

Figure I.6: USAR Sector Coordination Structure



Information sharing with OSOCC:

As the UCC is linked to the OSOCC Operations function:

- UCC reports USAR activities to OSOCC through Operations Manager at least once a day.
- OSOCC shares USAR/Operations related information with UCC.
- UNDAC to have access to ICMS for real-time updates on USAR activities.

INSARAG internet platforms:

 Virtual OSOCC (VOSOCC) for communication and updates between teams, UCC, and RDC. Any individuals who have an account can access and post information.

 INSARAG Coordination and Management System (ICMS) for real-time overview of the USAR teams' activities and decision-making support. Editor access only for INSARAG teams, viewing access for UNDAC.

USAR coordination procedures:

- Establish geographical sectorization at the earliest stage possible for effective coordination.
- Identify worksites for significant USAR operations, using identification (ID).
- UNDAC members need to understand Assessment, Search and Rescue (ASR) Levels for USAR operations:

Level 1: Wide Area Assessment

- Preliminary survey of the affected area.
- Determines the scope and magnitude of the incident.
- Identifies the scope, location, and types of damage.
- Estimates urgent resource needs.
- Develops a sectorization plan and priorities.
- Identifies general hazards, infrastructure issues, and potential Base of Operations (BoO) locations.

Level 2: Worksite Triage Assessment

- Identifies specific and viable live rescue sites within the sector.
- Make a Plan of Action including assignment and prioritization based on triage categories.
- Triage factors include victim information, building information, and operational constraints for prioritization

Level 3: Rapid Search and Rescue

- Applies to early stages of large-scale events with limited teams.
- Conducts rapid search and/or rescue missions within one operational period (a few hours).

Level 4: Full Search and Rescue

Identifies, locates, and rescues heavily trapped survivors not reached by local rescuers, first responders, LEMA resources or ASR Level 3 operations.

Level 5: Total Coverage Search and Recovery Conducts operations to recover deceased victims after the rescue phase.

Field Coordination Models between UCC and UNDAC/OSOCC

1. Standard model:

- Regular contact between UCC Manager and OSOCC Operations Manager (UNDAC member) in line with OSOCC Guidelines.
- Exchange information on ongoing activities and address issues of concern among OSOCC Operations Manager, RDC, and UCC.

2. Liaison model:

- Assign USAR-experienced UNDAC member as Liaison Officer within the UCC.
- Provide strategic oversight and support for complex operational environments by providing linkages to the overall humanitarian response.
- Facilitate faster communication exchange and enhanced collaboration.
- The presence of an UNDAC member can be full-time or part-time.

Potential activities for UNDAC Members at the RDC/UCC as USAR Liaison Officer (LO)

UNDAC members should consider the following activities concerning USAR:

1. Establishing relationships with USAR coordination:

- Initiate communication between UNDAC and UCC as soon as possible through a designated Liaison Officer.
- Monitor USAR operations and facilitate effective communication and coordination between RDC, UCC, OSOCC, and LEMA.
- Ensure regular contact with UCC to support smooth operations.

2. Advocacy activities:

With LEMA:

- » Collaborate with LEMA to facilitate RDC setup and customs clearance for USAR equipment.
- » Facilitate negotiations for BoO arrangements and other specific support to USAR activities.
- » Ensure alignment of USAR activities with national response efforts and governmental policies.
- » Be present and provide strategic support considering the overall humanitarian response.

With UN Agencies and International NGOs:

- » Ensure visibility on USAR activities.
- Ensure coordination linkages betweenn USAR activities, USAR beyond-the-rubble activities, and other humanitarian areas of work. This may include environmental emergency. management, shelter, emergency logistics, assessment of damaged buildings, and Damage Assessment and Coordination Centre (DACC) activities.
- » Brief USAR teams on security updates and cultural/political contexts of the affected country.
- Ensure that USAR operations follow the humanitarian principles and code of conduct.

3. Strategic activities:

- Provide advice on the timing for stopping international USAR team requests, ending international operations, and transitioning back to national USAR operations.
- Facilitate discussions on transitioning from life-rescue to Beyond-the-Rubble activities.
- Coordinate with relevant entities for non-USAR activities linked to humanitarian sectors/clusters.

- Work with the UCC to raise awareness among USAR teams and agree on procedures to flag problems on relevant issues pertaining to:
 - » Political, religious and cultural sensitivities e.g., protection of cultural and religious sites that are in the affected area, religious or cultural customs and taboos.
 - » Possible areas of conflict or hostility e.g., between different population groups or sensitive relations between the local population and local authorities.
 - » Vulnerable groups and protection issues, e.g., orphans, unaccompanied children, single parent households, elderly people or people with disabilities.

4. Logistics and other operational support activities:

- Have an overview of logistics cluster and logistical needs of humanitarian responders for a possible information exchange on logistics support.
- Support USAR teams with internet connectivity, mapping, logistics information, and other operational needs.
- Resolve conflicts among USAR teams regarding BoO location, tasking, and not following INSARAG Guidelines, etc. The UNDAC USAR LO can raise any issues with the UNDAC TL or INSARAG Secretariat as needed.

5. Humanitarian data collection after lifesaving USAR operations:

- Coordinate with UCC for humanitarian needs assessment activities.
- Note and consider USAR teams may not have full understanding of humanitarian aspects of the response. Ensure meaningful assessments are conducted with guidance from UNDAC.

Plan-of-Action Checklist for UNDAC RDC/USAR Liaison Officers (LO)

OCHA ERS to establish initial communication and contacts:

- Contact LEMA to determine USAR team needs.
- Identify the first arriving USAR team and confirm their contacts for RDC and UCC.
- Ensure communication between LEMA, UCC, and RDC, using the VOSOCC.
- Assign LOs:
 - » Assign UNDAC members as LO for the UCC.
 - » Assign UNDAC member as LO for the RDC to coordinate non-USAR international teams at the RDC and for overall management of the RDC.

UNDAC LO assigned to RDC/USAR, upon receiving a M3a alert:

- Announce your LO role and estimated arrival in the VOSOCC UCC section.
- Establish contacts:
 - » Contact UNDAC TL and INSARAG Secretariat, to discuss your RDC/UCC assignment and, if needed, coordinate and consult on the possible location of the RDC/UCC/SCC.
 - Establish a contact with the assigned RDC/UCC Managers to agree on the Plan of Action.
- Prepare for a high level of self-sufficiency (tent, mattress, food, water) for a few days.

UNDAC LO assigned to the (USAR-) RDC:

- Phase 1: Initial steps
 - » Meet with USAR-RDC Manager, discuss USAR-RDC needs and Plan of Action. For RDC processing of non-USR teams, see OSOCC guidelines.
 - Facilitate first USAR-RDC-Airport Manager meeting. Support negotiations for RDC space at the airport.
 - » Assist with international team transport needs.
 - » Assist securing information from LEMA/UCC on where to send the teams.

- Phase 2: General activities
 - » Monitor logistical needs.
 - » Identify and advise incoming humanitarian relief teams. Report to the OSOCC, UCC or EMTCC.
 - » Maintain communication with OSOCC for incoming team updates (also see ICMS). Contribute to reporting.
- Phase 3: Demobilization of USAR teams
 - » Report to OSOCC on departing USAR and relief teams.
 - » Resolve issues that cannot be adressed by the RDC alone.
 - » Thank relevant national/local and other parties for cooperation with USAR-RDC manager.
 - » If USAR-RDC staff depart with their teams, prior to the closure of USAR operations, the RDC may be handed over to other USAR team members or UNDAC.

UNDAC LO assigned to the UCC:

- Phase 1: Initial steps
 - » Meet with UCC Manager to discuss working arrangements.
 - Facilitate first LEMA-USAR meeting if needed. Discuss UCC and BoO locations, if needed. UNOCHA, UNDAC members, OSOCC representatives, or the UN Resident Coordinator can help in providing contacts for LEMA and setting up the first meeting.
 - » Support UCC's relationship with LEMA and SCCs.
- Phase 2: General activities
 - » Provide relevant operational information, share international response updates or strategy updates to the UCC, including the arrival of EMTs.
 - » Attend Team Leaders' Meetings at UCC. Provide encouragement and relay any logistics advice to teams; flag additional support such as translators, security support, transportation, and support offered by the LEMA.

- » Monitor the need for more USAR teams. Consult with the UC Manager, USAR teams, LEMA after day 3 (past the "golden" 72 hours) if there is need to announce that teams who have not yet departed their home country should be stood down.
- » Monitor end of operations. Consult on ending operations with LEMA and UC manager (after day 8-10) and coordinate transition to "beyond the rubble" activities if necessary.
- » Maintain communication with OSOCC and attend daily OSOCC/UNDAC meeting to report on USAR operations as well as keep updated on any information that may be relevant to USAR/UCC.
- Phase 3: Demobilization
 - » Support the RDC and the UCC during the demobilization phase.
 - » If requested by the LEMA and the UCC, assist with logistical needs for USAR teams' departure.
 - » Facilitate donation of USAR equipment to LEMA, if requested.
 - Ensure all teams check out in the RDC-DEPARTURE process and the VOSOCC and submit USAR Mission Reports within 3 weeks of the response.

I.10.2 Emergency Medical Teams (EMTs)

Roles and responsibilities of EMTs:

- National EMTs (N-EMTs) are primary responders, providing immediate medical care during disasters, outbreaks, or conflicts.
- International EMTs (I-EMTs) support when national capacities are overwhelmed, meeting international deployment standards within 72 hours.

Types and capabilities of EMTs:

The table below provides a comprehensive overview of the different types of EMTs, including their descriptions, capacities, deployment times, operational timelines, and self-sufficiency.

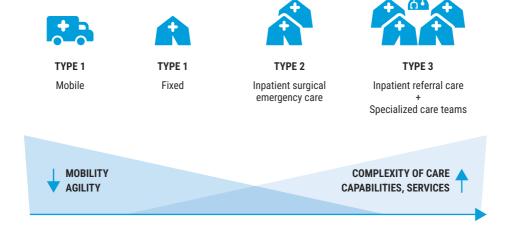
Туре	Type 1 Mobile	Type 1 Fixed
Туре	туре і морше	Type I Fixeu
Description	Agile units for outpatient care in remote areas, tailored for rapid response.	Establish outpatient facilities for larger populations.
Patients	Over 50 outpatients per day.	Over 100 outpatients per day.
Capabilities	 daylight hours care for stabilisation of acute trauma and non-trauma presentations, referrals for further investigation or inpatient care and community-based primary care with the ability to work in multiple locations. 	 daylight hours care for acute trauma and non-trauma presentations, referrals, and for ongoing investigation or care and community-based primary care in an outpatient fixed facility.
Operational from arrival to affected area by at least:	24 hours	24 hours
Field operational with ability to offer at least an extended subsequent rotation for at least:	2 weeks	2 weeks

Туре	Type 2 Inpatient surgical emergency care	Type 3 Inpatient referral care
Description	Inpatient facilities with emergency surgical capabilities.	Advanced medical care as specialised surgeries and ICU.
Patients	Over 100 outpatients and 20 inpatients, can conduct 7 major or 15 minor surgeries daily.	100 outpatients 40 inpatients 4-6 intensive care beds Capable of 15 major or 30 minor surgeries daily.
Capabilities	Provides Type 1 services plus: • general and obstetric surgery for trauma and • other major conditions, as well as • inpatient acute care.	Provides Type 2 services plus: complex referral and intensive care capacity.
Operational from arrival to affected area by at least:	24-36 hours	36-48 hours
Field operational with ability to offer at least an extended subsequent rotation for at least:	3 weeks	4 weeks

Туре	Specialist cells
туре	Specialist cells
Description	Focused teams providing specific services adaptable for integration with other EMT types or local health services.
Patients	Advanced medical care as specialised surgeries and ICU.
Capabilities	Can provide the following services: outbreak, surgical, rehabilitation, mental health, reproductive and new- born care, interdisciplinary, interhospital and technical support.
Operational from arrival to affected area by at least:	Variable
Field operational with ability to offer at least an extended subsequent rotation for at least:	Variable

Figure I.7 below further organizes the different EMTs on a spectrum of mobility/agility and complexity of services and care provided.

Figure I.7: Relation between EMT mobility/agility and complexity of care, capabilities and services



EMT Coordination Cell (EMTCC):

- Expertise and supportive activities:
 - » Provide operational and technical expertise for EMT response.
 - » Offer remote or in-country technical support and advice.
 - » Activate and manage the EMT section of the Virtual OSOCC.
 - » Ensure information availability for EMTs through WHO EMT website and other channels.

Information management:

» Maintain up-to-date information on all responding EMTs, including capabilities, deployment locations, and contact details.

- Use data for informed deployment decisions and resource allocation optimization.
- Regularly update the EMTCC and VOSOCC with the latest EMT details.

Activation strategy:

- Activate the EMTCC proactively and ensure sufficient staffing during emergency response.
- Scale down or deactivate the EMTCC based on evolving situation and needs.
- Utilize UNDAC team expertise to support EMTCC activation and information management.



Potential Role of UNDAC team (at the RDC):

- A. Liaising with the WHO country office to understand the status of EMTCC activation or preparedness for establishing an EMT coordination mechanism.
- B. Identify additional EMT coordination and support needs and communicate these to the WHO EMT Secretariat for further action.
- c. Ensuring the EMTCC is connected to other OSOCC partners and two-way information exchange is occurring between the EMTCC and OSOCC (e.q., through attending each other's coordination meetings, inputting maps, SITREPs and other information products)
- **D.** Facilitating additional resources, staffing and technical expertise to directly support the EMTCC, as needed.

Lifecycle of EMT operations:

1. Activation and deployment of EMTs:

- Activate and deploy EMTs strategically based on capabilities and needs.
- Ensure compliance with registration and licensing requirements.

2. Arrival in country: EMT procedures and coordination:

- Report arrival to relevant authorities and establish communication with MoH or EMTCC.
- Ensure compliance with registration and licensing procedures.



Potential role of the UNDAC team:

- A. Register and inform incoming EMTs at the RDC.
- B. Notify MoH/EMTCC of incoming EMTs, if no EMT expert is present at the RDC.
- c. Facilitate EMT information exchange at RDC: Actively display and gather EMT-related information on RDC notice boards, covering transportation, logistics, translation, and coordination gaps. Promptly address any identified gaps by involving all relevant stakeholders.
- **D.** Promote MoH involvement and liaison at the RDC, if required.
- E. Mobilize (staffing) support for the RDC from deploying EMTs, as needed.
- F. Strengthen EMTCC-OSOCC/UCC ties: Ensure robust communication between the EMTCC, the OSOCC and the UCC.
- G. Maintain current EMT information on the VOSOCC.
- **H.** Ensure broad communication of registration requirements. Distribute a contact list for EMT focal points and consider creating a social media group for communication among deployed EMTs.
- I. Guide arriving teams to coordination mechanisms: Direct newly arrived teams to the appropriate mechanisms for registration and task assignment.

3. EMT operations and tasking:

- Task EMTs to specific sites based on capabilities and needs.
- Collaborate with MoH/EMTCC for strategic tasking and resource allocation.



Potential role of the UNDAC team:

A. Facilitate information sharing and exchange:

- Share operational and logistics information (e.g., team transport and refuelling) and information products (e.g., maps, situation updates) with the EMTCC.
- Ensure regular information exchange between the EMTCC and the A&A Cell and Environmental Emergencies Coordination Cell.
- Regularly update details on the VOSOCC, including deployed team, logistics, and supply information
- **B.** Facilitate coordination meetings: Organize meetings between the EMTCC, WHO representatives, Local Emergency Management Authorities (LEMA), Health Cluster, and UCC representatives.
- c. Use EMT reporting and coordination data to inform humanitarian situation analysis and set priorities.
- **D.** Ensure pertinent **environmental emergencies or hazards** are promptly identified and focused on during coordination.
- E. Disseminate key messages from the EMTCC, including requests for International EMTs (I-EMTs) or stand-down orders.

F. Facilitate Collaboration with USAR Teams:

- Share information about health facilities and assigned EMTs to aid USAR teams in effective patient referrals.
- Provide Disaster Victim Identification (DVI) protocols and management guidelines for the deceased.
- Share details about main sites for USAR teams, especially in live rescue scenarios.
- Communicate availability of civil engineers and logisticians for repairing health facilities.

G. Support EMT coordination.

H. Assist in civil-military Coordination: Facilitate the integration of military EMTs and assets into the EMTCC framework.

Provide EMTCC Information Management Support: Assign UNDAC team members trained in EMTCC procedures to assist with information management functions of the EMTCC, if required.

4. EMT departures and demobilization:

- Communicate departure procedures and timelines to EMTs.
- Ensure smooth handovers and patient transfers.

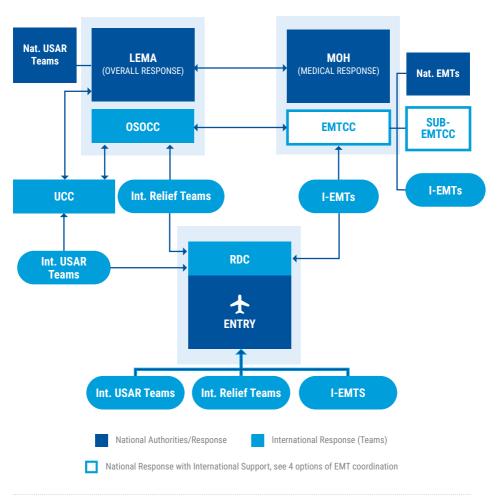


Potential role of the UNDAC team

- A. Facilitate handover meetings.
- B. Dissemination of departure information.

Figure I.8 below is an illustration of the EMT(CC) linkages within the national context of a generic host country, i.e., how the different incoming (mostly) international teams are linked to existing national/local coordination structures.

Figure I.8: EMTCC linkages



I.10.3 Humanitarian Civil-Military Coordination (UN-CMCoord or CMCoord)

Pre-deployment actions:

- Understand the five main CM-Coord tasks:
 - 1. Establish and sustain dialogue with military forces.
 - 2. Determine a mechanism for **information exchange** with military forces and other relevant armed groups, if any.
 - Assist in negotiations in other critical areas of humanitarian coordination such as protection and access through appropriate humanitarian-military interaction.
 - Support development and dissemination of context-specific guidance for the appropriate interaction of the humanitarian community with the military.
 - Monitor activity of military forces to minimize inconsistency and avoid duplication of humanitarian assistance activities.
- Establish contact with UN-CMCoord Officer:
 - If OCHA is present, contact the UN-CMCoord Officer or focal point. If OCHA is not present, consult with OCHA ERS and CMCS.
 - » If no pre-existing OCHA presence, integrate a UN-CMCoord Officer into the UNDAC team.
 - » Coordinate with the UN-CMCoord Officer to understand existing humanitarian-military coordination structures and protocols.

Deployment actions:

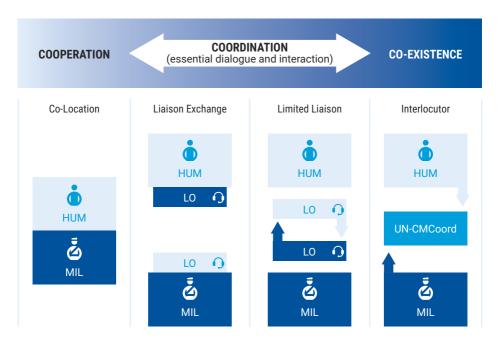
- Follow established humanitarian guidance governing relationships with military forces.
- Assess operational environment:
 - » Analyse the nature of the emergency (permissive/peacetime vs. conflict setting).

- » Analyse the actors, including their mission, mandates, relationships, approaches and perceptions.
- » Identify potential humanitarian capacity gaps.
- » Assess the presence and role of military forces in the affected area (civ-mil, mil-mil, civ-civ, etc).
- » Evaluate existing coordination mechanisms between civilian and military actors.
- » Identify available military assets in support of humanitarian action.

Establish CMCoord mechanism:

- » Determine appropriate mechanisms for information exchange and coordination with military forces, see four different CMCoord liaison arrangements in Figure I.9 below.
- Set up a CMCoord Cell within the On-Site Operations Coordination Centre (OSOCC) or as a separate entity. Depending on the setting, the CMCoord Officer can also facilitate a Humanitarian-Military Operational Coordination Concept (HuMOCC). UN-CMCoord Working Groups, Civil-Military Advisory Groups, or a UN-CMCoord Forum.
- » Facilitate information sharing, task division, and coordinated planning.
- » Key activities include:
 - Maintain common situational awareness on humanitarian activities, safety, security, access, logistics, and communication.
 - Set up systems for deconfliction with military forces as needed and agreed.
 - Use military assets consistently and coherently to support humanitarian action.
 - Hold training events, workshops, and briefings to improve humanitarian sensitization.
 - Contribute to coordination efforts, including the protection of civilians.
 - Monitor activities, document impacts, and report findings.

Figure I.9: CMCoord liaison arrangements



Facilitate dialogue with military forces:

- » Initiate and sustain dialogue with military forces deployed in the affected area.
- » Establish communication channels and liaison points for ongoing coordination.

Negotiate and mediate:

- » Assist in negotiations related to humanitarian access, protection, and other critical coordination areas.
- » Mediate interactions between humanitarian and military actors to minimize conflicts and ensure alignment of objectives.

Develop guidance:

- » Support the development and dissemination of context-specific guidance for humanitarian-military interaction.
- » Ensure adherence to humanitarian principles and avoidance of competition or inconsistency.

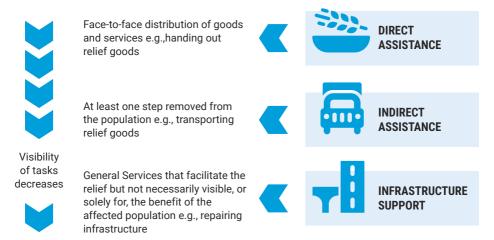
Monitor military activity:

- » Monitor the activities of military forces to prevent inconsistency and duplication of humanitarian efforts.
- » Report any observed issues or challenges to relevant stakeholders.

Coordinate use of Foreign Military Assets (FMA):

- » Assess and identify urgent humanitarian capacity gaps. Coordinate with the Logistics Cluster/Inter-Cluster Coordination group.
- » Coordinate the use of FMA to complement civilian capabilities; Figure I.10 showcases three different categories of FMA usage for humanitarian tasks.
- » Ensure FMA deployment aligns with humanitarian priorities and principles.

Figure I.10: Categories of FMA usage for humanitarian tasks



Post-deployment actions:

- Document interactions and coordination efforts with military forces.
- Report on the effectiveness and challenges of UN-CMCoord mechanisms.
- · Provide recommendations for improving future CMCoord activities.
- Identify lessons learned and best practices for future deployments.

Military customs and courtesies:

- **Expect escort:** Be prepared to be escorted at all times within a military installation.
- Punctuality: Arrive at least 10 minutes early for meetings. Allow extra time for security in-processing.
- Attention to senior officers: Stand when a senior military officer enters the room until instructed otherwise.
- **Full attention during meetings:** Give your full attention during meetings. Turn off phones and avoid distractions.
- Addressing military personnel: Address military personnel by their rank or title. Use rank and surname, rank only, or sir/ma'am as appropriate.
- Respect seniority: Allow senior officers to leave first and enter last. Walk with the senior officer on the right.
- National anthem and flag etiquette: Stand quietly during the host's national anthem. Stand quietly when the host's national flag is being carried or posted.

UN-CMCoord, access, and protection:

- Familiarize with OCHA's Minimum Package of Services on Access.
- Identify access constraints. Focus on the following three access constraints that UN-CMCoord can effectively troubleshoot:
 - 1. Military operations and ongoing hostilities impeding humanitarian operations.

- 2. Presence of mines and unexploded ordinances (UXOs).
- 3. Physical environment barriers.
 - Highlight the impact of access constraints on humanitarian operations and the importance of addressing them effectively.
- Use UN-CMCoord inputs like analysis, monitoring, and reporting to address additional access constraints.
- Coordinate real-time advice and efforts:
 - Ensure UNDAC teams have access to CMCoord Officers, if present, or UN-CMCoord focal points provided by CMCS on the VOSOCC for immediate guidance and support.
 - » Facilitate communication channels through OCHA ERS for UNDAC members to seek assistance in addressing access and protection issues during deployment.

I.11 Disaster logistics

Overview

- Differentiate between commercial supply chains and humanitarian supply chains, emphasizing the urgency and unpredictability of the latter.
- Logistics operations are influenced by infrastructure capacity, availability of transport assets, access constraints, and potential military involvement.
- UNDAC team members are often called upon to either initiate logistics arrangements or to provide advice on the planning and implementation of basic logistics support.

Logistics roles and responsibilities

United Nations responsibilities:

- » WFP is the lead agency for the Logistics Cluster.
- » Recognize the support provided by the Logistics Cluster in coordination, information management, transport services, and warehousing.
- » The United Nations Humanitarian Air Service (UNHAS), managed by WFP, might be activated. Other donors such as ECHO can also mobilize air assets.
- » UNDAC team will mainly provide general logistics support to the wider community as part of UNDAC's general situational awareness and information management role.
- Consider the availability of private sector actors to support logistics on pro-bono basis, see Chapter I.7 on Private sector engagement.
- » Consider UNDAC Operational Support Partners with logistics expertise.

Key elements in logistical operations with national/local authorities:

- » Collaboration on logistics plan form and content.
- » Utilization of logistics assets from civil protection, military, and other government entities.
- » Control over commodity movement and distribution.
- » Setup of telecommunications networks, including radio and satellite communications.
- » Travel arrangements to and within restricted areas.
- » Duty-free/tax-exempt status for equipment and consumables.
- » Efficient customs procedures for emergency relief items and United Nations operational support items.
- » Early agreement on phase-out strategy and hand-over of operations to national authorities.

Planning a logistics programme:

Initial assessment:

- Conduct logistics assessments to identify infrastructure functionality, local transportation, market capacity, and access constraints.
- Gather data on roads, ports, airports, and other logistical factors.

2. Develop policies and procedures:

- Formulate policies for procurement, resource allocation, and transportation management.
- Consider resources required for warehouses, fuel, vehicles, communication, and staffing.

3. Establish supply chain components:

- Identify points of origin, ports of entry, warehouses, distribution sites, and transport routes.
- Plan for transit hubs, staging areas, and forward logistics hubs as needed.

See Figure I.11 for the full logistics planning cycle.

Figure I.11: Logistics planning cycle





Note: For further information on disaster logistics, including tools, templates and fundamental, baseline logistics information per country, see..

- the Logistics Cluster's Logistics Operational Guide (LOG) at log.logcluster. org that covers many of the related logistics topics that UNDAC teams might need to know in an emergency,
- the Logistics Capacity Assessments (LCAs) at dlca.logcluster.org that serve as a good starting point for UNDAC team members trying to get preliminary information, and
- The Logistics Information Exchange (LOG IE) at logcluster.org/en/logie/ about, a tool has been designed for and by humanitarian logistics responders to improve coordination, information sharing and the quantity and quality of the data available in emergency response and preparedness, and can be activated in case of need.

Characteristics of different transport modes

Туре	Road	Rail
Relative Speed	Moderate	Moderate
Reliability	Good	Good
Cost per kg	Medium	Low/Medium
Flexibility	High	Low
Other Considerations	Extensive Network	Limited and fixed infrastructure
	Short and medium distances from neighbouring country to operation site; internal transport for short and medium distances	Large consignments from port of discharge to inland operation site; ecological
Advantages	Relatively fast; no transshipment; direct delivery; flexible; cost	Economical; large loading capacity; range and speed (context depending)
Disadvantages	Roads may be dangerous or blocked; sometimes driver nationality or vehicle registration not acceptable	Difficulty finding freight cars; frequent delays; transshipping required; inflexible; limited tracking

Туре	Sea/Riverway	Air
Relative Speed	Slow	Very High
Reliability	Limited	Very good
Cost per kg	Low/Very Low	High
Flexibility	Low	Medium
Other	Restricted Network	Limited Network
Considerations	Large quantities; less urgent; pre-positioning phase; long distances with no time constraint	Emergency phase; expensive goods; fragile or perishable goods; cold chain; no alternative option; small shipments; e.g. diplomatic pouches; long distance with time constraint.
Advantages	Economical; large loading capacity; no restriction on loading capacity; cheap	Fast; reliable; limited losses; direct; easy tracking and tracing
Disadvantages	Slow; transshipping at ports; use as a second means of transport at high volumes; higher theft risk in ports; not flexible	Expensive; restricted to journey's between airports; restricted loading capacity; special considerations (dangerous goods, size limits, packing, etc.)

The Logistics Cluster:

- Key mechanism for coordinating logistics operations in humanitarian crises.
- WFP is the global lead agency for the Logistics Cluster.
- Activation based on needs assessment by the RC/HC and HCT.
 - » In case of activation, the Logistics Response Team (LRT) assesses the situation and initiates Logistics Cluster operations if needed.
 - Whenever possible, the LRT and UNDAC will join forces and support each other in establishing a common picture of the situation. UNDAC may engage with Logistics Sector Representatives to actively participate in initial coordination and assessment activities.

I.12 Environmental hazards and emergencies

JEU's role in environmental emergencies:

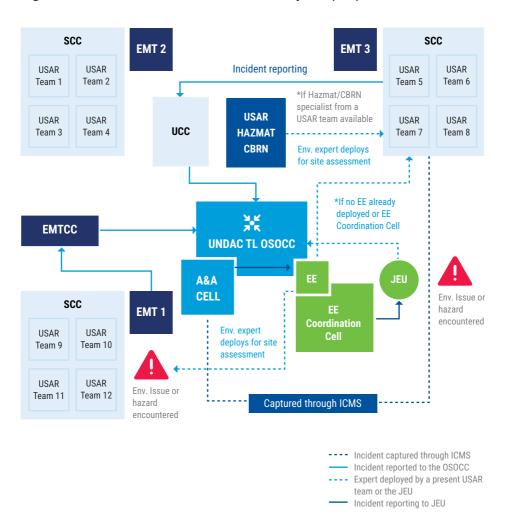
The United Nations Environment Programme (UNEP) / Office for the Coordination of Humanitarian Affairs (OCHA) **Joint Environment Unit (JEU):**

- Mobilizes and coordinates international assistance for environmental emergencies, by forwarding requests from RC/HC, UN Agencies, or national/local authorities to environmental emergency response partner organizations.
- 2. Available 24/7 through OCHA's Duty System
- 3. Serves as the primary focal point for UNDAC teams needing specialized environmental assistance during missions and deploys teams of experts as part of UNDAC missions to:
 - » Identify environmental impacts and risks from crises and relief operations.
 - » Identify negative response-related activities and new environmental risks.
 - » Assess national and local institutional capacities for managing environmental recovery.

- » Coordinate overall environmental emergency response, including the activation of Environmental Experts (EEs), see **Figure I.12**.
- » Provide plans and recommendations to integrate environmental needs in humanitarian programs.
- » Offer a reference for future comprehensive environmental assessments in post-crisis settings.

Activation of Environmental Experts (EE)

Figure I.12: The activation of Environmental Experts (EEs)



Role of UNDAC team members

- UNDAC team members, with support from environmental experts, may be requested to:
 - » Identify acute environmental impacts and secondary risks caused by environmental emergencies.
 - » Coordinate the response of environmental experts, including reporting environmental findings and requesting further expertise through JEU.

Typical procedures of UNDAC-JEU environmental response missions

Pre-deployment phase		
Tasks	Roles of JEU	Roles of UNDAC
Verify needs and requests	available international a • Prepare Terms of Refere	nd RC/HC's offices to assess assistance ence (ToR) based on expressed tise, and latest information.
Alerts and mobilises the international community	 Forward requests for assistance to potential providers. Create a new emergency in the VOSOCC. Alert environmental networks and donor community about the emergency. 	 Update the VOSOCC environment tab with deployment details. Assess own resources and, if feasible, mobilize and offer assistance either bilaterally to the affected country or through the JEU

Pre-deployment phase (continued)

The depreyment prices (continued)		
Tasks	Roles of JEU	Roles of UNDAC
Consolidates the mission team and define the composition and modalities of mission	 Consolidate mission cor Coordinate deployment Define deployment mode UNDAC). 	•
Provides pre- deployment briefing and deploys experts	resources will be deploy estimated time of arriva Provide pre-deployment	• •

Deployment phase

Tasks	Roles of JEU	Roles of UNDAC
Provides support for deploying mission	 Oversees and supports mission deployment. Manage information on VOSOCC's environment page. Establish links with regional and in-country UN representation. Support staffing of Environmental Emergency Coordination Cell in an OSOCC. 	 Ensure environmental emergency information is included in situation reports. Coordinate with national authorities and international mechanisms (OSOCC, USAR, etc.). Assess impact of incident and provide emergency advice. Communicate needs for additional resources to JEU.

Post-deployment phase		
Tasks	Roles of JEU	Roles of UNDAC
	 Disseminate mission report to relevant entities. Ensure proper transition between response and recovery. Facilitate technical support for implementing recommendations. 	 Devise transition/exit strategy with national and UN representatives. Ensure all equipment is packed and classified appropriately. Evaluate deployment performance and communicate recommendations for updates to JEU.

Assessing environmental impacts and risks

Phase	Key tasks
Initial Assessment	 Promptly activate emergency response system upon notification of chemical or industrial accident. Ensure safety protocols are implemented for response teams and surrounding community. Utilize remote sensing techniques for spatial assessment of environmental impacts. Gather information about accident site, chemicals involved, and affected areas using FEAT. Reach out to the UNDAC Assessment & Analysis Cell to determine the collaborative arrangements.
Field Assessment	 Conduct field sampling for laboratory analysis of environmental samples. Conduct field observations and questionnaires to identify key environmental issues.

 Quantitative and qualitative analysis of FEAT outcomes to evaluate impact severity.

Risk Management

- Evaluate risks to human health, ecosystems, and resources based on assessment outcomes.
- Prioritize response actions based on severity of environmental risks and long-term impacts.
- Implement immediate mitigation measures to contain contaminants and minimize further damage.
- Develop remediation plan for restoring affected ecosystems and mitigating long-term impacts.
- Establish a monitoring program to track environmental recovery and the effectiveness of mitigation measures over time.

Documentation

- Maintain detailed records of assessment activities, data collected, and response actions taken.
- Prepare comprehensive report documenting environmental impacts, findings, and recommendations.

Role of the Environmental Emergencies Coordination Cell

- Coordination of environmental assessment: Conduct rapid assessments of environmental impact, including pollution and ecosystem damage.
- Overall coordination with stakeholders:
 - » Coordinate with national/local emergency management authorities.
 - » Ensure integration of environmental responders into emergency coordination structure.

JEU's technical partners for environmental response

- Remote Sensing: UNOSAT, EU Copernicus, International Charter Space and Major Disasters, Sentinel Asia.
- Mapping: MapAction, IMPACT Initiatives/REACH, iMMAP.

- Weapon Contamination: OPCW.
- Industrial Accidents: OECD, The UNECE Industrial Accidents Conventions.
- Mine Action: UNMAS.
- Transboundary Movement of Hazardous Waste: The Basel, Rotterdam and Stockholm (BRS) Conventions Secretariat.
- Marine Pollution: IMO and Regional Activity Centres (RACS).
- Coastal and Freshwater Wetlands: Ramsar Convention.
- CBRN: CBRN Mitigation Group.
- Wildfires: The Global Fire Monitoring Centre.
- Regional organizations: The European Union Civil Protection Mechanism, ASEAN, CDEMA, CEPREDENAC, SAARC.

Handling hazardous materials

- Pre-deployment assessment:
 - » Assess potential CBRN threats and risks.
 - » Equip team with necessary protective equipment and training.
 - » Refer to the checklist for environmental experts.
- Golden rules for responding to hazardous materials:
 - » Conduct pre-deployment assessment.
 - » Plan actions and coordinate with agencies.
 - » Control incident scene.
 - » Obtain technical information and communicate with industry experts.

Disaster Waste Management (DWM)

- Types of Disaster Waste:
 - » Direct Impact Waste: Includes debris from construction waste, rubble, natural materials (mud, trees), vehicles, chemicals, pesticides, fertilizers, etc.
 - » Humanitarian Waste: Waste generated by relief operations.

Type of DW	Disposal	Reuse/Recycling/Treatment
Debris	Temporary segregated disposal for future reuse/recycling; ensure asbestos is covered and labelled.	Bricks/concrete for construction; timber for cooking, heating, shelter; scrap metals, cardboard, paper, plastic for recycling.
Hazardous materials and substances	Store in proper containers; dispose of as per country rules.	Check for specialized companies for treatment.
Health-care wastes	Store in proper containers; dispose of as per country rules.	Check for specialized companies for treatment.
Commercial and industrial waste	Store in proper containers; dispose of as per country rules.	Check for specialized companies for treatment.
Post-conflict areas	Handling and disposal by specialists.	N/A
Volcanic waste	Handle with PPE; consult geologist before disposal.	Can be used in concrete or as fertilizer after degradation.

· Elements of risk in DWM:

- 1. Waste must be hazardous.
- 2. There must be a pathway for the waste.
- 3. There must be a receptor (person, water source, etc.)

DWM Phases and Steps:

» Immediate Response Phase:

- Waste issues identification: Desk-based evaluation using governmental sources, GIS, local agencies.
- Waste characterization: Site visits and waste sampling analysis.
- Waste mapping: Create and update a waste map.
- Waste assessment: Prioritize actions based on the framework.
- Actions prioritization: Rank waste streams/issues; identify disposal sites; utilize available resources; segregate hospital waste.

» 72-hours-onwards Phase :

- Collect household waste if people remain in the area.
- Rapid assessment of disaster waste to inform decisions.
- Manage waste from IDP camps in coordination with local services.

DWM handling matrix:

- » Prioritize reducing landfill needs and maximize resource use (reuse, recycling, treatment).
- » Establish sorting facilities adjacent to landfills for material recovery and treatment.

Consider the role of Early Recovery Cluster (UNDP) in debris management:

- » Focus on sustainable recovery and long-term development post-disaster.
- » Implement debris management assessments and plans.
- » Engage and build capacity of government and communities.
- » Provide emergency employment through debris management activities.
- » Refer to <u>UNDP Guidance note for debris management</u>.

E Checklist: humanitarian waste management

· Identify and manage humanitarian waste

- » Recognize all types of waste generated by relief activities and services provided to affected populations.
- » Manage waste from food, packaging materials, shelters, non-food items (NFIs), and organizational operations (offices, guest houses, warehouses, vehicle workshops).

Follow Sphere Handbook Guidelines

- » Implement waste management interventions as per the <u>Sphere Handbook</u>.
- » Ensure coordination across WASH, Shelter and Settlement, Food security and Nutrition, Health, and other clusters.
- » Collaborate with local authorities and stakeholders to establish sustainable solid waste management systems.

Incorporate environmental responsibility

- » Adhere to the <u>IASC Guidelines for improving environmental responsibility</u> in emergency and humanitarian operations.
- » Integrate environmental considerations into programs, projects, support operations, and daily activities.

Utilize DG ECHO's <u>voluntary environmental indicators</u>

- » Integrate DG ECHO's Minimum Environmental Recommendations and Requirements (MERs) into project proposals.
- » Measure and track humanitarian waste generated.
- » Use key indicators like the percentage of project sites covered by sustainable waste management plans and the percentage of solid waste managed.

Implement waste reduction strategies

- » Focus on reducing secondary/tertiary packaging and disposable plastics.
- » Increase the durability of relief items.
- » Measure the quantity of waste avoided through implemented waste reduction strategies.

Collaborate with recycling and waste management services

- » Partner with public and private recycling and waste management services for proper disposal.
- » Conduct behaviour change activities to prevent littering and pollution.

Sensitize affected population

- » Educate the target population on safe waste management practices.
- » Track the percentage of people in need who have been sensitized.
- Map recycling and waste management facilities: Use the <u>Global Logistics</u> <u>Cluster's environment project (WREC)</u> to map existing recycling and waste management facilities.

Prioritize waste reduction at procurement phase

- Engage suppliers to reduce packaging.
- » Procure relief items that are reusable, repairable, durable, and recyclable.

Implement guidelines for packaging waste management

- » Apply the <u>Joint Initiative for Humanitarian Packaging</u>'s resources and tools.
- » Address the environmental impact of packaging waste.
- Implement sound packaging waste-management strategies to mitigate negative effects on health and the environment.

Coordinate inter-Cluster waste management responsibilities

- » Address common operational needs such as information on recycling companies, waste transportation, safe disposal facilities, awareness raising, and waste management expertise.
- » Ensure cost-effective and efficient response through inter-cluster coordination.

Refer to the **UNDAC Toolbox** or the long version of the UNDAC Handbook for a list on resources and references.

I.13 Regional response and coordination mechanisms

Refer to **Subchapter G.13** Regional response and coordination mechanisms in the extensive version of the UNDAC Handbook available at <u>undac.unocha.org</u>.



J. SUPPORT

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J. SUPPORT

J.1 Administrative support from OCHA ERS

The following list is an overview of which services and support OCHA ERS will normally provide to the UNDAC Team on the ground and aims to show what UNDAC members can or cannot except from OCHA ERS.

Pre-Mission:

- Support exchanges with OCHA Regional Office and RC/HC to clarify the need for UNDAC deployment.
- Issue alerts and clarify support requirements, team roles, and member profiles – depending on the security situation and known entry restrictions.
- Prepare and organize the UNDAC Team for deployment (members and operational support partners), including safety and security assessments as part of OCHA's Duty of Care and coordinate logistical arrangements and equipment requirements.
- Compile and share initial information and baseline data.
- Open discussion on the Virtual OSOCC (VO), facilitate discussions on the Virtual OSOCC (VO) or assign VO Focal Points.

On mission:

- Provide adequate backstopping support and advice to the UNDAC Team on methodology, admin/finance matters, technical coordination, and Duty of Care.
- Ensure clear reporting lines and monitor mission objectives.
- Constantly monitor field requirements and participate in daily end-of-day briefings to remain informed about field needs and to exchange relevant decisions with/from OCHA HQ (such as those from the Emergency Response Task Force, ERTF, if applicable).
- Lead follow-up on and share UNDAC daily reporting with Chief ERS and OCHA HQ, as relevant.

- Coordinate internal and external information sharing, including social media visibility, if necessary, in collaboration with Chief ERS and support partners.
- Oversee demobilization procedures and debriefing activities.
- Conduct performance evaluations and capture lessons learned through feedback mechanisms.

Post-mission:

- Capture lessons learned via feedback surveys and after-action reviews.
- Lead final mission reporting.
- Follow up on travel claims.

J.2 Internal logistics support

Internal logistics support for the UNDAC team encompasses two main aspects:

- Support within the OSOCC Framework (OSOCC set-up, team administration, arranging transportation, preparing for field missions, setting up and maintaining office facilities, communication/accessibility/visibility issues, and other related tasks)
- » Support for Emergency Response Teams (providing essential information to incoming teams regarding available accommodations, logistics providers, transportation options, and any other pertinent details to ensure their smooth integration into the operational environment).

UNDAC may provide general logistics support to the wider humanitarian community and assist national authorities or members of the United Nations system in planning and implementing more complex logistics plans, particularly in situations where the Logistics Cluster has not yet been activated. See **Subchapter I.11** on Disaster Logistics.

J.3 Remote support

Below is a simplified checklist to facilitate seamless coordination of remote support vis-a-vis the team on the ground.

- Include remote member from the start: Ensure the remote support member is included in all team meetings and briefings. Clearly define tasks and responsibilities for remote participation.
- Designate a Focal Point: Appoint a focal point within the field team to coordinate with the remote support member.
- 3. Pre-identify key tasks: Identify tasks suitable for remote support based on context and requirements. Prioritize tasks for efficient execution and consider working in tandem (one person on the ground working with one person remotely). Tasks that can realistically be provided and asked for from remote support include, but are not limited to:
 - » Analyse secondary data received by email, reports, media etc.; compile it; visualize it.
 - » Monitor and update the VOSOCC.
 - » Administrative tasks like setting up accounts and mailing lists, registering UNDAC members, draft and change organigrammes.
 - » Provide UNDAC members with the relevant contacts from OCHA headquarters on request.
 - » Update reporting and advocacy documents (sitrep, flash appeal, etc.) based on pre-existing draft and latest developments.
- **4. Clarify communication channels:** Establish clear communication channels and procedures inside the team, clarify communications between field

- and remote team members. Define meeting schedules and attendance expectations.
- Define work hours: Set work hours for remote support in alignment with the mission schedule. Be mindful of time differences to avoid unrealistic deadlines.
- Utilize collaborative tools: Use platforms like Google Drive or SharePoint for simultaneous document collaboration. Ensure all team members have access to necessary documents and templates.
- 7. Participation in meetings: Encourage remote support members to join morning briefings and debriefings via video conference. Provide additional briefings to keep remote members updated on developments and responsibilities.

J.4 ICT and technical equipment

UNDAC operational partners can support the UNDAC team by providing basic infrastructure for communication, data connectivity, navigation, office support services, on-site GIS analysis and production of maps. Technical equipment available through UNDAC operational partners' service packages like the ICT Module by the International Humanitarian Partnership (IHP) can be requested directly through OCHA ERS and are available at the IHP website.

J.4.1 Communication

(Re-)establishing emergency communication channels

- Satellite communications: Use satellite phones and internet for reliable communication in remote areas.
- VHF and HF Radio: Utilize these radios for robust operation in areas with limited infrastructure.
- Mobile phones: Employ mobile phones with satellite links for text messaging and voice calls.
- Internet-based platforms: Leverage WhatsApp, Signal, Slack, etc., for communication and collaboration.

Satellite phones

Types:

- » Low Earth Orbit (LEO): Faster data speeds, shorter call delays.
- » Geostationary Orbit (GEO): Global coverage, longer call delays.

Considerations:

- » Check coverage maps.
- » Use external antenna for indoor coverage.
- » Be aware of call delays and lower voice quality.
- » Slow data transmission speeds.
- » Higher costs.
- » Avoid signal obstructions like tall buildings and dense forests.

Internet connectivity via satellite

- VSAT (Very Small Aperture Terminal): Use for wide area data transmission.
 Essential in sudden-onset disasters (where the infrastructure has been disrupted) and large-scale operations (increase in internet traffic).
- BGAN (Broadband Global Area Network): Portable but slower and more expensive. Suitable for short-term use or backup.

Radio communication systems

Usage:

- When no mobile network is available.
- » Required by safety regulations.
- » To reach multiple users simultaneously.

Types:

- » VHF: Limited range, extendable with repeaters.
- » HF: Long-range, low-cost voice communications.
- **Regulations:** Follow country-specific frequency and licensing rules.
- Best practices:
 - » Plan messages before transmitting.
 - » Be clear and brief.
 - » Check no one else is speaking.
 - » Use natural rhythm, avoid shouting.
 - » Keep 5 cm distance from the microphone.
 - » Reminder: Think, push, speak.
- Radio terminology: Use the International Phonetic Alphabet. Apply standard UN call signs and procedural words. See Reference material.

Mobile phones

- Data connectivity: Use 3G, 4G, or 5G networks for critical information access.
- Messaging apps: Utilize Signal (which is the UN standard) for updates and coordination.
- Consider local SIM cards: Ensure better network coverage and reduced costs.
- Consider eSIM technology: Quick activation and simplified SIM management.

Practice responsible data usage

- Limit background data usage.
- · Use data-saving modes.
- Avoid data-intensive activities.

J.4.2 Technical equipment

Protecting technical equipment

- Utilize surge protectors.
- Avoid charging devices during power surges.
- Store devices safely.
- Back up data regularly.
- Utilize battery back-ups.
- Be mindful of dust and dirt.

Power supply and socket adaptors

- Research local power standards (power sockets and voltage standards).
- Carry universal power adapters/socket adaptors.

Personal laptops

- Ensure full administrator privileges.
- Prefer laptops with English language features and keyboards.
- Check battery health and bring socket adaptors.
- Enable automatic software updates.
- · Exercise caution with USB memory sticks.

J.4.3 Satellite navigation and tracking

Global Navigation Satellite Systems (GNSS)

- Utilize handheld satellite navigation devices or smartphones/tablets/computers with satellite navigation capability.
- Be familiar with device use and ability to display, store, and export coordinates.
- · Warm up devices before use to ensure accurate satellite fix.
- Combine GNSS use with traditional methods of position determination (e.g., maps, reference points and information provided by the local community and/or Government).

Coordinates and datum formats

- Understand and utilize lat/long (latitude/longitude) and UTM (Universal Transverse Mercator) coordinate systems.
- Know the three different ways to display lat/long coordinates:
 - 1. Degrees, minutes, seconds (DMS), e.g., "31:15:30 S" (S = South)
 - 2. Decimal degrees (DD), e.g., "-31.255"
 - 3. Decimal minutes (DM), e.g., "31:15.5 S"
- Be aware of UTM coordinates and their components (X and Y). Example: '30N 154227 1845499'. The first part is the UTM zone, then the X coordinate, and finally the Y coordinate.
- Use appropriate datum, such as the global WGS 84 datum.

Waypoints and tracks

- Record waypoints with textual descriptions.
- Use track logging or track to record movement.
- Download and save waypoint and track coordinate files after trips.
- Provide files to GIS team for mapping.

Satellite tracking

- Deploy satellite-based tracking devices on personnel.
- Monitor the movement of critical emergency assets (e.g., rescue teams, medical supplies, food aid).
- Enhance safety and security, especially in remote or hazardous areas.

J.5 Facilities

J.5.1 OSOCC

Location and facilities

- Choose a location based on the emergency situation.
- Consider proximity to disaster site or accessibility in widespread disasters.
- Set up in structurally sound buildings or use tents.
- Ensure adequate space for staff and agencies.
- Provide necessary facilities like meeting rooms, private offices, hygiene/ sanitation systems, and secure communications.
- Ensure possibility to install generators or access to a grid with stable voltage and frequency (or stabilized with UPS or stabilizers) and 1-3 phases with correct fuses, circuit breakers and earthing.

Set-up

- Designate a visible and easily accessible Reception Area.
- Plan meeting areas/tents outside of the Reception Area.

- Position OSOCC Management centrally for oversight.
- Place IM Cell components close to Reception for client access.
- Consider privacy for analysis and reporting functions.
- Keep administrative areas separate from client areas.
- Seclude accommodation areas for staff.

Equipment

- Prioritize basic office equipment for coordination and communication.
- Include printers, projectors, whiteboards, and flipcharts.
- Reach out to OCHA ERS for equipment requests from UNDAC operational partners. Utilize support catalogues for equipment selection and procurement.

Additional planning considerations

- Plan for more space than initially thought.
- Refer to OSOCC Guidelines for design considerations.

J.5.2 Base camp

Size versus time

- Consider size and time needed for camp set-up. Larger camps require longer set-up periods.
- Plan for duration, scale-up operations, and service levels.
- · Consult with operational partners for camp scale.

Site selection

- Assess non-technical aspects like land ownership and safety and security.
- Consider social and cultural implications. Think through return to normal after the mission.
- Evaluate technical aspects such as size, features, and access.

- Integrate environmental, WASH, protection and quality response considerations.
- · Assess hazards and risks for safe camp establishment.

Site planning and preparation

- Use an inclusive approach in site planning.
- Develop a master plan showing site configuration.
- Consider levelling, equipment needs, and ground preparation.
- Determine if hardening or digging is necessary.

Camp construction

- Coordinate with the IHP Support Team.
- Ensure constant exchange between UNDAC team and support staff.
- Adapt construction based on equipment and site.
- Parts of the camp may be used before full operation.



K. PERSONAL HEALTH ON MISSION

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K. PERSONAL HEALTH ON MISSION

K.1 Hazardous materials (Hazmat)

Environmental emergencies can be potentially dangerous and must be handled by trained experts. Handle Hazmat incidents with extreme care and ensure compliance with the following guidance:

Immediate actions:

- Leave the area immediately.
- Do not walk into or touch spilled materials.
- Stay away from fumes, smoke, and vapour. Remain upwind.
- Do not operate radios, mobile phones, or other electronic devices within 500 meters.
- Notify local emergency officials or community leaders to isolate the scene.

Weather considerations:

- Monitor changing weather conditions (wind speed/direction, precipitation, temperature, cloud cover).
- Warm days increase evaporation of chemical substances.
- High winds disperse contaminants.
- Precipitation may slow dispersion and reduce the area of impact but could react with certain chemicals.

Personal preparedness:

- Refer to the Subchapter D.11 on Considerations for Environmental Experts for more details.
- Understand the role of UNDAC team members without environmental expertise: identify potential risks and inform authorities without attempting to solve the problem without expertise.

Requesting additional expertise:

- Contact the UNEP/OCHA Joint Environment Unit (JEU) for additional expertise.
- Consult Subchapter I.12 for more information on environmental hazards, emergencies, and disaster waste management.
- Obtain guidance on handling specific hazards like asbestos from Hazmat/ CBRN experts or the UNDAC Toolbox.

K.2 Epidemics and pandemics

Pre-deployment preparation:

- Conduct a risk assessment:
 - » Evaluate prevailing health risks at the deployment location.
 - » Identify potential endemic threats (diseases regularly occurring in the region).
 - » Analyse potential impacts on team members.
 - » Review local health infrastructure and capacity to manage outbreaks.
- Based on the risk assessment, carry out contingency planning:
 - » Refer to the UNDAC Toolbox for guidance and contingency plans for pandemics.
 - » Check the Reference material of the UNDAC Handbook (long version available at <u>undac.unocha.org</u>) for more information on respiratory infections and other airborne pathogens.
 - » Follow outlined response strategies, evacuation protocols, and medical support mechanisms.
- Conduct pre-deployment medical screenings for team members.
- Provide guidance on and implement preventive measures against infectious diseases in pre-deployment briefings.
- Equip teams with appropriate personal protective equipment (PPE). Ensure team members are trained in the use of PPE.

Emphasize adherence to safety protocols and procedures.

During deployment:

- Regularly monitor the health of team members.
- Maintain robust communication channels for health-related information and updates.

K.3 Hygiene, insect protection, diet, water safety, and managing diarrhea

Hygiene

- Conduct regular handwashing, especially before meals.
- Use purified or boiled water for oral and dental hygiene.
- Avoid swimming or bathing in lakes, rivers, etc., unless water is confirmed safe.

Insect protection

- Treat exposed skin with mosquito repellent in malaria-endemic areas.
- Wear clothing that covers arms and legs in the evening.
- Use finely meshed mosquito nets and ensure they are properly closed at night.
- Spray indoor areas with insecticide (preferably pyrethrum-based).

Diet and food safety

- Eat well-balanced meals; avoid heavy meals and limit alcohol consumption.
- Drink plenty of fluids and increase salt intake if sweating profusely.
- Avoid raw foods unless they can be peeled or shelled; ensure cooked food is hot when served. Remember: 'cook it, peel it or leave it'.
- Avoid ice cream from unreliable sources.
- Be cautious of local fish and shellfish due to possible bio-toxins.

Water safety

- Boil or disinfect questionable drinking water with reliable disinfectant tablets
- Avoid ice unless sure it is made from safe water.
- · Prefer bottled beverages and use bottled water for brushing teeth.
- Boil unpasteurized milk before consumption.
- Use water filters with caution; boiling may still be required.

Managing diarrhoea

- Maintain strict hand hygiene and ensure water consumed is safe.
- Increase fluid intake immediately upon onset of diarrhoea with bottled, boiled, or treated water, or weak tea. Consume at least three litres of fluids within the first three hours of diarrhoea onset; continue until symptoms subside.
- Replenish lost fluids and minerals with water, oral rehydration salts/solution (ORS), high doses of Vitamin C, multivitamins with B-Complex, and calcium.
- Avoid dairy products as they aggravate diarrhoea.
- Monitor for adequate urine output to ensure sufficient hydration.
- Use activated charcoal tablets if needed to reduce irritation and absorb some of the possible toxins in the gastrointestinal tract; avoid routine use of antidiarrheals.
- Seek medical help if diarrhoea is accompanied by blood, fever, vomiting, or lasts more than three days.
- In the absence of medical help, use a five-day course of Cotrimoxazole or Metronidazole (Flagyl) for severe cases. Avoid alcohol when taking antibiotics.

K.4 Managing mission stress

Working in emergency relief environments exposes UNDAC members to various stressful situations. Recognizing and managing stress is crucial for maintaining effectiveness and team cohesion.

Types of stress

- Cumulative stress: Builds up over time due to the normal conditions of a disaster mission. If not addressed, it can lead to decreased performance and burnout.
- Critical incident tress: Caused by traumatic incidents, potentially leading to severe mental and physical health problems that require professional intervention.

K.4.1 Cumulative stress

Possible causes of cumulative stress

Category	Potential causes
Safety and Security	Lack of safety and security, health hazards
Environmental	Witnessing violence, tragedy, trauma
Mission-related	Anxiety about mission, accomplishments, responsibilities
Logistical	Travel delays, housing discomforts, lack of privacy
Physical needs	Poor food quality, water shortages
Activity	Immobility, inactivity, lack of exercise
Personal	Problems at home, missing family and friends
Psychological	Inability to make a difference, noisy environment
Equipment	Malfunctioning equipment
Rest	Insufficient rest, relaxation periods

Pressure	Pressure from authorities, peers
Task management	Unclear tasks, unrealistic expectations
Team dynamics	Unresolved conflict, difficult colleagues
Recognition	Lack of recognition, hostility to efforts
Media	Media attention
Resources	Lack of resources, limited control
Cultural	Cultural and language differences
Attitude Perfectionism, Murphy's Law	

Indicators of cumulative stress

Category	Indicators	
Decision-making	Inability to make decisions, paralyzed by choice	
Attention and judgement	Narrowing of attention, impaired judgment, loss of perspective	
Cognitive	Disorientation, forgetfulness	
Behaviour	Impatience, verbal aggression, critical behavior	
Emotional	Anger, rage, hyper-emotions (grief, elation, mood swings)	
Activity Over-activity, inappropriate or destructive behavior		
Sleep	Sleep disorders	

Physical	Susceptibility to viruses, psychosomatic complaints, headaches	
Substance abuse	Increased substance use	
Eating	Eating disorders (lack of appetite, overeating)	
Energy	Lack of energy, enthusiasm, feeling fatigued	
Social	Withdrawal, depression, loss of sense of humor	
Performance	Inability to perform, questioning basic beliefs/values, cynicism	

Coping with cumulative stress

- Resolve conflicts early: Address team conflicts promptly.
- Know your limitations: Manage your expectations and accept the situation.
- Rest and relax: Ensure adequate sleep, relaxation, and exercise. Practice mindfulness and relaxation techniques.
- Eat regularly: Maintain a healthy diet.
- Change tasks and roles: Rotate responsibilities to avoid monotony.
- Identify stress sources: Act on identified stressors.
- Take time off: Schedule breaks to recharge.
- Create personal space: Establish a semi-private area for personal downtime.
- Avoid substance abuse: Limit the use of alcohol and drugs.
- Communicate: Talk, laugh, and cry with colleagues.
- Engage in hobbies and social activities: Read, sing, dance, write, play music, or cook. Participate in non-mission related social events.

K.4.2 Critical incident stress & psychological first aid

Examples of critical incidents

- Witnessing shootings, explosions, destruction
- Serious injury or death of a colleague or loved one
- Life-threatening events
- Sexual assault and rape
- Witnessing casualties

Common reactions to critical incident stress

Immediate reactions

- Physical: Nausea, sweating, chills, dizziness, hyperventilation, irrational activities
- Emotional: Fear, anxiety, sadness, feeling overwhelmed, survivor's guilt, helplessness, lack of control, anger, irritability, grief, hopelessness, feeling isolated, feeling numb
- Cognitive: Easily startled, forgetfulness, dissociative amnesia, difficulties concentrating, feeling disconnected, lack of perception, confusion, decision-making problems

Delayed reactions

- Physical: Headaches, stomach aches, fatigue, muscle weakness, shortness of breath, tightening of the chest
- Emotional/Psychological: Nervousness, unease, , changes in faith, determination to live fully, fearlessness, depression, withdrawal, resentment, numbness
- Cognitive: Sleep disorders, substance abuse, decreased attention, difficulty concentrating, memory problems, flashbacks

Coping with critical incident stress: Psychological First Aid

Principles of Psychological First Aid (see also Figure K.1):

- Non-intrusive care and support
- Assessing needs and concerns
- Addressing basic needs
- · Listening without pressure
- Providing comfort and calm
- · Connecting to information and support
- Protecting from further harm

Figure K.1: Action principles of Psychological First Aid



Members of the team exposed to serious traumatic events should be referred to mental health specialists. For more information on psychological first aid, refer to the <u>Psychological First Aid Guide</u> and <u>PFA Online Training</u>.

OCHA Staff Counsellor's Office is available for supporting the psycho-social well-being of all UNDAC team members. Please find the relevant contact details in the **UNDAC Toolbox**.

K.5 Mental health during a sudden-onset disaster

Taking care of yourself

- Limit media exposure: Reduce anxiety by restricting news and social media consumption.
- Control what you can: Establish routines to provide stability.
- Engage in healthy behaviours: Maintain a balanced diet, practice mindfulness, and ensure adequate rest.
- Stay hopeful: Focus on positive aspects and maintain a hopeful outlook.
- Seek professional support: Contact Staff Counsellors for psychological support. Find their contact information on the UNDAC Toolbox (Management

 Welfare, Safety, and Security).

Supporting colleagues and family

- Allocate time: Be available and offer human contact.
- Recognize feelings: Understand and validate emotions.
- Provide practical support: Assist with daily tasks.
- Encourage self-care: Promote healthy habits.
- Respect personal space: Allow for solitude when needed.
- Express availability: Be non-judgmental and offer support.
- Talk about the event: Listen attentively, avoid pressure, and validate their experiences.
- For further support, find resources on the OCHA Wellbeing Website and/or contact OCHA Staff Counsellor's Office (contacts in UNDAC Toolbox).

K.6 Medical emergencies and first aid

This section contains very basic information on medical emergencies and first aid. The instructions below are not intended to be a replacement for first aid training. All UNDAC members are encouraged to obtain and maintain certification in first aid and cardiopulmonary resuscitation (CPR).

Overview

1. Assess the situation

- » Determine if assistance can be safely and effectively provided.
- » Avoid moving the patient unless essential for safety.

2. Standard precautions

- » Use surgical gloves if available.
- » Use a barrier device for CPR if giving mouth-to-mouth resuscitation.

3. Initial assessment (ABCs)

- » Airways: Open and maintain an adequate airway.
- » **Breathing:** Check for breathing and chest rise.
- » Circulation: Check for pulse at wrist, ankle, or throat.

Non-exhaustive list of medical incidents

In alphabetical order, a non-exhaustive list of medical incidents requiting first aid:

Bleeding

- Using sterile gauze, apply pressure directly over the wound. Use wound packing if necessary.
- Once this has controlled the bleeding, apply pressure bandages to the wound site.
- Use arterial pressure points if necessary.

- Extremities: Apply direct pressure, wound packing (for deep cavernous wounds) or use of compression bandage. Apply tourniquet as a last resort for severe bleeding.
- Head: Apply direct pressure, elevation, icing, or a combination of all three.
- Junctional areas: Apply direct pressure and wound packing (for deep cavernous wounds).
- Central internal/external area: While direct pressure might help control
 external abdominal bleeding, rapid evacuation is key.

Burns

In every case, treat for traumatic shock.

1. Chemical burns:

» Preparedness:

- Access information on industrial facilities in the area. Be observant of surroundings and associated risks.
- Know the location of nearby hospitals and treatment facilities.
- Have access to personal protective equipment (PPE).

» If exposed to chemicals, take the following steps:

- Remove contaminated clothing and isolate it in a closable container.
- Avoid pulling clothing over the head; cut if necessary.
- Wash with soap and tepid water or water alone.
- Rinse skin with copious amounts of water for at least 20 minutes.
- Rinse eyes with water.
- Seek medical attention for large burns, poisoning symptoms, or contact with unknown chemicals.
- Do not induce vomiting if ingestion occurs; seek medical assistance.

» Suspected chemical release:

- **Indoors:** Find clean air by exiting the building without passing through the contaminated area or by breaking a window.
- Outdoors: Avoid obvious plume or vapor cloud. Cover mouth, nose, and exposed skin; move crosswind or upwind.
- » Contact authorities and team immediately for further instructions.
- » In case of nuclear and radiological emergencies, understand that primary responsibility lies with facility operators and local authorities. Coordinate with International Atomic Energy Agency (IAEA) for international assistance if needed.

2. Electrical burns

- Ensure no further risk of injury is present before approaching the patient.
- » If the patient is in contact with the electrical source:
 - Move the wire or patient to a safe position with a dry pole or rope for low voltage.
 - Seek professional help to shut off power or move the wire for unknown or high voltage.
- » When safe, check the patient's ABCs (Airway, Breathing, Circulation).
- » Monitor the patient continuously as electrical burns can lead to cardiac or respiratory arrest.
- » Cover evident burns loosely with sterile dressings.
- » Seek professional medical help for treating the burns.
- » Avoid applying burn creams or ointments without professional guidance.

3. Thermal burns

Degree of burn	Symptoms	Treatment	Professional help?
First degree burns (superficial burns)	 Minor swelling Redness of the affected area. 	 Apply cool running water or wet compresses as soon as possible, continuing until the pain subsides. Leave the burned area exposed and do not apply ointments or salves. If pain recurs, reapply cool water. 	n/a
Second degree burn (partial thickness burns)	Definite redness of the affected areaSwellingBlistering	 Apply sterile water for 15-30 minutes and cover with a dry, sterile bandage. Treat the patient for traumatic shock. 	Seek pro- fessional help.
Third degree burns	 Dense white, waxy or even charred appearance. Areas of deeper burning, surrounded by areas that display first and second degree burn characteristics. 	 Check the ABCs and continue to monitor them. Treat for traumatic shock and cover the burned area with a sterile, non-adhesive dressing. Elevate the burned area. 	Seek pro- fessional help immediately.

Choking and cardiopulmonary resuscitation (CPR)

- Recognize signs of choking and obstruction.
- Clear the airway by, e.g., abdominal thrusts.
- Follow CPR steps if necessary (patient has not resumed breathing):
 - » Head tilt/chin lift or jaw thrust (if neck injury suspected)
 - » Alternate chest compressions (30x) and mouth-to-mouth resuscitation (2x).

Fractures

- Recognize symptoms such as bruising around the fracture site, localized pain, deformity and swelling.
- Immobilize the affected area before moving the patient. Especially important in the case of known or suspected spinal injury.
- When splinting a fracture, immobilize the adjacent joints as well as the fracture site.
- On a continuing basis until professionally treated, check circulation and routinely treat for traumatic shock.
- · Open (compound) fractures require immediate medical attention.

Frostbite

- Check for cold and numb tissue. Look for whitening of the skin, which
 may indicate frostbite. Be alert to signs of pain or discomfort in the
 affected area.
- Gently warm affected areas in a heated space. Re-warming the tissue too rapidly will cause circulatory problems and possibly worsen the tissue damage.
- Give the patient warm fluids to help raise their body temperature.
- Seek medical attention for moderate to severe cases. Be aware of the risk of complications such as septicaemia and gangrene in severe cases.

Heat exhaustion

- Recognize symptoms of profuse sweating, clammy skin, headache or nausea, disorientation and weakness
- Move the patient out of direct sunlight to a shaded or cooler area.
- Cool patient down by applying cold compresses. Use a fan to help lower the body temperature.
- Offer the patient oral rehydration solution or plain water if they are conscious. Encourage them to drink fluids to replenish lost electrolytes and fluids.
- Watch for signs of improvement, such as decreased sweating and improved alertness.
- If the patient's condition does not improve with cooling and hydration, seek medical attention promptly.

Hypothermia

- Monitor for shivering (especially in the early stages of hypothermia), incoordination, mental confusion, slurred speech, and irrational behaviour.
- Remove wet clothing. Transfer the patient to a pre-warmed bed or sleeping bag to prevent further heat loss. Add warm (not hot) water bottles around the torso to gradually raise body temperature.
- Offer warm fluids and monitor patient's core temperature.
- Avoid aggressive rewarming to prevent complications (e.g., 'After Drop').
- Exercise caution when transitioning a hypothermic patient from a horizontal to a vertical position. Rapidly rising from a horizontal position can cause a sudden drop in blood pressure, leading to unconsciousness or cardiac arrest.
- Continuously monitor the patient's vital signs, including heart rate, blood pressure, and respiratory rate.
- Consider seeking medical assistance for severe cases of hypothermia or if the patient's condition does not improve with initial interventions.

Heat stroke

- Recognize symptoms of hot, dry skin and a temperature well above normal.
- Move the patient out of direct sunlight to a shaded or cooler area.
- Remove their clothing and immerse them in cold (not icy) water until the onset of shivering.
- · Seek medical attention for heat stroke immediately.

Shock

- Recognize symptoms of cold/clammy skin, rapid/weak pulse, rapid shallow breathing, or a combination of these.
- Lay patient flat on their back (except in cases of head injury), elevate legs, cover with blanket.
- Monitor ABCs and monitor for signs of shock.



POST-MISSION

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L. DEBRIEF

- At the end of a mission, a number of steps are taken to debrief and capture lessons learned. The process includes (see Figure L.1):
 - » A hotwash and SWOT analysis with the team, the UNDAC Mission Focal Point, OCHA ERS, OCHA regional/country office, remote support and other involved parties, with a focus on mission specifics and lessons identified (complete a debrief form).
 - » A Functional Review is also held online to review the activities, challenges and best practices done by the team in the different cells of the OSOCC.
 - » When appropriate, a survey is sent to key stakeholders.
- Capture good practices in writing for later methodology updates.

Figure L.1: Debrief Overview



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M. MISSION REPORTING

The **End-of-Mission report** is the responsibility of the UNDAC Mission Focal Point and:

- Includes recommendations for future disaster response preparedness for governmental institutions or in-country UN entities.
- Ensures recommendations are followed up as part of a wider response preparedness program.
- Captures good practices for updates to the UNDAC methodology and training materials.
- Summarizes key points from the mission for a donor summary.

N. ADMINISTRATIVE MATTERS

- Reconcile mission expenditures, as applicable, e.g., petty cash reconciliation.
- Complete Travel Expense Report and keep original documents (e.g., boarding passes, visa related invoice) until Expense Report is done.

O. MEDICAL CONSULATION AND TREATMENT

- Seek medical consultation promptly for any signs of illness or injury.
- Pay particular attention to persistent fever, cough, or abdominal upset with diarrhea.
- Continue any medications started during the mission until the prescription is complete, especially antimalarial drugs.
- Update individual health records if any illness develops post-deployment.
 Inform OCHA of any post-deployment illness to alert other UNDAC members and local health authorities.

P. RETURNING HOME AND PSYCHOLOGICAL SUPPORT

Re-entry tips

- Acknowledge potential re-adjustment issues post-mission due to various factors:
 - » Length of mission,
 - » Stressors and trauma exposure,
 - » Previous field experience,
 - » Cultural differences,
 - » Meaningfulness of the assignment,
 - » Interpersonal relationships during deployment,
 - » Management of long-distance relationships,
- Allow time to readjust to the home environment, recognizing it may take days or weeks.
- Journal thoughts and experiences, especially before sleep.
- Share experiences with colleagues and those who have had similar missions.
- Consider taking a few days off before returning to work.
- Stay updated on home events and maintain contact with loved ones during the mission.
- Manage expectations about home being the same upon return.
- Reflect on personal changes before going home and participate in any offered farewells.

POST-MISSION 299

Mental health and PTSD awareness

- Be aware of the potential impact of witnessing or experiencing trauma.
- Recognize symptoms of post-traumatic stress disorder (WHO PTSD Information or UNDAC Toolbox) and seek information and help if needed.
- Utilize OCHA Staff Counsellor's Office for psychosocial support. Contact details available in the UNDAC Toolbox.



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Q. CONVERSION TABLES (IMPERIAL AND METRIC)

Metric to Imperia	al	Imperial to Metri	С
Length		Length	
1cm	= 0.394 inches	1 inch	= 2.54 cm
1 m	= 39.4 inches	1 foot	= 30.5 cm
1 m	= 3.28 feet	1 foot	= 0.305 m
1 m	= 1.09 yards	1 yard	= 0.914 m
1 km	= 0.621 miles	1 mile	= 1.609 km
Weight		Weight	
1 g	= 0.035 ounces	1 ounce	= 28.3 g
1 kg	= 2.2 pounds	1 pound	= 454 g
1 ton	= 2200 pounds	1 pound	= 0.454 kg
1 ton	= 0.984 tons (US)	1 ton (US)	= 1.02 tons
Surface		Surface	
1cm2	= 0.155 sq in	1 sq inch	= 6.45 cm2
1 m2	= 10.76 sq ft	1 sq foot	= 929 cm2

Surface		Surface	
1 m2	= 1.2 sq yd	1 sq foot	= 0.093 m2
1 ha	= 2.47 acres	1 sq yard	= 0.836 m2
1 km2	= 247 acres	1 acre	= 0.405 ha
1 km2	= 0.386 sq miles	1 sq mile	= 2.59 km2
Volume		Volume	
1 cm3	= 0.061 cu in	1 cu inch	= 16.4 cm3
1 m3	= 35.3 cu ft	1 cu foot	= 0.028 m3
1 m3 1 m3	= 35.3 cu ft = 1.31 cu yd	1 cu foot 1 cu yard	= 0.028 m3 = 0.765 m3
1 m3	= 1.31 cu yd	1 cu yard	= 0.765 m3
1 m3	= 1.31 cu yd = 0.035 fl. oz	1 cu yard 1 fl ounce	= 0.765 m3 = 28.4 ml

Temperature

(Celsius x 1.8) + 32 = Fahrenheit

(Fahrenheit - 32) x 0.555 = Celsius

R. CHARACTERISTICS OF AIRCRAFT COMMONLY USED DURING EMERGENCIES

Aircraft type	Cruising speed (knots)	Maximum cargo weight metric tons (2,200 lb)	Cargo hold size L x W x H (cm)	Door size W x H (cm)	Usable cargo volume (m3)	Pallet qty. 224 x 318 (cm)	Desired runway length (ft)
AN-12		15	1,300 x 350 x 250	310 x 240	100	n/a	n/a
AN-22		60	3,300 x 440 x 440	300 x 390	630	n/a	n/a
AN-26		5.5	1,060 x 230 x 170	200 x 160	50	n/a	n/a
AN-32		6.7	1,000 x 250 x 110	240 x 120	30	n/a	n/a
AN-72/74		10	1,000 x 210 x 220	240 x 150	45	n/a	n/a
AN-124	450	120	3,300 x 640 x 440	600 x 740	850	n/a	10,000
A300F4-100		40	3,300 x 450 x 250	360 x 260	320	20	8,200
A300F4-200		42	3,300 x 450 x 250	360 x 260	320	20	8,200

A310-200F		38	2,600 x 450 x 250	360 x 260	260	16	6,700
A310-300F		39	2,600 x 450 x 250	360 x 260	260	16	6,700
B727-100F		16	2,000 x 350 x 210	340 x 220	112	9	7,000
B737-200F		12	1,800 x 330 x 190	350 x 210	90	7	7,000
B737-300F		16	1,800 x 330 x 210	350 x 230	90	8	7,000
B747-100F		99	5,100 x 500 x 300	340 x 310	525	37	9,000
B747-200F	490	109	5,100 x 500 x 300	340 x 310	525	37	10,700
B747-400F		113	5,100 x 500 x 300	340 x 310	535	37	n/a
B757-200F		39	3,400 x 330 x 210	340 x 220	190	15	5,800
B767-300F		55	3,900 x 330 x 240	340 x 260	300	17	6,500
DC-10-10F		56	4,100 x 450 x 250	350 x 260	380	23	8,000

DC-10-30F		70	4,100 x 450 x 250	350 x 260	380	23	8,000
IL-76	430	40	2,500 x 330 x 340	330 x 550	180	n/a	2,800
L-100	275	22	1,780 x 310 x 260	300 x 280	120	6	n/a
L-100-20	275	20	1,780 x 310 x 260	300 x 280	120	6	n/a
L-100-30	280	23	1,780 x 310 x 260	300 x 280	120	6	n/a
MD-11F		90	3,800 x 500 x 250	350 x 260	365	26	n/a

Note: The cargo capacities and cruise speeds listed in the table are averages. Actual capacities will vary based on the altitude, ambient air temperature and actual fuel on board.

s

S. CHARACTERISTICS OF HELIOCOPTERS COMMONLY USED DURING EMERGENCIES

Helicopter type	Fuel type	Cruising speed (knots)	Typical allowable payload for hovering in ground effect (kg/lb)[1]	Typical allowable payload for hovering out of ground effect (kg/ lb)[2]	Number of passenger seats
Aerospatiale SA 315B Lama	Jet	80	420/925	420/925	4
Aerospatiale SA-316B Allouette III	Jet	80	526/1,160	479/1,055	6
Aerospatiale SA 318C Allouette II	Jet	95	420/926	256/564	4
Aerospatiale AS-332L Super Puma	Jet	120	2,177/4,800	1,769/3,900	26
Bell 204B	Jet	120	599/1,20	417/920	11
Bell 206B-3 Jet Ranger	Jet	97	429/945	324/715	4
Bell 206L Long Ranger	Jet	110	522/1150	431/950	6
Bell 412 Huey	Jet	110	862/1900	862/1,900	13
Bell G-47	Aviation Gas	66	272/600	227/500	1
Bell 47 Soloy	Jet	75	354/780	318/700	2

Boeing H 47 Chinook	Jet	130	12,210/26,918	12,210/26,918	33
Eurocopter (MBB) BO-105 CB	Jet	110	635/1,400	445/980	4
Eurocopter BK-117A-4	Jet	120	599/1,320	417/920	11
MI-8	Jet	110	3,000/6,6139	3,000/6,6139	20-30
Sikorsky S-58T	Jet	90	1,486/3,275	1,168/2,575	12-18
Sikorsky S-61N	Jet	120	2,005/4,420	2,005/4,420	n/a
Sikorsky S-64 Skycrane	Jet	80	7,439/16,400	7,439/16,400	n/a
Sikorsky S-70 (UH-60) Black Hawk	Jet	145	2,404/5,300	1,814/4,000	14-17

T. AIR CRAFT LOADING AND OFFLOADING METHODS

Bulk loading:

- Cargo placed directly on the floor of the aircraft and secured with nets, straps, or ropes.
- Increases usable cargo space but may be challenging to secure.
- Slows loading, offloading, sorting, and distribution processes.

Palletized loading:

- Cargo preloaded onto wooden or metal pallets and secured with nets, straps, or ropes.
- Common method for storing and shipping humanitarian supplies.
- Standard military pallets (HCU-6/E or 463L) are 224 cm wide x 274 cm long, 213 cm x 264 cm of usable space, weigh 160 kg (with netting). Loaded pallets can be as heavy as 4500 kg. These pallets are reusable and must be returned.
- Note: For logistical planning purposes, when building pallets, limit the height of a stack to 243 cm (96 inches) for aircraft such as the C-5, C-17, C-141 and C-130 (unless authorized to stack higher by the crew chief).
- Commercial pallets vary in size and material, also reusable.

Containerized loading:

- Cargo preloaded into closed containers and then loaded onto the aircraft.
- Used for large commercial aircraft such as B747s and DC-10s.
- Various shapes and sizes of containers available, with maximum loaded weights ranging from less than 450 kg to over 11 tons.
- Requires mechanized loading systems or forklifts for loading and offloading.

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External loading (Helicopters only):

- Cargo placed in nets or suspended from lines and lifted externally by helicopters.
- · Helicopters commonly lift more cargo externally than internally.
- Nets and lead lines used for slinging cargo must be approved.

U. RADIO COMMUNICATION PROCEDURES

Phonetic alphabet

Letter	Pronunciation	Letter	Pronunciation	Letter	Pronunciation
А	ALPHA	J	JULIET	S	SIERRA
В	BRAVO	K	KILO	T	TANGO
С	CHARLIE	L	LIMA	U	UNIFORM
D	DELTA	М	MIKE	V	VICTOR
Е	ECH0	N	NOVEMBER	W	WHISKY
F	FOXTROT	0	OSCAR	Χ	X-RAY
G	GOLF	Р	PAPA	Υ	YANKEE
Н	HOTEL	Q	QUEBEC	Z	ZULU
T	INDIA	R	ROMEO		

U

Standard UN call signs

Within the UN call sign system, the first letter indicates the location of the network. The first letter of the location name is usually designated. If this letter is already in use by another network within the country, the last letter is used. This continues until an available letter is found in the location name. For example, a network operating in Pakistan would use *Mike* for *Multan* and *Delta* for *Muzaffarabad*.

The second letter of a call-sign indicates the agency:

Letter	Organization	Letter	Organization
Alpha	FAO	November	UNFPA
Bravo	World Bank/IMF	Oscar	OCHA/UNDAC
Charlie	UNICEF	Papa	UNOPS
Delta	UNDP	Quebec	UNDPKO
Echo	UNESCO	Romeo	UNHCR
Foxtrot	WFP	Sierra	UNDSS
Golf		Tango	UNHABITAT
Hotel	WHO	Uniform	UN Secretariat
India		Victor	
Juliet		Whisky	
Kilo		X-ray	Reserved for NGOs
Lima	UNJLC	Yankee	Reserved for NGOs
Mike	IOM	Zulu	Reserved for NGOs

U

The first digit of the call sign indicates the position within the agency:

Digit	Department
1	Management and miscellaneous senior staff
2	Finance / Administration
3	Logistics
4	Programme
5	Staff security / guards
6	Agency-specific
7	Drivers
8	Technical support staff, e.g., Telecom, IT, etc.
9	Visitors / Agency-specific

The last one or two digits indicate the different individuals in the department. For example, the UNDAC Team Leader in *Muzaffarabad* would be *Delta-Oscar-1*; the UNDAC Deputy Team Leader would be *Delta-Oscar-1-1*.

Radio prowords

Proword	Meaning
ACKNOWLEDGE	Confirm that you have received my message and will comply.
AFFIRMATIVE - NEGATIVE	Yes/Correct - No/Incorrect.
ALL AFTER or ALL BEFORE	Everything that you (I) transmitted after (Keyword). Everything that you (I) transmitted before (Keyword).
CORRECT (THAT IS CORRECT)	What you have transmitted is correct.
CORRECTION	An error has been made in this transmission. It will continue with the last word (group) correctly transmitted. An error has been made in this transmission. Correct version is That which follows is a correct version in answer to your request for verification.
WRONG	Your last transmission was incorrect. The correct version is
SILENCE - SILENCE -	Cease all transmissions on this net immediately. Will be maintained until lifted.
SILENCE LIFTED	Silence is lifted. The net is free for traffic.
END OF MESSAGE - OVER (OUT)	This concludes the message just transmitted (and the message instructions pertaining to a formal message).

Numerals or numbers will follow. In general, numbers are transmitted digit by digit except that exact multiples of hundreds and thousands are spoken as such.
This is the end of my turn of transmitting. A message is expected. Go ahead.
I am in contact with the station you are calling; I can act as a relay station.
Your message has been passed to
I have received your last transmission satisfactorily.
Have you received this part of my message satisfactorily?
I have received your message, understand it, and will comply. (To be used only by the addressee.)
The identity of the station calling or with whom I am attempting to establish communication is unknown.
I must pause for a few seconds.
I must pause longer than some seconds and will call you again when ready.
This is the end of my transmission to you. No answer or acknowledgement is expected.
Do not answer; I have nothing more for you. I shall now call another station on the net.

READ BACK	Repeat the entire following transmission back to me exactly as received.
I READ BACK	The following is my reply to your request to read back.
SAY AGAIN	Repeat all of your last transmission. Followed by ALL AFTER, ALL BEFORE, WORD AFTER, WORD BEFORE etc. means: Repeat (portion indicated).
I SAY AGAIN	I am repeating my transmission or portion indicated.
SEND	Go ahead with your transmission.
SEND YOUR MESSAGE	Go ahead, transmit; I am ready to copy.
SPEAK SLOWER	Reduce the speed of your transmission.
I SPELL	I shall spell the next word, group or equivalent phonetically. (Not used when transmitting coded groups only.)

Report of reception:

RADIO CHECK	What is my signal strength and readability; how do you read me?		
YOU ARE (I READ YOU)	Your signal strength and readability is as follows		
Report on signal strength			

LOUD	Your signal is strong.
GOOD	Your signal is good.

WEAK	I can only hear you with difficulty.
VERY WEAK	I can only hear you with great difficulty.
NOTHING HEARD	cannot hear you at all.
Report on readability	
CLEAR	Excellent quality.
READABLE	Good quality, no difficulties reading you.
DISTORTED	I have trouble reading you.
WITH INTERFERENCE	I have trouble reading you due to interference.
NOT READABLE	I can hear that you transmit but cannot read you at all.

Example of a radio check:

ALPHA, THIS IS CHARLIE - RADIO CHECK, OVER

THIS IS ALPHA - YOU ARE LOUD AND READABLE, OVER

THIS IS CHARLIE - YOU ARE LOUD AND READABLE AS WELL, OUT.

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V. INTEGRATING PROTECTION ACTIVITIES BY AREA/SECTOR

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Activities

Evacuations

- Ensure evacuation transport is accessible to all, including wheelchair users, and account for caregivers.
- Address the needs of hard-to-reach individuals (housebound, hospitalized, in orphanages or prisons, older, disabled). Assist with packing, transport, and mapping their locations. Ensure assistive devices are not forgotten or damaged.
- Prevent family separation by registering members, providing name tags for babies, and ensuring families travel together.
- Inform evacuees about emergency shelter services and protection measures for property left behind.
- Organize information campaigns targeting hard-to-reach groups using diverse media in all relevant local languages. Make door-to-door calls and involve organizations of persons with disabilities and older persons for advice.
- Ensure forced evacuations are legally justified and nondiscriminatory.
- Prioritize evacuations from high-risk sites and within those sites, assist vulnerable groups (older persons, persons with disabilities, women, children, minorities). Include institutions in evacuation plans.
- Establish protocols to manage property conflicts and theft.
 Encourage asset listing before evacuation.
- Discourage returns to high-risk areas with cordons, warning signs, and patrols.
- Support 'go and see' visits and provide information on safety, options, and assistance programs once it is safe to return.

Contingency planning and disaster preparedness

- Assess emergency shelter sites for accessibility and risk.
- Ensure legislation covers post-disaster issues adequately.
 - Safeguard birth registration data and housing, land and property records (e.g., integrate local data in a central database, update and back up records).

CCCM

- Prioritize shelters for families with vulnerable members.
- Ensure older persons, persons with disabilities, single women, and unaccompanied children and youth:
 - » Are housed close to toilets, bathing facilities, and aid distribution points.
 - » Are placed with appropriate groups (relatives, other vulnerable persons) and separately from unrelated males.
 - » Receive priority access to culturally appropriate food and NFIs.
- Provide shelters accommodating different family sizes, allocating one family per shelter.
- Provide separate accommodation for pregnant women and breastfeeding mothers.
- Adapt facilities for older and persons with disabilities (handrails, wheelchair access).
- Arrange mental health and psychosocial services with WHO and the Red Cross Red Crescent Movement.
- Prioritize relocation for older people, persons with disabilities, or injured people to suitable locations.
- Make sanitary facilities, food and water collection points, and child-friendly spaces safer with floodlighting and patrols.
- Provide child-friendly spaces, youth clubs, and schools.
- Preserve the humanitarian character of camps and evacuation sites, transferring military/armed group setups to civilian management promptly.
- Limit police and security forces' roles to providing security.

- Place national or international police in shelter sites when required and appropriate.
- Monitor security and promote community arrangements for monitoring and responding to security risks.
- Ensure camp or evacuation site closure plans

Early recovery

- Develop vocational training and micro-credit programs for female-headed households and persons with disabilities to promote self-sufficiency and employment.
- Ensure livelihood support programs (cash- and food-for-work) include youth, women, persons with disabilities, and older persons, offering flexible work options.
- Address child labour causes by offering return-to-school incentives, reducing family debt, and promoting adult employment with skill-building programs.

Education

- Link education strategies with livelihood initiatives to prevent child labour and promote schooling.
- Ensure access to schooling for children at evacuation sites, upon return, and if relocated.

Food security and nutrition

- Ensure distribution mechanisms:
 - » Respect local customs.
 - » Provide easily portable quantities of food.
 - » Facilitate direct delivery to those with limited mobility (older persons, persons with disabilities).
- Introduce strategies for food distribution to individuals without documents and IDPs in urban areas or with host families.
- Ensure food meets the nutritional needs of:
- Children, pregnant and lactating women, older persons.
- People with special nutritional needs (easy to open, chew, and digest).

Health and psychosocial support

- Provide health services and medicines for disaster-related injuries, obstetrics, chronic diseases, midwifery, and paediatrics.
- Ensure access to health services for:
 - » Individuals with limited mobility (older persons, persons with disabilities, culturally restricted women).
 - » IDPs without documentation, living in urban areas or with host families.
- Develop programs with MHPSS providers addressing psychosocial needs of:
 - » Children, youth, widows, older persons, persons with disabilities.
 - » Consider counselling services, hotlines, support groups, community-based networks, religious or customary events, sports activities.
- Support relief workers and others involved in relief activities with breaks and mental health care.

Protection

Personal documentation:

- Assist individuals in obtaining, recovering, or replacing personal documents inexpensively or for free.
- Prevent arbitrary detention or denial of aid to those without documents. advocate for flexible proof of identity requirements.
- Ensure women and orphaned children receive personal documents in their own names.

Monitoring:

- Establish a confidential, inter-agency mechanism to monitor and address protection risks for vulnerable groups.
- Raise community awareness and develop community-based monitoring and response systems.
- Create referral mechanisms for case management.

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Family separation and reunification:

- Prevent family separation during evacuation and secondary movements; ensure families stay together.
- Establish procedures for identifying and reuniting separated children; involve older persons and persons with disabilities.

Rule of law

- Support local authorities to restore law and order swiftly.
- Train judicial staff on disaster-related issues.
- Provide decentralized legal services for accessing aid.
- Assist in drafting emergency laws and decrees.
- Disseminate laws in accessible formats.
- Advocate for minimum detention standards.
- Monitor detention facilities regularly.

Shelter/NFI

- Provide separate and appropriate shelter for vulnerable groups.
- Assist vulnerable groups with shelter construction.
- Ensure shelter is lockable and opaque.
- Include sanitary supplies for women and portable light sources in aid packages.
- Respect local customs in distribution mechanisms.
- · Provide easily carried aid packages.
- · Facilitate access for people with limited mobility.
- Promote dignity by preventing excessive queuing and overcrowding.
- Ensure shelter programs include individuals without documents and IDPs in urban areas or with host families.
- Include mental health institutions, hospitals, and orphanages in aid distribution.
- Target information strategies to hard-to-reach groups using diverse media in relevant local languages, including door-todoor calls and media accessible to those with impaired hearing and sight.

WASH

- Separate bathing, toilet, and water collection facilities by gender.
- Ensure facilities are lockable and well-lit.
- Place facilities close to shelters of vulnerable groups.
- Include handrails or other measures for older persons and persons with disabilities to access facilities easily.

Housing, land and property

- Prioritize access to housing and support for older persons, persons with disabilities, child-headed households, and vulnerable women.
- Protect vulnerable groups' assets and property rights through monitoring and legal assistance programs.
- Combat practices denying women property rights and support efforts to secure land records.
- Facilitate the replacement of housing, land, and identity documents, and expedite procedures for issuing death certificates.
- Advocate for flexible evidence requirements and communitybased approaches for proving identity and accessing assistance.
- Support community-based documentation of land rights agreements.
- Include renters, squatters, and the landless in housing programs and revive rental agreements.
- Establish transparent dispute resolution mechanisms for housing and property.
- Ensure infrastructure plans accommodate person with disabilities and older persons' access to public transport and services.

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UNDAC HANDBOOK - 8TH EDITION - SHORT VERSION

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