



Policy Instruction

Emergency Response in OCHA

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POLICY INSTRUCTION
EMERGENCY RESPONSE IN OCHA

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A. PURPOSE

1. This policy instruction outlines how the Office for the Coordination of Humanitarian Affairs (OCHA) responds to emergencies¹, including defining how OCHA: i) categorizes crises; and ii) activates services at the headquarters, regional and country-levels, including when OCHA declares a corporate emergency and/or when an Inter-Agency Standing Committee (IASC) system-wide Level 3 (L3) emergency is declared by the Emergency Relief Coordinator (ERC) in consultation with the IASC Principals. All OCHA staff should be aware of its policy provisions.

B. SCOPE

2. This policy instruction applies to all events which have a humanitarian impact, including: i) sudden-onset natural, technological and environmental disasters; ii) new complex emergencies; and iii) slow-onset crises. In the case of slow-onset crises, the timelines indicated in this document may need to be adjusted depending on specific circumstances (although the procedures remain the same).

C. RATIONALE

3. Evaluations and after-action-reviews of OCHA's crisis responses have shown the need for clear internal policy on: i) activation of OCHA's emergency services and tools; and ii) organization and internal coordination of OCHA's emergency response. This policy instruction facilitates an immediate, rapid and predictable response by OCHA.
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¹ Each OCHA Country Office (CO) operation moves through a life cycle which involves the start-up/increasing, on-going, down-sizing, and closing phases. Each of these phases presents different challenges and opportunities for OCHA and its tools and services at Headquarters, Regional and Country Office levels. The Life Cycle placement of a given operation will determine the operational priorities and the management strategy that the whole of OCHA will take vis-a-vis that operation. This policy instruction focuses on the start-up/increasing phase of an emergency.

D. POLICY AND PROCEDURES

I. OVERARCHING ROLES AND RESPONSIBILITIES OF OCHA SENIOR MANAGEMENT AND THE ERTF IN MAJOR OR CORPORATE EMERGENCY RESPONSES

Emergency Response Task Force

4. The Emergency Response Task Force (ERTF) supersedes the previous Emergency and Operational Task Forces and provides a “one OCHA” platform for coordinating both the strategic and operational levels of OCHA’s response to a crisis (see Annex B. ERTF Terms of Reference attached).

Under-Secretary-General/Emergency Relief Coordinator

5. The Under-Secretary-General (USG)/Emergency Relief Coordinator (ERC) will carry out high-level negotiations, diplomacy, and advocacy with the affected country, governments, humanitarian partners, and through the media, including, in his/her capacity as ERC² taking all relevant steps outlined in the IASC guidance on Inter-Agency Standing Committee (IASC) System-Wide L3 Emergency Activation.

Assistant Secretary-General/Deputy Emergency Relief Coordinator

6. The Assistant Secretary-General (ASG)/Deputy Emergency Relief Coordinator (DERC) will support the ERC’s high-level negotiations, diplomacy, and advocacy with the affected country, governments, humanitarian partners, and through the media.

CRD Director

7. The Coordination and Response Division (CRD) Director will present to the USG for approval a recommendation covering the classification of the emergency; which module(s) among the pre-approved cost plans should be applied (size and type of office and total requirement for the pre-approved cost plan); the deployment of the Emergency Logistics Fund; and a three-month country strategy. The CRD Director will manage the emergency response on behalf of the USG. In the case of an IASC L3 emergency the CRD Director will ensure that OCHA supports implementation of the IASC L3 guidance.

²Throughout this Policy Instruction, the term “USG” is used in instances where the USG / ERC is acting in his/her capacity as the head of OCHA and the term “ERC” is used in instances where the USG / ERC is acting in his/her capacity as focal point for system-wide emergency response and the Chair of the IASC.

8. The CRD Director when submitting the pre-approved cost plan for USG approval will ensure that the Budget Review Committee (BRC) members are copied/informed, not least in order to consider activating the OCHA emergency contingency fund.

Head of OCHA Country Office

9. The Head of the relevant Country Office will perform all normal duties in a crisis response as outlined in the Policy Instruction on the Role of OCHA Country Offices. Where available, the response will be informed by emergency response preparedness measures, including any pre-existing contingency plans at both the regional and country levels.

Head of OCHA Regional Office

10. The Head of the relevant Regional Office will perform all normal duties in a crisis response as outlined in the Policy Instruction on the Role of OCHA Regional Offices and ensure rapid deployment of Regional Office staff as the front-line of OCHA surge.

Emergency Services Branch (ESB) Chief

11. The Chief of ESB will facilitate, upon request from CRD, the deployment of surge capacity, in accordance with Annex D on Surge Management in OCHA, and will be the focal point, following consultation with the CRD Director, for deployment of United Nations Disaster Assessment and Coordination (UNDAC) and other ESB-managed technical response services, including OCHA Mission Support (which includes activation of OCHA's operational partnerships such as the International Humanitarian Partnership, MapAction, and Telecommunications Sans Frontiers). ESB will ensure that the Head of the relevant Country Office and Regional Office are kept routinely informed, through CRD, of any UNDAC or International Search and Rescue Advisory Group (INSARAG)-related deployments and that the Head of any UNDAC team works under the authority of the UN Resident/ Humanitarian Coordinator and reports through the respective OCHA Head of Office, if present.

Programme Support Branch (PSB) Chief

12. The PSB Chief, in response to a request from CRD, will provide technical support to the OCHA operation around activities pertaining to the Humanitarian Programme Cycle, both remotely and through the possible deployment of expertise.

Central Emergency Response Fund (CERF) Chief

13. The CERF Chief will, in close coordination with the relevant Head of Office and CRD, process field CERF requests swiftly. The CERF Chief will advise the ERC on CERF allotments to the affected country and will ensure that requests are immediately

processed for the ERC's review and approval. He/she will also work to help adapt an existing fund.

Partnerships and Resource Mobilization Branch (PRMB) Chief

14. The PRMB Chief will, in close consultation with CRD: ensure that Member State briefings and consultations are held regularly and that the affected Member State and relevant regional organizations are given the opportunity to brief on the situation, as appropriate; support the development and implementation of a strategy to engage external partners (including the private sector); provide information on the positioning and involvement of relevant Member States and/or Regional Organizations, including how partners are perceiving OCHA's response; and advise, as appropriate, on resource requirements and resource mobilization capacity, as well as on action to be taken to mobilize support for funding mechanisms, including through the inclusion of the pre-approved cost plan and the standard three-month country strategy and results framework in proposals to prospective donors at capital and Geneva level.

Communications Services Branch (CSB) Chief

15. The CSB Chief will ensure that OCHA is conveying a consistent message and developing, in close consultation with the relevant Head of Office, CRD, and PRMB a coordinated and appropriate approach to messaging at all levels and to all public audiences, including affected communities. This also includes developing and maintaining a visible emergency page on OCHA's corporate web platform and regular communications materials to highlight the crisis. The CSB Chief will also advise on, and obtain, the appropriate level of public and media visibility for OCHA, the Resident and Humanitarian Coordinator (RC/HC) and the IASC, as appropriate.

Information Services Branch (ISB) Chief

16. The ISB Chief will, in close consultation with CRD, provide support to the OCHA Country Office on information management and information technology. The ISB Chief will coordinate remote support on information management and liaise with relevant focal points in partner agencies through the IM Working Group (IMWG).

Policy Development and Studies Branch (PDSB) Chief

17. The PDSB Chief will, in close consultation with CRD, ensure that guidance is provided on issues such as international humanitarian law (IHL), protection, displacement, impact of counter-terrorism/sanctions, and access, including working closely with the OCHA operation to ensure protection is mainstreamed into the overall inter-agency and OCHA response.

Executive Officer

18. The Executive Officer will, in close consultation with CRD, ensure that all necessary technical support is provided by the Administrative Services Branch (ASB) to facilitate OCHA's rapid response, including engaging with the United Nations Office at Geneva (UNOG) and the Department of Management, as necessary, to activate relevant emergency procedures, including the pre-approved cost plans and the OCHA emergency contingency fund.

II. TIMELINE OF OCHA RESPONSE

1. Initial Alert (0-2 Hours)

19. Immediately upon becoming aware of an event or impending event which meets the minimum benchmarks for activation of OCHA's Initial Alert System³, the Geneva Duty Officer, Geneva Emergency Response Focal Points, NY Duty Officer or relevant OCHA field presence will immediately alert the relevant CRD Desk Officer and Section Chief in New York, the Chief of CRD in Geneva and the Offices of the Under-Secretary-General and Assistant Secretary-General (see Annex C. OCHA Initial Alert Procedures attached).

2. Overview/Analysis/Initial Recommendation (3-12 Hours)

Situational Overview/Analysis

20. As soon as possible, and no later than 12 hours after the event occurs, the CRD Section Chief and Desk Officer, in coordination with the relevant OCHA Country Office/Regional Office, PSB, ESB, and, as relevant, other Branches, will compile and submit to the CRD Director a situational overview/analysis based on:
 - Baseline data, such as Common Operational Datasets (CODs) and Fundamental Operational Datasets (FODs);
 - Global Disaster Alert and Coordination System (GDACS) and Virtual On Site Operations Coordination Centre (VOSOCC)⁴ data after sudden-onset natural disasters (e.g. earthquakes);

³ Minimum benchmarks include: a) Red GDACS alert; b) New disaster reported under Virtual OSOCC Breaking Emergencies; c) New disaster reported in the international media where a need for international assistance or attention appears likely; and d) Alert or request for assistance received from Member State, Regional Organisation, HC/RC or humanitarian agency. The Initial Alert System may also be activated at the discretion of the CRD Desk Officer/Section Chief where these benchmarks are not met but an alert is considered necessary.

⁴ The CRD Desk Officer in both Geneva and NY should keep the VOSOCC updated with all relevant information, in coordination with ESB colleagues.

- Initial reports from the Humanitarian Coordinator (HC)/Humanitarian Country Team (HCT), where applicable, or the Resident Coordinator (RC)/United Nations Country Team (UNCT) if no HCT exists;
- Information from the National Disaster Management Agency, Permanent Mission of the affected Member State and representatives of relevant Regional Organizations, including regarding the likelihood of a request for international assistance;
- Information from ESB's networks, such as the UNDAC team, INSARAG, Global Disaster Alert and Response Coordination System (GDACS), national/regional crisis centres, environmental experts and partners etc.;
- Alert of UNDAC team
- Consultations with operational partners at Headquarters and field level, including feedback on whether IASC partners are recommending activation of corporate response procedures;
- Contextual analysis on key protection, displacement and IHL concerns, as required
- Assessments of inter-agency partners;
- Reference to pre-existing contingency plans;
- Information gathered by Emergency Response Task Force (ERTF) functional leads (see Annex B: ERTF Terms of Reference attached) in their functional areas following the Internal Event Notification; and
- Other sources.

21. The situational overview/analysis should focus on the following five IASC-agreed criteria:

- i. **Scale** (number of people affected/potentially affected, size of affected areas/number of countries affected);
- ii. **Urgency** (level of population displacement, intensity of armed conflict, crude mortality rates, risk of epidemic outbreak);
- iii. **Complexity** (lack of humanitarian access, multiple affected countries, presence of a multitude of actors, high security risks);
- iv. **Capacity** (low national response capacity, weak/fragile state, needs outweigh the capacity of the OCHA Country Office/Regional Office and/or HCT/UNCT to respond, request for international assistance and/or acceptance of international assistance).⁵
- v. **Reputational Risk** (media and public attention and visibility, expectations on the humanitarian system by donors, the public, national stakeholders and partners).

⁵ High national or international capacity may offset/balance other criteria.

CRD Section Chief Recommendation regarding OCHA Response

22. Based on the initial situational overview/analysis, the CRD Section Chief will provide a recommendation to the CRD Director as to the level of response required by OCHA, namely whether the event requires a:
- **Standard response (OCHA Level 1)** – e.g. i) small number of affected people/areas; ii) low level of displacement, low intensity of conflict; iii) small number of actors and easily accessible area; iv) no request for international assistance / response within means of affected country and able to be handled by existing OCHA capacity in-country or from the Regional Office and/or does not require an OCHA presence/response; v) little media attention.
 - **Major response (OCHA Level 2)** – e.g. i) high number of affected people/areas; ii) large-scale displacement, intense conflict; iii) numerous actors on the ground requiring coordination, challenges in accessing affected people; iv) request for international assistance and/or affected country requires additional support to respond and consents to it but does not wish to request official assistance. Requires the deployment of additional OCHA capacity in-country; v) media attention and expectations from partners regarding OCHA’s role.
 - **Corporate Emergency Response (OCHA Level 3)** – e.g. i) widespread destruction and damage; ii) large-scale displacement, intense conflict, high risk of epidemic outbreak; iii) large number and variety of actors on the ground requiring coordination, access to affected people particularly challenging, multiple countries affected, high security risk for humanitarian staff; iv) needs outweigh the capacity of national authorities, the OCHA Country Office/Regional Office and/or HCT/UNCT to respond; v) priority media attention and high expectations from OCHA’s humanitarian partners and donors.
23. The recommendation of the CRD Section Chief should be based on a “no regrets” policy, with a preference for stronger deployment at the outset of a crisis which can subsequently be withdrawn, rather than an incremental deployment which risks the organization not scaling-up sufficiently quickly.

CRD Section Chief Recommendation to CRD Director: possible IASC L3 Emergency

24. The CRD Section Chief will also provide a recommendation to the CRD Director as to whether the crisis constitutes a possible IASC system-wide L3 emergency (per the five criteria outlined above) requiring IASC system-wide emergency activation.⁶

⁶ A crisis may call for a corporate emergency response by OCHA and not constitute an IASC L3 crisis. This is consistent with practice amongst other IASC agencies and takes into account the unique factors that each organization faces when responding to a crisis. Guidance on the activation of and response to system-wide and level 3 emergencies is set out in the Transformative Agenda protocols.

CRD Director Recommendation

25. Based on the CRD Section Chief's recommendation, the CRD Director will classify (or in the event of a corporate emergency, recommend classification by the USG) the crisis as either requiring a standard response, major response or corporate emergency response.

3. Internal Classification and Activation (13-24 Hours)

Standard response

26. The Head of the relevant Country Office, Humanitarian Advisor (Team) or Regional Office, as appropriate, will advise the RC/HC on relevant elements of the response, including the possibility of requesting an OCHA Emergency Cash Grant⁷ or a CERF Rapid Response grant if appropriate.

Major response (in addition to the steps taken in a standard response)

27. If the CRD Director determines that the event requires a major response from OCHA, he or she will:
 - i. inform the SMT that a major crisis is occurring in country X;
 - ii. engage with the Director of OCHA Geneva or designate to determine whether to activate an OCHA Emergency Response Task Force (ERTF) (see Annex B. ERTF Terms of Reference attached);
 - iii. engage with the relevant Regional Office and ESB to coordinate the deployment of the first line of OCHA surge staff further to Annex D on Surge Management in OCHA, the deployment of material support and, where relevant, the deployment of UNDAC⁸ and other OCHA response tools managed by ESB; and
 - iv. where an OCHA office needs to be established or expanded, recommend which module(s) among the pre-approved cost plans should be applied (size and type of office and total requirement for the pre-approved cost plan) and pre-approved standard three-month country strategy and results framework through a note to the USG (see section III below). Inform the BRC members accordingly at the same time in order to activate the OCHA emergency contingency fund.

⁷ General Assembly (GA) resolution 2816 of December 1971 established the Emergency Cash Grant provision to assist countries affected by natural and other major disasters and was reiterated by subsequent GA resolutions, which are legally binding. Emergency Cash Grants enable OCHA to urgently release cash to support relief efforts in the immediate aftermath of a disaster. The UN General Fund releases US\$1.5 million per biennium to OCHA to fund the Grant Facility. See the OCHA Guideline on Emergency Cash Grants for more information.

⁸ A decision may be taken, in consultation with CRD, to pre-deploy UNDAC in advance of an event for which a warning (particularly a Red GDACS alert) has been issued.

28. The Head of the relevant Country Office, Humanitarian Advisor (Team) or Regional Office, as appropriate, will advise the RC/HC on the possibility of requesting a CERF Rapid Response grant following consultations with CRD and the CERF secretariat.

Corporate Emergency Response (in addition to the steps taken in a major response)

29. If the CRD Director determines that the event requires an OCHA corporate emergency response, he or she will advise the USG accordingly and engage with the relevant Regional Office and ESB to begin immediate coordination of the deployment of the first line of OCHA surge staff for a three-month period; the deployment of material support; and, where necessary, the deployment of UNDAC⁹ and other OCHA response tools managed by ESB.
30. If the USG agrees with the CRD Director's recommendation, he or she will send an OCHA-wide alert that:
 - i. declares an OCHA corporate emergency response in the relevant country for a 3-month period;
 - ii. reminds staff that all OCHA staff are considered deployable on surge in a corporate emergency response via established mechanisms and procedures, including the Emergency Response Roster (ERR), and urges staff with relevant experience, expertise, languages and skillsets to volunteer their services to assist in the response;
 - iii. reminds all OCHA offices, branches and sections that they are expected to provide their support to the OCHA Offices involved, through CRD, and gives contact details for the CRD Section Chief handling the crisis;
 - iv. activates the ERTF within 24 hours of the declaration;
 - v. activates the relevant pre-approved cost plan, three month country strategy and accompanying results framework (see section III below); and
 - vi. requests ASB to engage with the United Nations Office in Geneva (UNOG), the Department of Management and UNDP to activate relevant emergency procedures.

Possible IASC system-wide L3 emergency

31. If the CRD Director determines that the crisis may constitute an IASC system-wide L3 emergency, he or she will:
 - i. alert the ERC to the situation and the possibility that it may constitute an IASC system-wide L3 crisis;
 - ii. convene a **meeting of the IASC Emergency Directors within 24 hours** of the onset of the crisis to analyse the context, response, gaps, lessons learned from past emergencies and advocacy priorities and formulate recommendations to

⁹ A decision may be taken, in consultation with CRD, to pre-deploy UNDAC in advance of an event for which a warning (particularly a Red GDACS alert) has been issued.

- the ERC and IASC Principals regarding the possible activation of an IASC L3 crisis (Humanitarian System-Wide Emergency), including the composition of the Inter-Agency Rapid Response Mechanism (IARRM) and leadership options. Where possible, this meeting will draw upon discussions that have already taken place at the country and regional level; and
- iii. commence preparations for an ad hoc IASC Principals meeting to take place within 48 hours of the onset of the crisis.

4. First 25-72 Hours of a Major or Corporate Emergency Response and/or IASC System-Wide L3 Emergency

Headquarters

32. **ERTF:** The CRD Director, or designate, will chair the ERTF if activated, with participation by Team Leaders from all relevant functional teams. These meetings will be held daily during the first days of an emergency, after which point the CRD Director or designate will decide upon the necessary frequency.
33. **Contact with affected Government:** The ERC will make contact, both written and via phone if possible, with the affected government at the highest possible level to offer condolences and offer support, including exploring the Government's views on a possible IASC system-wide L3 activation, if relevant.
34. **IASC Principals meeting:** Based on the recommendation by the CRD Director and the Emergency Directors, the ERC decides to consult **the IASC Principals within 48 hours** of the onset of the crisis, preferably at an ad hoc meeting. The consultation, informed by the recommendations of the Emergency Directors meeting, is to decide on the classification of the emergency, most appropriate leadership model, composition of the Inter-Agency Rapid Response Mechanism, period the L3 procedures will be put in place (to be reviewed within 3 months), common advocacy priorities/common messages and other context-specific arrangements as required.
35. **Notification of L3 activation, if relevant:** If the ERC decides to activate an L3 system-wide response, he or she will notify the Secretary-General, IASC Principals, RC/HC and national authorities.
36. **Surge deployment, including IARRM:** The CRD director will engage with the relevant Regional Office and ESB to coordinate the deployment of the first line of OCHA surge staff further to Annex D on Surge Management in OCHA, and, where relevant, the deployment of UNDAC.¹⁰ If the IARRM is activated, the CRD Director will ensure the

¹⁰ A decision may be taken, in consultation with CRD, to pre-deploy UNDAC in advance of an event for which a warning (particularly a Red GDACS alert) has been issued.

deployment of a sufficient number of senior OCHA IARRM members, as agreed, for an initial period of three months on a no regrets basis to provide dedicated coordination support to the office of the RC/HC, and OCHA office.

37. ***Expediting procurement processes and provision of material support:*** Under the leadership of ESB, the Operational Support Unit (OSU), Information Technology Section (ITS), Field Coordination Support Section (FCSS), Surge Capacity Section (SCS) based in Geneva, and the OCHA Security Focal Point, will carry out specific tasks to sustain OCHA staff effectively during the response.
38. ***Expediting administrative processes:*** ASB will: i) expedite processing of recruitment actions for short-term and fixed-term staff, including facilitation of visas, travel documentation and medical clearance; ii) expedite processing of relevant procurement actions and define clear timelines for delivery of material support; iii) engage with the United Nations Office at Geneva (UNOG) and the Department of Management, as necessary, to activate relevant emergency procedures; and iv) provide technical support to the administrative team deployed as part of the first line of surge.
39. ***CERF Rapid Response allocation:*** In the event of a Level 3 IASC system-wide crisis a CERF rapid response funding is automatically considered with an allocation dependent on the size and scale of the emergency, the nature of the crisis (sudden-onset, slow-onset or protracted crisis), previous CERF allocations to the same emergency and other factors. The Chief of CERF will advise the ERC on a possible CERF allotment to the affected country of up to USD 30 million based on consultations with the RC/HC. Following the decision, the ERC will inform the RC/HC and announce the allocation publicly. The RC/HC will lead the process of prioritizing the life-saving immediate humanitarian actions for funding and send an official CERF request to the ERC. The Chief of CERF will ensure that the submitted projects are immediately processed for the ERC's review and decision.
40. ***Updates to Secretary-General (ongoing):*** The ERC will send regular Notes to the Secretary-General, drafted by CRD, updating on the situation and response.
41. ***Updating of Virtual Onsite Operations Coordination Centre (VOSOCC):*** The CRD desks, in close coordination with ESB and field colleagues, will ensure regular updates are contributed to the Virtual OSOCC.

Field, with support from relevant HQ Branches

42. ***Flash Updates/Situation Reports:*** The Head of the relevant Country Office or Regional Office, with substantive support from CRD and technical support from CSB, will oversee the preparation of Flash Updates (within hours of the event) and Situation Reports (first to be issued within 48 hours), including any required visual material. In

the event of a major response, the Head of the relevant Regional Office or Country Office will clear Flash Updates and Situation Reports. In the event of a corporate emergency response, Situation Reports are to be cleared by CRD, with technical support from CSB.

43. **Public information:** The Head of the relevant Country Office or Regional Office, with substantive support from CRD and technical support from CSB, will assist the RC/HC's office with emergency communications.
44. **Liaison with affected government:** The Head of the relevant Regional Office or Country Office will liaise directly with the affected government to ensure they are aware of available international support and resources.
45. **Coordination mechanisms:** The Head of the relevant Country Office or Regional Office, under the direction of CRD and with technical support from PSB, will advise the HC (or RC if no HC is appointed) on establishing appropriate coordination mechanisms, including through an ad hoc Humanitarian Country Team (HCT) meeting within the first 48 hours of the crisis and preparing a proposal for cluster activation for review by the ERC and IASC Principals by day five. Where UNDAC is deployed, the team will support coordination mechanisms (including those of the national authorities) as requested/appropriate, reporting through the OCHA Head of Office.
46. **Assessments:** The Head of the relevant Country Office or Regional Office, with substantive support from CRD, technical support from PSB, and, if available, in-country support from UNDAC, will support the Country Team to undertake immediate assessments and develop a Preliminary Situational Analysis and Humanitarian Dashboard as part of the Multi-cluster Initial Rapid Assessment (MIRA).
47. **Strategic Response Statement and Flash Appeal:** The Head of the relevant Country Office or Regional Office will oversee the preparation of a strategic response statement and preliminary response plan (PRP) or emergency revision of Humanitarian Needs Overview and/or Humanitarian Response Plan, for the crisis, with substantive direction and support from CRD and technical support from PSB and policy guidance from the Policy Development and Studies Branch (PDSB).
48. **OCHA cost estimates for the response:** The Head of the relevant Country Office or Regional Office will oversee the development of cost estimates for OCHA's own response for inclusion in Flash Appeals, based on the pre-approved cost plan and three-month country strategy and results framework, with technical support from PRMB (in particular from the Donor Relations Section), ESB, CRD and PSB and based on the pre-approved cost plans.
49. **CERF:** The Head of the relevant Country Office or Regional Office, with substantive direction and support from CRD and technical support from the CERF Secretariat, will

advise the RC/HC on the preparation of a CERF Rapid Response Request, if necessary. Also, if a country-based pooled fund already exists, adapting it to better help address the crisis will also be pursued.

50. ***Liaison with regional organisations:*** The Head of the relevant Regional Offices and/or Liaison Offices, as appropriate, will liaise with relevant Regional Organizations and Regional Directors, in coordination with PRMB (in particular with its Partnerships Coordination Section and External Relations and Partnerships Section).
51. ***Information management:*** The Head of the relevant Country Office or Regional Office, with technical support from ISB, will establish an instance of the HumanitarianResponse.info operational website, if not already in place, and activate the 'International Charter: Space and Disasters' in the event of a natural disaster.

5. Days 3-7 of a Major or Corporate Emergency Response and/or IASC System-Wide L3 Emergency

Headquarters

52. ***Updates to Member States (ongoing):*** The ERC and other senior OCHA officials, with support from PRMB, in close consultation with CRD, CSB and the relevant Head of Country Office, will disseminate information and updates to diplomatic missions and representations at relevant Headquarters and non-Headquarters locations.
53. ***L3 review:*** The CRD Director will convene a meeting of IASC Emergency Directors within seven days of the disaster to review the effective functioning of the coordination and leadership arrangements and provide recommendations to the IASC Principals as to whether they are fit for purpose. If necessary, the ERC will convene an ad hoc meeting of IASC Principals within seven to ten days of the disaster to review the Emergency Directors' recommendations.

Field, with support from relevant HQ branches

54. ***Funding proposals:*** DRS, based on updated information made available by CRD, will prepare project proposals for donors, ensuring they are consistent with OCHA's objectives and fundraising priorities, and with donor requirements. The pre-approved cost plan - to be funded from the OCHA emergency contingency fund - and three-month country strategy and results framework will be key resources for this exercise. DRS will prepare these proposals in coordination with CRD and the affected country office upon request or, depending on the urgency and level of capacity in-country, on its behalf.

6. Weeks 2-4 of a Major or Corporate Emergency Response and/or IASC System-Wide L3 Emergency

Headquarters

55. **Update/refinement of OCHA response:** The CRD Director will provide an update to the USG on the revision of the cost plan, tailoring of the country strategy and results framework and preparation of any related donor-specific documents.
56. **L3 exit strategy, if relevant:** Within three weeks following activation of an IASC system-wide L3 emergency response, the CRD director will convene a meeting of the IASC Emergency Directors to draw up an exit strategy for approval by the IASC Principals.

Field, with support from relevant HQ Branches

57. **Operational Peer Review:** CRD, with technical support from PSB, will support an Operational Peer Review of the system-wide response.
58. **Cost plan and country strategy revision:** The Head of the relevant Office will oversee the revision of the cost plan, tailoring of the country strategy and performance framework and preparation of any related donor-specific documents, under the direction of CRD and with support from ASB and PRMB as required.
- 59.
60. **Humanitarian Response Plan (HRP):** The Head of the relevant Country Office or Regional Office will support the RC/HC to revise the Strategic Statement and develop an appeal¹¹, including the Humanitarian Needs Overview and Humanitarian Response Plan, in consultation with CRD, and will oversee the development of cost estimates for the response, including OCHA's own response, with substantive direction and support from CRD and technical support from PRMB (in particular from DRS) and PSB.
61. **Finalisation of the joint rapid assessment:** The relevant Head of Office, with substantive direction and support from CRD and technical support from PSB, will ensure that the final MIRA report will be issued within 10-14 days of the crisis.
62. **HCT Communication and advocacy strategy:** The relevant Head of Office, with substantive direction and support from CRD and technical support from CSB, will support the HC in the development of an HCT communication and advocacy strategy by Day 30, including the production of key messages.

¹¹ In some instances revision of the Flash Appeal may be sufficient.

7. Months 2-6 of a Major or Corporate Emergency Response and/or IASC System-Wide L3 Emergency / Deactivation

Headquarters

63. **L3 activation review, if relevant:** The CRD Director will convene a meeting of the Emergency Directors to review the activation and provide recommendations to the Principals on the way forward (i.e. continuation or deactivation), within three months of the activation. The ERC will convene a meeting of the IASC Principals to review the Emergency Directors' recommendations.
64. **Deactivation of OCHA Corporate Emergency designation:** The activation of the Corporate Emergency designation will expire automatically after three months, unless otherwise decided. After consultations with the CRD Director on the scale, urgency, complexity, capacity and reputational risk as well as the BRC members on the use of funding, the USG will review the extension of the internal corporate emergency and decide on its retention or its deactivation after the first three months of its activation.

III. PRE-APPROVED COST PLANS

Concept

65. Five three-month cost plan modules and their respective budgets have been pre-approved (see annex E) in order to ensure that the cost plan of each emergency fits as closely as possible to the needs on the ground by enabling the rapid deployment of the staff and assets necessary to respond. The pre-approved modules are as follows:
 - Large capital country office module
 - Medium capital country office module
 - Large sub-office module
 - Medium sub-office module
 - Small sub-office module
66. To ensure OCHA can adapt its posture to the security context at hand, each pre-approved cost plan module comes in two versions: standard or with armoured vehicles.

Activation

67. Depending on the scale and scope of the crisis, the CRD Director will recommend the activation of one or more modules to the USG as per paragraphs 32 and 35 above (with or without armoured vehicles). Once the USG approves the activation of one or a combination of modules (to be consolidated into a single cost plan by the CRD Budget

Support officer in case there is a plurality of modules approved), ASB activates them in the system within 24 hours. The BRC members will be copied and informed on the request to the USG to ensure that the OCHA emergency contingency fund can be activated.

Updating cost plans

68. The updating (with revised standard budget costs for staff etc.) or revision of the pre-approved cost plan modules is a standing agenda item of the Budget Review Committee. CRD will prepare the submission. Once the updated/revised pre-approved cost plan modules are approved by the BRC and the USG, Annex E of the present Policy Instruction on pre-approved cost plan modules is automatically updated (see latest version in [OCHA Guidance Forum](#) on [OCHANet](#)).
-

E. MONITORING AND COMPLIANCE

69. Compliance with this policy instruction is mandatory and will be monitored by CRD in consultation with the OCHA Senior Management Team (SMT).
-

F. DATES

70. This policy is effective 15 July 2015. It will be reviewed and updated regularly to reflect major evolutions in United Nations and humanitarian practices. The next scheduled review shall be conducted no later than 14 July 2017. Per OCHA's Policy Instruction on OCHA Guidance Materials, however, "the USG may at any time recall or initiate a review of any OCHA official guidance".
-

G. CONTACT

71. The contact for this policy is the Director of CRD.
-

H. HISTORY

72. This is a new policy instruction, approved on 15 July 2015.
-

SIGNED:



DATE: 15 July 2015

I. ANNEXES

ANNEX A. Acronyms Used

ASB	Administrative Services Branch
ASP	Associates Surge Pool
BRC	Budget Review Committee
CAP	Consolidated Appeal Process
CASS	Coordinated Assessment Support Section
CERF	Central Emergency Response Fund
COD	Common Operational Datasets
CSB	Communications Services Branch
CRD	Coordination and Response Division
DRS	Donor Relations Section
ECHO	European Community Humanitarian Office
ERC	Emergency Relief Coordinator
ERR	Emergency Response Roster
ESB	Emergency Services Branch
ETF	Emergency Task Force
FODs	Fundamental Operational Datasets
GDACS	Global Disaster Alert and Response Coordination System
HC	Humanitarian Coordinator
HCT	Humanitarian Country Team
HQ	Headquarters
IARRM	Inter-Agency Rapid Response Mechanism
IASC	Inter-Agency Standing Committee
INSARAG	International Search and Rescue Advisory Group
MIRA	Multi Cluster/Sector Initial Rapid Assessment
OCHA	Office for the Coordination of Humanitarian Affairs
ODSG	OCHA Donor Support Group
OFDA	Office of Foreign Disaster Assistance (OFDA)
OTF	Operations Task Team
PI	Policy Instruction
PRMB	Partnerships and Resource Mobilization Branch
PRP	Preliminary Response Plan
PSB	Programme Support Branch
RC	Resident Coordinator
SBPP	Stand-By Partnership Programme
SMT	Senior Management Team
SOP	Standing Operating Procedures
SRP	Strategic Response Plan
UN	United Nations
UNCT	United Nations Country Team
UNDAC	United Nations Disaster Assessment and Coordination
UNOG	United Nations Office at Geneva
USG	Under Secretary-General
OSOCC	On-site Operations Coordination Centre

ANNEX B. ERTF Terms of Reference

CONCEPT NOTE

OCHA's Emergency Response Task Force

Background

1. The Emergency Response Task Force (ERTF) supersedes the previous Emergency and Operational Task Forces and provides a “one OCHA” platform for coordinating both the strategic and operational levels of OCHA’s response to a crisis.

Activation

2. The ERTF is automatically activated when the USG declares an OCHA Corporate Emergency Response. The ERTF may also be activated upon request of the USG or CRD Director during a major emergency response, as outlined in the “Emergency Response in OCHA” Policy Instruction.

Chair

3. The ERTF is chaired by the CRD Director or designate.

Structure

4. Under the overall leadership of CRD, the ERTF will be based on functional responsibilities to ensure the strongest teamwork and collective responsibility for OCHA’s response to the crisis.

5. The ERTF will be composed of representatives of functional groupings, including: the relevant CRD Section Chief, CRD-Geneva Chief and Desk Officers; the Head of the relevant Regional Office; the Head of the Country Office/Humanitarian Advisory Team (where applicable); and senior staff leading teams with the following functions¹²:

- a. Situation Analysis
- b. Humanitarian Operations and Programming
- c. Staffing
- d. Logistics
- e. Security
- f. Information Management
- g. Policy
- h. Communications (Media)
- i. Outreach (Member States)
- j. Administration

¹² OCHA's ERTF functions correspond to the structure of the Incident Command System that has been adopted by many national and regional crisis management organisations. Next to the descriptive title, which may vary slightly in different organisations, functions are typically associated with letter-number pairs to facilitate referencing and collaboration among responders. The Incident Command System defines the following letter-number pairs that correspond to ERTF functions: Staffing: S1, Situation analysis: S2, Humanitarian Operations and Programming: S3, Logistics: S4, Public communications and outreach: S5, Information Management: S6, Administration: S8.

k. Support (secretariat)

Nomination of Team Leader and Team Participants

6. The Branches/Sections managing a functional team shall nominate a standing team leader and team participants for the ERTF roster, which will be updated as needed to account for changes in the staff performing these functions. For each crisis, staff from the relevant Regional and Country Offices/Humanitarian Advisory Teams shall participate as appropriate, depending on time and other operational constraints.

Responsibilities of functional Team Leaders

7. After the activation of the ERTF, Team Leaders of the functional teams participating in the ERTF will be responsible for: coordinating information exchange on related matters within the team and with other functions, as needed; leading information gathering and analysis regarding their respective function; coordinating the development of the concise information update ahead of each ERTF (para. 8); delivering a concise briefing at each ERTF meeting, as required; making recommendations as to which information from their functional area is to public or internal only and any key messages; and follow-up with their respective functional teams to brief them on developments and taskings.

Responsibilities of functional teams

8. The functional teams compile a concise information update, which is to be submitted to the ERTF Secretariat at least four hours ahead of each ERTF meeting. The update should include the status/gap analysis for the relevant functional area, actions taken (if any) since the last meeting and recommendations for consideration by the ERTF (per the attached template).

Compilation and circulation of ERTF Briefing Note and Decision Note

9. The ERTF Secretariat will compile the information received from all functional teams into an ERTF Briefing Note for circulation, if possible, two hours prior to the ERTF.

10. The results of ERTF meetings are compiled in a concise summary report and disseminated as an “ERTF Decision Note” to the ERTF mailing list as soon as possible and not later than close of business the day of the meeting. The ERTF Decision Note contains decisions and tasking for follow-up activities.

Frequency

11. The ERTF meets with the frequency recommended by the ERTF Chair and agreed by the ERTF members.

Deactivation

12. The ERTF Chair will deactivate the ERTF upon agreement that the coordination of related activities can be dealt with bilaterally by involved offices and HQ branches/sections.

ANNEX C. OCHA's Initial Alert System

After sudden-onset disasters and/or escalating emergencies, timely and quality sharing of information, both between the field and HQ and amongst HQ divisions, branches and sections, is essential. When these events occur, there is a need to bring together and fully utilize information from all of OCHA's presences, tools and networks. In line with Policy Instruction: Emergency Response in OCHA (2015), this document outlines the elements and procedures of OCHA's Initial Alert System, focusing on the first few (usually 2) hours immediately after an event occurs and leading to an internal notification to all OCHA headquarters sections/offices.

A. Purpose

1. The function of the Initial Alert System is to ensure OCHA is quickly alerted in the event of a new disaster or escalating emergency.
2. The Initial Alert System will;
 - a. quickly gather and collate information on a new/escalating emergency; and
 - b. notify all of OCHA headquarters of the situation either:
 - i. if immediate OCHA action/mobilization may be required, via an Internal Event Notification email;¹³ OR
 - ii. via the daily Operational Update¹⁴ where no immediate OCHA action is required.¹⁵

B. Timeframe

1. The Initial Alert System relates to the period immediately following a new event and is usually completed within 2 hours with the preparation of an event summary which is either issued immediately as an Internal Event Notification or included in the next Daily Operational Update. This is followed by the regular sharing of information between the field and HQ and amongst HQ divisions, branches and sections, which continues for the duration of the emergency.

C. Initial Alert System Personnel and Roles

1. CRD Desk Officers/Section Chiefs (NY and GVA, according to working hours): as lead.
2. NY Duty Officers (if NY after hours): Notify NY Desk Officers/Section Chiefs in case of new/rapidly escalating crisis. No responsibility during regular working hours.
3. GVA Duty Officers: Act as GVA primary contact points during and outside GVA working hours. Alert GVA Emergency Focal Points in case of new/rapidly escalating crisis.
4. GVA Emergency Focal Points: Designated focal points (during GVA working hours) for key emergency sections/networks (FCSS, ACSU, EES, SCLS, CMCS) liaise immediately with relevant CRD Desk/Section Chief to share information.¹⁶
5. Relevant OCHA Field Presence: ROs, COs and Humanitarian Advisor Teams share information with relevant CRD Desk/Section Chief.
6. OUSG: To ensure ERC kept informed and able to engage as appropriate, CRD should keep OUSG informed of any developments.

D. Monitoring and Readiness

¹³ The Internal Event Notification should not be confused with OCHA's Flash Update email. The Event Notification email is internal and sent within 2hrs of an emergency to alert OCHA HQ. The Flash Update is an OCHA information product, usually produced by the relevant OCHA field presence once more detailed information is available

¹⁴ Regular circulation to include all OCHA headquarters staff.

¹⁵ In some instances, an immediate message should be sent to the Offices of the USG and ASG to alert them to the event and note that further information will follow in the Operational Update.

¹⁶ List to be shared with all headquarters staff and updated regularly

1. OCHA field presences constantly monitor for new disasters and escalating events in their area of coverage, keeping CRD Desk Officers up-to-date on developments.
2. CRD Desk Officers constantly monitor for new disasters and escalating events in their area of coverage, keeping CO/ROs and GVA Emergency Focal Points (or, if after regular working hours, GVA Duty Officers) up-to-date on developments.
3. Outside of working hours, Duty Officers operate according to rosters and must:
 - a. Be reachable 24/7 on a dedicated telephone number.
 - b. Alert the relevant CRD Desk Officer in case of a new/rapidly escalating crisis.

E. Activation

1. **CRD alert:** In the event of a new/rapidly escalating crisis, the relevant OCHA Field Presence, GVA Duty Officer, GVA Emergency Focal Points and/or NY Duty Officer will immediately alert the CRD Desk Officer/Section Chief.
2. **Immediate steps to be taken (responsibilities in brackets)**
 - a. *Alerts (by telephone) and Notifications (by email or telephone, as appropriate)*
 - i. *If outside NY working hours, alert CRD Desk Officer (NY Duty Officer)*
 - ii. Alert RO, if not already aware (CRD Desk Officer and/or CO/HAT)
 - iii. Alert GVA Duty Officer (CRD Desk Officer)
 - iv. Alert GVA Emergency Focal Points, (GVA Duty Officer)
 - v. Notify OCHA Spokesperson's Office, OCHA UNOCC Reporting Focal Points and Offices of the USG and ASG (CRD Desk Officer)
 - vi. Notify members/Chiefs of respective sections/offices as per internal procedures (i.e. telephone lists and replacement schedule), if needed (All)
 - vii. Notify EC/MIC and Swiss Duty Officer (GVA Duty Officer)
 - b. *Contacts*
 - i. Establish contact with the Government authorities in the affected country (CO/RO/HAT)
 - ii. Gather information from relevant OCHA field presence (CO/RO/HAT) and other usual sources (CRD Desk Officer)
 - iii. Gather information from global response networks (eg Virtual OSOCC and UNDAC/INSARAG focal points in affected country) (GVA Duty Officer and/or GVA Emergency Focal Points)
 - c. *Actions*
 - i. Prepare email list and send message to all active focal points and duty officers (CRD Desk Officer, with assistance from Duty Officers as needed)
 - ii. Send all information collected to CRD Desk Officer/Section Chief, copying all active focal points and duty officers (All)
 - iii. Establish Virtual OSOCC discussion in breaking emergencies, if necessary and not already done (GVA Duty Officer or relevant GVA Emergency Focal Point)
 - iv. Compile information and send draft event summary/notification to all active focal points/duty officers, with recommendation as to whether to: i) issue internal Event Notification email; or ii) include in next Daily Operational Update (CRD Desk Officer/Section Chief)
 - v. Send draft event summary/notification to UNOCC Reporting Focal Point in NY and GVA, for customization (CRD Desk Officer/Section Chief)
 - vi. Convene brief audio conference to discuss content or recommendations with active focal points/duty officers, if necessary (CRD Desk/Section Chief)

3. Information Dissemination:

- a. *Within 2 hours, or as soon as possible, CRD will send either an Internal Event Notification to all of OCHA headquarters, or an event summary for next Daily Operational Update to the CRD Reporting Focal Point. This should include as a minimum:*
 - i. A brief update on the situation
 - ii. Actions already taken
 - iii. Next steps to be taken
- b. The UNOCC Reporting Focal Point will send a customized version of the Event Notification to UNOCC
- c. Where a Virtual OSOCC discussion has been created, it should be updated on an ongoing basis by CRD Desk Officers in NY and GVA and GVA Emergency Focal Points

4. Follow-up:

- a. Following the Internal Event Notification (if issued), and in preparation for possible activation of the Emergency Response Task Force (ERTF), the CRD Desk Officer/Section Chief will request all ERTF functional leads to begin information gathering and analysis in their functional areas and submit this information to the CRD Section Chief and Desk Officer for inclusion in the situational overview/analysis provided to the CRD Director.

F. Minimum Benchmarks for Activation of the Initial Alert System

1. Minimum benchmarks that require activation of the Initial Alert System include:
 - a. Red GDACS alert
 - b. New disaster reported under Virtual OSOCC Breaking Emergencies¹⁷
 - c. New disaster reported in the international media (i.e. CNN or BBC) where a need for international assistance or attention appears likely
 - d. Alert or request for assistance from a member state, regional organization, HC/RC, or humanitarian agency
2. The Initial Alert System may also be activated at the discretion of the CRD Desk Officer/Section Chief where these benchmarks are not met but an alert is considered necessary.

G. Outputs

1. **Internal Event Notification or Event Summary for Daily Operational Update:** a concise e-mail message to whole of OCHA and a customized version to the UNOCC.
2. **Virtual OSOCC updates,** whenever new information becomes available, as appropriate.

¹⁷ All staff involved in the Initial Alert System are required to be subscribed to receive GDACS Red alerts and Virtual OSOCC alerts of new discussions under "Breaking Emergencies"

Surge Management in OCHA



March 2015

1. OCHA has at its disposal a set of internal and external surge staffing mechanisms, which can be deployed individually or in combination to address critical, new or unforeseen humanitarian needs in the field. This updated guidance document presents the basic details about the mechanisms, including some revised policy governing how they are triggered and ‘choreographed’ for different emergency contexts. Whilst every emergency can be unpredictable, OCHA’s response should not be.

Introducing the mechanisms

2. Some of the surge mechanisms described here exist to support the rapid deployment of OCHA staff or other disaster managers immediately after a new emergency strikes, whilst others have been developed to address mid-term surge staffing needs prior to the arrival of staff that have gone through regular recruitment processes.

Regional Office (RO) surge:

3. One of the key expectations on ROs is to be able to respond quickly to new emergencies or escalations within their area of operations. ROs maintain trained staff with local knowledge and a broad range of skills (e.g. IM, Public Information, Civil-Military Coordination, Reporting, etc.) and the necessary equipment to support them in the field. ROs are typically in a position to lead OCHA's response to most small and medium sized emergencies with limited external surge support. In large scale (Level-III) emergencies, ROs are expected to be able to provide key staff for extended periods as well as UNDAC Team Leaders.

Coordination and Response Division Desk Officers (CRD Desk):

4. CRD Desk Officers are expected to deploy at short notice at the request of the CRD Director, to perform as ‘Desk in the Field’ or as HAOs, in support of the OCHA emergency operation on the ground. The typical deployment duration is a few weeks, with repeat deployments possible over the course of a new emergency. They can also be deployed via the ERR.

United Nations Disaster Assessment and Coordination (UNDAC) teams:

5. UNDAC teams are comprised of trained national disaster management experts and some OCHA/UN staff from a global network, mobilised and deployed within a matter of hours at no cost to the affected country and minimal cost to OCHA. Efforts are made to ensure responding UNDAC team members are drawn from the national disaster management structures of countries in the affected region in order to make use of contextual and cultural similarities. This

approach promotes national capacity building as well as regional cooperation. Many international disaster response partner organisations have come to consider the deployment of an UNDAC team as a key indicator and trigger for their own response. UNDAC teams are typically deployed in response to rapid onset natural disasters (although they have also been deployed to support initial response to complex emergencies). Triggering is generally following a call for international assistance from the affected government, or the UN Resident/Humanitarian Coordinator. The typical deployment duration is four weeks. The UNDAC team is deployed with integrated technical support provided by logistical agencies such as IHP, AHP and AST, technical support provided by MapAction, TSF, UNOSAT, DHL and others, making the team completely self-sufficient (more details on partners below). Contact the Field Coordination Support Section (FCSS) for more details.

The following mechanisms are managed by the Surge Capacity Section (SCS) – information on the triggering process for deployments is included later in this paper.

Roaming Emergency Surge Officers (RESOs)/Roaming Operational Stability Officer (ROSO):

6. The Roaming Surge category comprises three full-time OCHA staff members, based in Geneva with the Surge Capacity Section: one P5 Head of Office, one P5 Head of Office (expert in overseeing external communications – IM/PI/Reporting) and one P4 ROSO (to support operational planning and management). The RESOs/ROSO is expected to spend 80 per cent of the year on deployment, essentially as full time members of the ERR. Lead time for deployments is a few days, with average mission duration up to six months.

Emergency Response Roster (ERR):

7. The ERR is OCHA's flagship mechanism for the deployment of internal surge. 45 OCHA staff are on the ERR at any one time, based in field offices and headquarters with a variety of profiles, available to deploy at short notice (within a few days). Deployment duration is six weeks, exceptionally extendable to three months and in a corporate and/or Level-III emergency for an initial period of three months. Deployments typically involve establishing new OCHA presences or reinforcing existing offices during escalating crises. Staff are placed on the ERR for a six-month period, with supervisors pre-clearing their possible emergency deployment. Every six months all OCHA staff are invited to apply for the next rotation. SCS maintains a dedicated fund for ERR deployments. For large-scale emergencies, ERR deployments will be charged to respective emergency cost plans. All regular profiles in OCHA field offices can be sourced through the ERR – HAOs (P2-P5, including with skill sets in needs assessment, protection, etc.), technical specialists such as IMOs, Needs Assessment Officers, CMCoord Officers, PI and Reporting, IT and Administration.

OCHA Senior Surge:

8. The Senior Surge component of the ERR is comprised of selected senior OCHA Headquarters staff with proven recent field leadership credentials. Senior Surge members are expected to be deployed for missions of up to three months in response to new Corporate or Level-III

emergencies.. Senior Surge deployees are expected to remain in the field for the full three-month duration, providing leadership in the key areas within the organisational mandate.

Associates Surge Pool (ASP):

9. The ASP was developed to bridge the gap between immediate surge and the arrival of regular staffing (and address other critical mid-term staffing gaps). The ASP is composed of 'externals', who may be former staff that can be quickly recruited and deployed using empty posts in receiving office costplans. Contracting and deployment preparation take an average of three to four weeks. Average mission duration is three to six months. The ASP comprises mostly of HAOs at P5, P4 and P3 levels, with a limited number of IMOs and PIOs also available.

Stand-By Partnership Programme (SBPP):

10. OCHA has legal agreements with 14 partner organisations to provide short-term staffing to field operations to meet emergency gaps, on the basis of the General Assembly Resolution on the Use of Gratis Personnel. Partner organisations maintain their own rosters of trained and experienced humanitarian professionals, many of whom have prior OCHA or other UN humanitarian experience from which they may propose staff against requests made by OCHA. The SBPP is a valuable resource as it allows OCHA to rapidly scale up or scale down staffing in a field office or get very specialised expertise not available in-house. SBPP secondees are not legally authorised to manage staff, formally 'represent' the organisation, or perform certifying functions. SBPP secondees are deployed within four weeks from the request; average mission duration is five to six months.

Other staffing options:

11. SCS has occasionally been able to source senior surge (as a reimbursable loan) from UNHCR. The pool of Humanitarian Coordinators also sometimes has options available to perform at senior levels in OCHA offices. Senior Protection Officers and Senior Gender Advisors (PROCAP and GENCAP) are interagency resources, also available for deployment to OCHA offices. Contact SCS for details.

Triggering and decision making on the initial surge response:

12. Depending on the crisis and country affected, an initial call for international surge may be initiated by different individuals or groups, and be directed in different ways. An affected government may make a formal 'request for international assistance'. A UN Resident/Humanitarian Coordinator or Head of OCHA Office may be in touch with OCHA Headquarters or the nearest OCHA Regional Office.

13. What is critical over the initial hours and days of a crisis is that there is a very quick (and regularly updated) analysis of the scope and scale of the crisis by those best placed (usually those on the ground), and that OCHA is able to determine the operational plan indicating the resources required (including external resources) for the initial response phase, in conjunction with an exit/handover strategy. The actors that need to be in regular communication on this (though not necessarily all at the same time) are the CRD Director, Resident/Humanitarian Coordinator, Head of Regional Office (or Field Office if pre-existing OCHA presence), the Field

Coordination and Support Section, and the Surge Capacity Section; once deployed, the leader of the on-the-ground surge team should also play a key role in further planning.

Surge staggering and mechanism orchestration

14. This section sets out how the different surge mechanisms will be deployed in an orchestrated way, along with the decision making processes underpinning their use. Most important is to ensure that OCHA has a strong and consistent field presence – achieving ‘operational stability’ as quickly as possible – in new or escalating emergencies.

Quickly planning for the longer-term:

15. COSTPLAN: In all new emergencies: once it is clear that an OCHA presence will be established or significantly expanded for more than a few months, a new or expanded costplan should be quickly approved (CRD and ASG); the new costplan should be one of the pre-approved costplans designed specifically for this purpose. An indicative initial organigramme must also quickly be prepared in line with advice being given from the field-based first responders – allowing actions for regular recruitment to be initiated, starting with a message to identify potential longer term candidates based on the modular approach in the pre-approved cost plan.

Within one week there should be clarity on definite options (or lack thereof), allowing for further surge planning including the activation and confirmation of mid-term mechanisms (ASP and SBPP) as required.

16. For positions where no quick lateral move or regular roster options are forthcoming, CRD will initiate a recruitment process through an ad hoc vacancy announcement or TJO (which in the interim can be covered by the ASP).

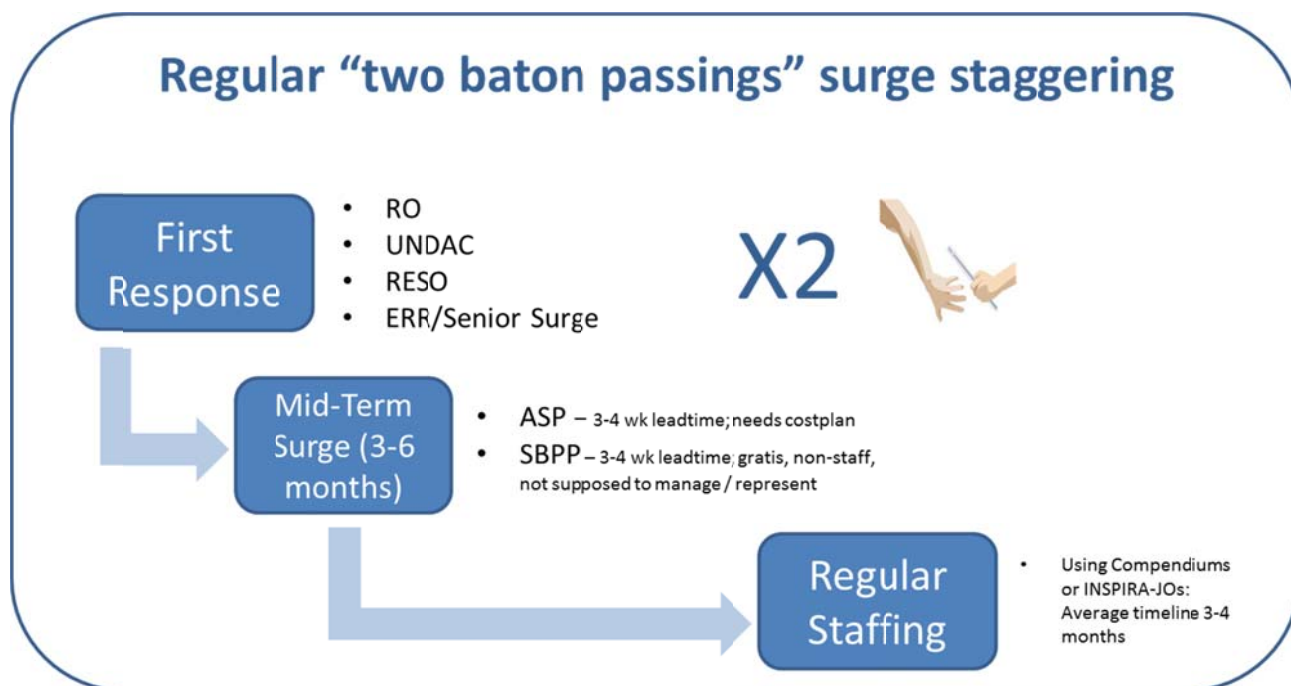
Basic principles of consistency:

17. In all types of new or escalating emergencies OCHA should be able to ensure that there are no more than two changes in deployed staffing for each function (two ‘baton passings’) before the arrival of a regular longer-term staff. This however still demands timely decision-making and action from all concerned with regards to initial cost and staffing plan approvals, and initiating the process for regular staffing through rosters/lateral moves and individual vacancy announcements where required.

18. As a guiding principle OCHA will deploy on a no-regrets basis to large-scale emergencies and then right-size, which may involve withdrawing some surge staff if the context and the needs do not require.

19. OCHA’s response in all medium-to-large scale emergencies will be built around core functions as defined by OCHA’s mandate, and agreed in the IASC: Coordination (inter-cluster, also with governments and regional entities); Needs Assessment; Reporting; Strategic Response Plans and Financing; Information Management and Public Information; and, Urban Search and Rescue coordination (USAR) – the latter via UNDAC.

20. OCHA will deploy staff to cover these pre-defined key functions from a number of sources: the ROs are prepared to deploy staff to cover minimum central functions, to be complemented (some immediately, some subsequently) by other surge mechanisms (i.e. UNDAC or SCS-managed), under one leadership (defined on a case by case basis although an UNDAC team leader should not normally be Head of an OCHA team/Office).



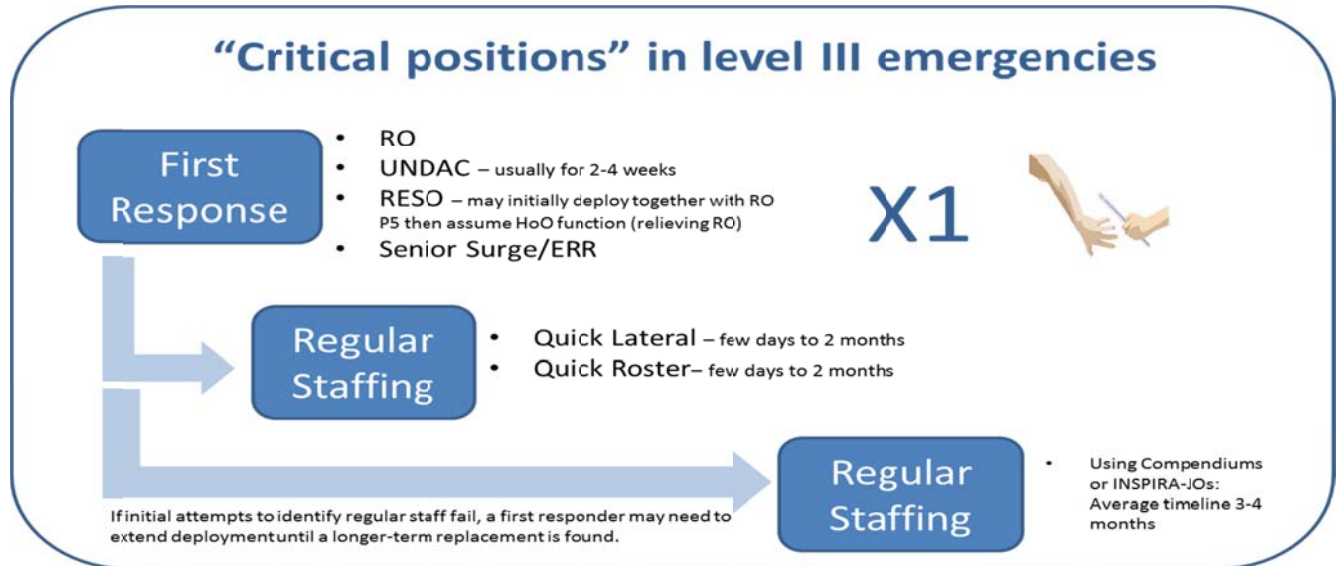
Responding to a Level-III emergency:

21. In 2011 the IASC Principals agreed to work on a joint Transformative Agenda, which includes focus on improving predictable and accountable leadership particularly in new Level-III emergencies. In order to ensure OCHA’s ability to deliver on its obligations in such emergencies a number of specific new policies relating to surge capacity have been introduced.

22. Certain staff deployed as first line surge, particularly those in the positions of Head of Office, Inter-Cluster Coordinator and Public Information Officer should be prepared to stay until such time as they can handover to incoming regular staff (one ‘baton passing’), which may entail extended deployments, normally not beyond four months. These staff members will be considered OCHA’s contribution to the Inter-Agency Rapid Response Mechanism. OCHA has also committed to ensure that it has the capacity to respond to two consecutive Level-III emergencies at any one time.

23. All Regional Offices are expected to ensure that they have at least the ability to make staff available to cover key activities, although for some situations a RESO may deploy alongside the RO surge to cover the Head of Office function and assume the role once acquainted with the

context, allowing the RO surge to return within a few weeks. It should be noticed that RO staff will not be called upon to surge to Level-III emergencies outside of their region unless the other corporate surge mechanisms cannot deliver for some reason.



Role of the Surge Capacity Section (SCS):

24. The Surge Capacity Section (SCS), based in the Emergency Services Branch (ESB) in Geneva is a central platform for surge advice and coordination.

25. SCS has a dedicated Surge Deployments Team which coordinates the RESO/ROSOs, ERR, ASP and SBPP.

26. SCS convenes a weekly teleconference with CRD and the Administrative services Branch (ASB) on priority surge and staffing contexts. During new emergencies SCS ensures further intensive coordination on surge and staffing issues with CRD, OCHA field offices, and ASB. SCS represents all staffing issues at Emergency Response Task Force (ERTF) meetings for which tracking tables and charts, including ‘GANTT’ charts are generated.

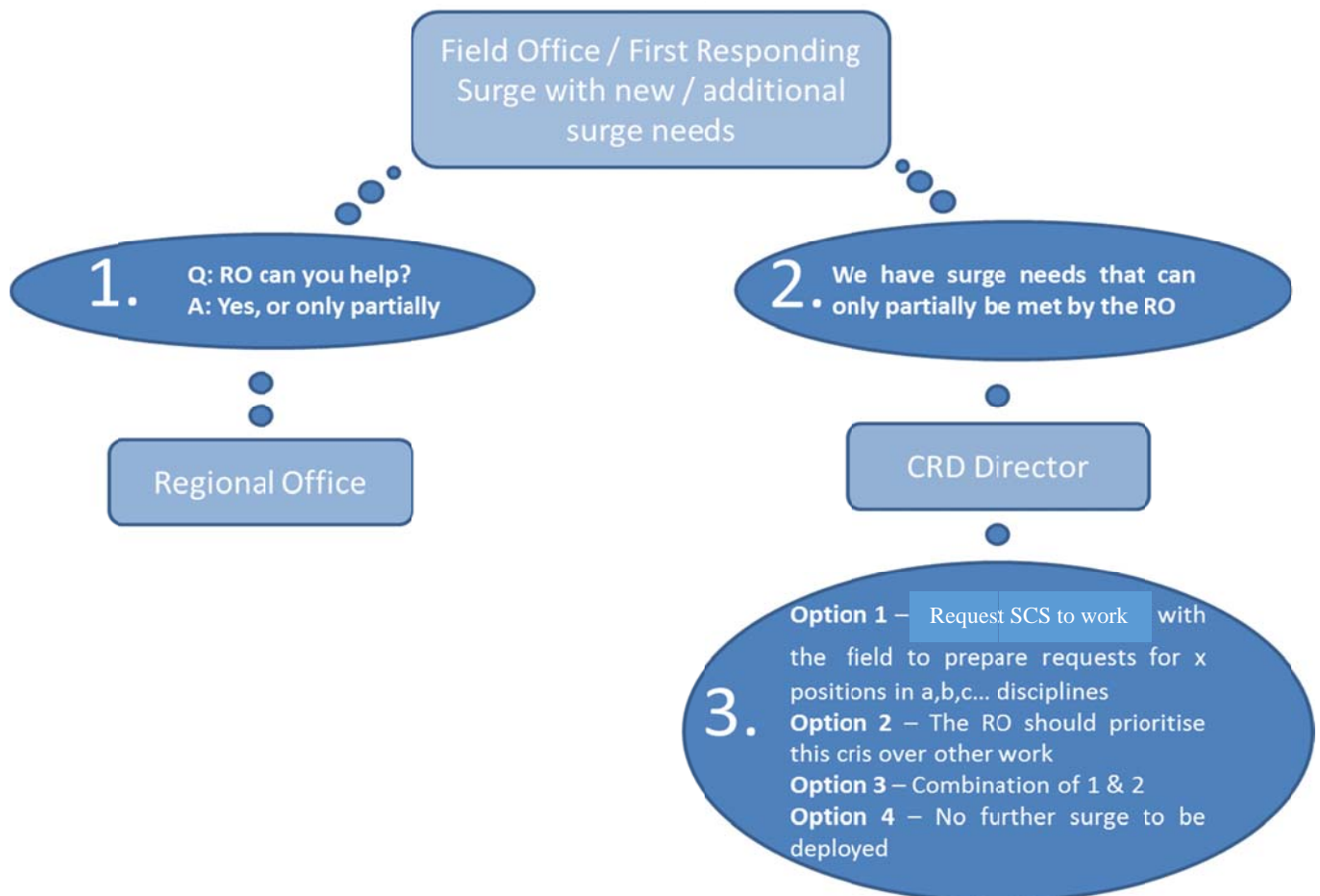
27. The SCS Surge Staff Development Team is responsible for organising training courses for internal and external surge staff with the involvement of specialised colleagues; this team also supports the roll-out of the Surge Package of Care (SPoC) concept, where staff deploying get briefed and debriefed, as well as contacted during missions. The Field Response Surge Training (FIRST) is OCHA’s flagship surge training, for ERR members primarily, with slots available for RO, CRD and other surge staff as well. OCHA Management has committed to making efforts in other domains such as internal logistics and compensatory measures for colleagues on extended surge to enhance the quality and impact of deployments, promote ‘duty of care’ and adopt a durable approach vis-à-vis the individuals concerned.

Triggering surge capacity managed by SCS – RESO/ROSOs, ERR, Senior Surge, SBPP, ASP:

28. In any context where surge from outside the region may be required it is strongly suggested that field-based colleagues and CRD get in touch with SCS at the earliest opportunity, to discuss the likely surge requirements and the most appropriate manner of addressing them.

29. For emergencies requiring multiple deployments it is critical that a field-based surge and staffing focal point at management level be quickly identified. In large-scale emergencies this role may be assumed by one of the SCS team, who will deploy themselves, or else by a RESO.

Decision Making and Deployment Processes for SCS-Managed Surge:



Key Contacts, Useful Links and Definitions:

SCS Chief, Zola Dowell: dowell@un.org Tel: +41 76 691 0369

SCS Head, Surge Deployments Team, Marie-Sophie Reck: reck@un.org, Tel: +41 (0)79 444 62 67

FCSS (for UNDAC) Chief, Jesper Lund: lind@un.org Tel: +41 (0)79 417 4166

PROCAP/GENCAP Secretariat: Emily Walker: walker5@un.org Tel: +41 22 917 4121

CRD Field Staffing Team: Myrtia Murgia: murgia@un.org Tel: +1 917 367 4460

Surge Capacity Section on OCHAnet:

http://ochanet.unocha.org/TI/Surge_Capacity/Pages/default.aspx Includes the 'integrated surge request form' and more on each mechanism.

Transformative Agenda:

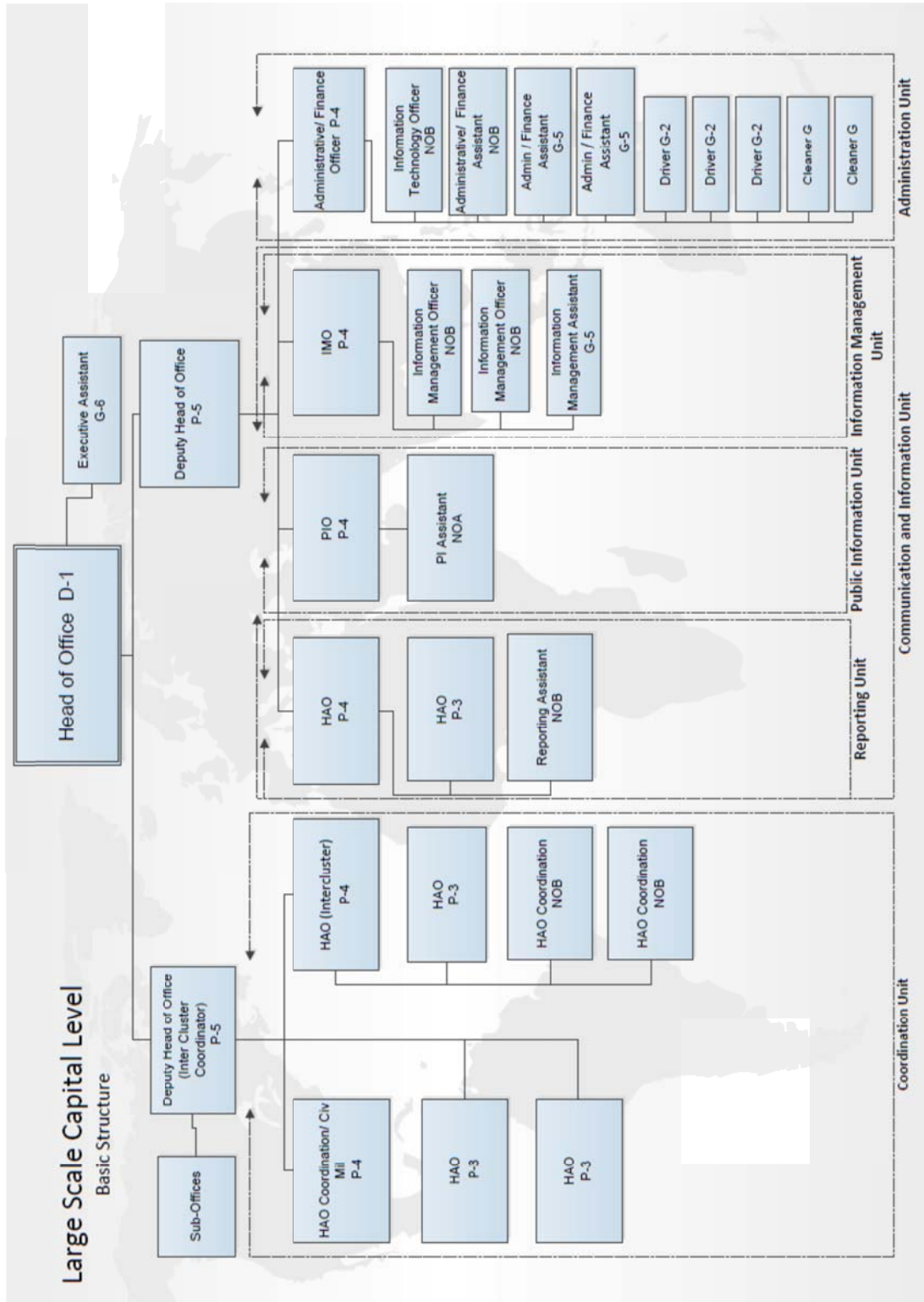
Background documents, including on the Inter-Agency Rapid Response Mechanism available on the IASC website: <http://www.humanitarianinfo.org/iasc/>

Level-III Emergency:

The determination by the IASC organisations of the level of the system-wide response required in a given crisis will be guided by the scale, urgency, complexity, combined national and international capacity to respond and reputational risk. The IASC Principals have agreed that in the event of a large-scale emergency referred to as 'Level-III' emergency, they will meet within 48 hours of that emergency to decide on a) the declaration of Level-III emergency, b) the leadership model, and whether to deploy a senior official to lead the response (title to be agreed by the Principals at the time of designation), c) the activation of the rapid response mechanism.

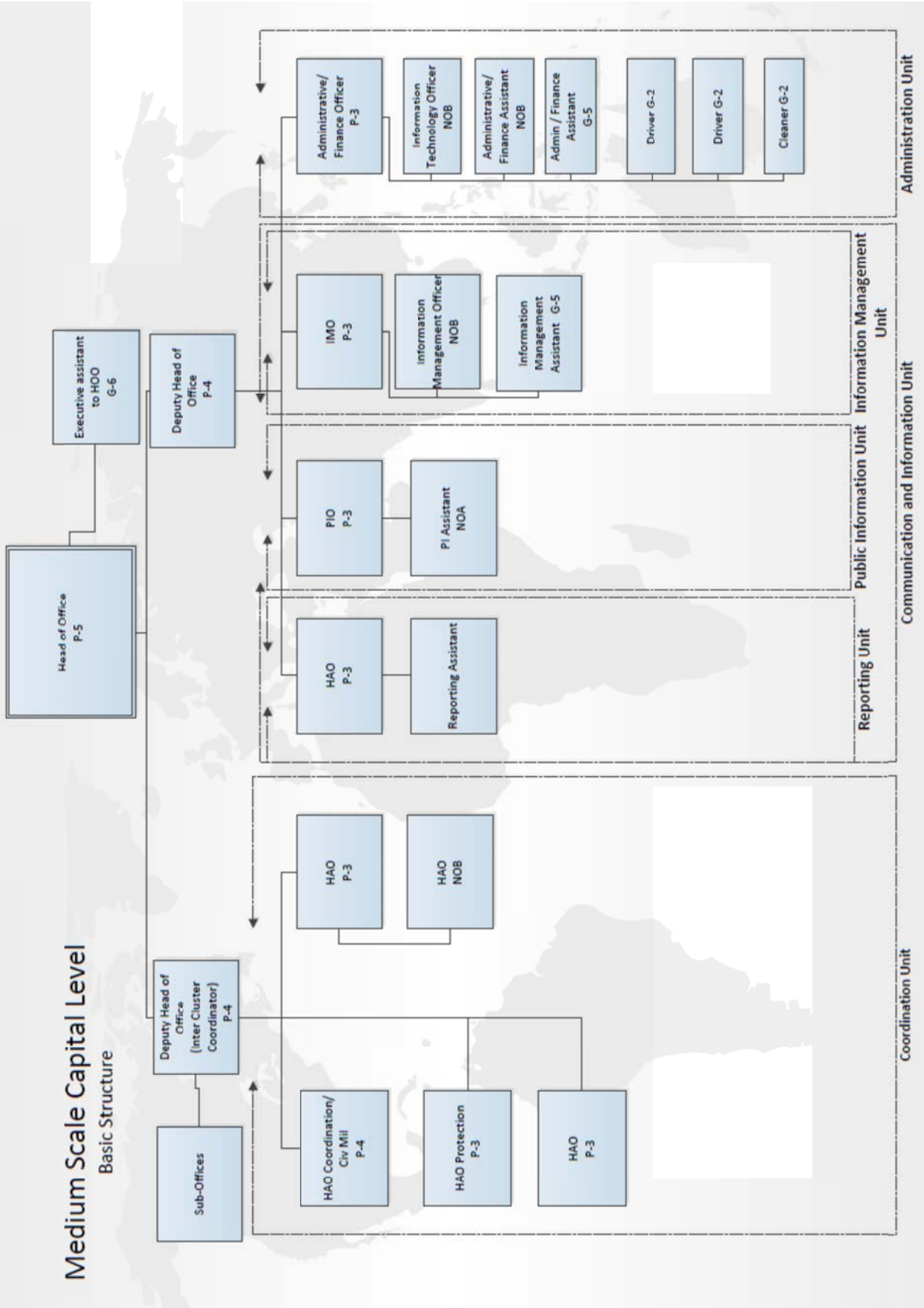
ANNEX E. Pre-Approved Cost Plan Modules

Detailed financial spreadsheets are also available at [OCHA Guidance Forum](#) on [OCHA.net](#)
 (Direct link: <https://sites.google.com/site/ochaguidanceforum/advocacy/emergency-response>)

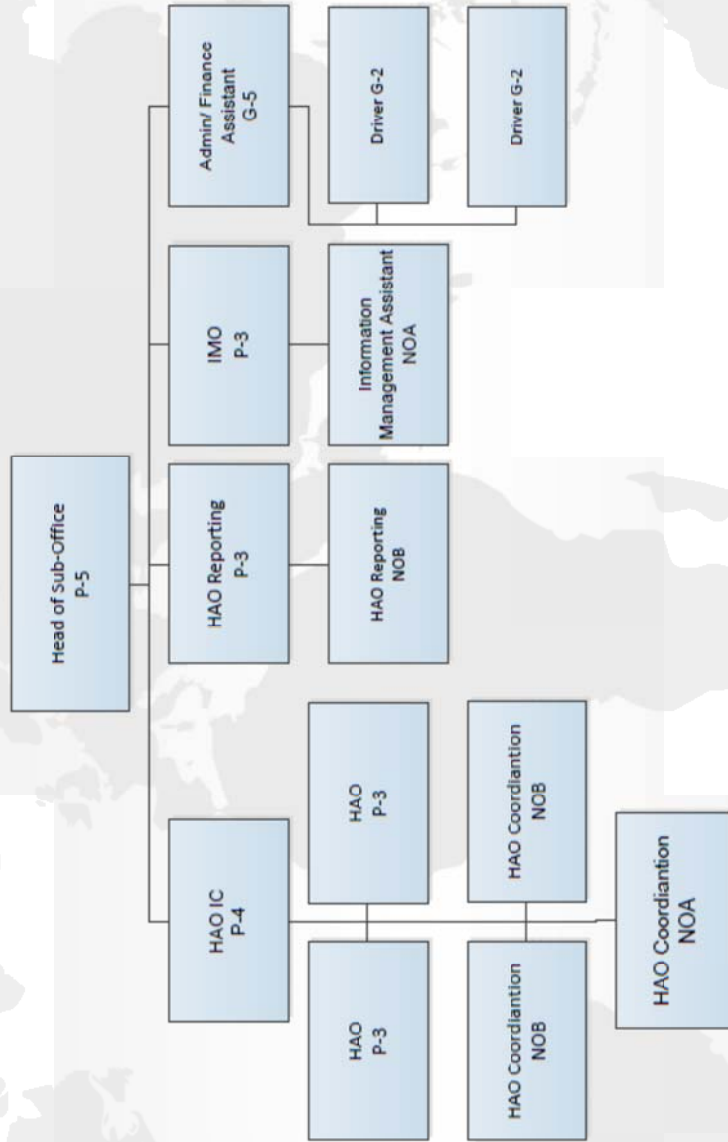


Medium Scale Capital Level

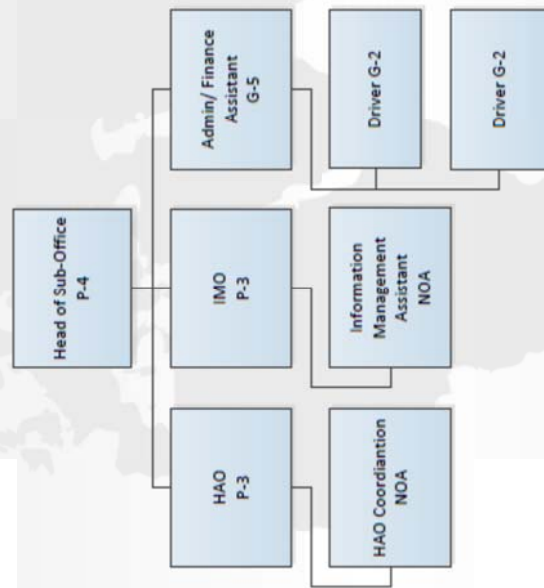
Basic Structure



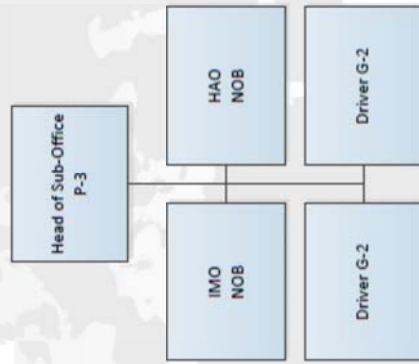
Large Sub-office



Medium Sub-office



Small Sub-office



Preapproved cost plans - Summary

Select number of office modules

Large scale capital	0
Medium scale capital	1
Large sub office	0
Medium sub office	0
Small sub office	1

	# of Posts	Std Cost/month	Total # of months	Total
301 Temporary Posts- Professionals				253,395
D-1	0	25,587	0	0
P-5	1	22,605	3	67,815
P-4	3	19,188	3	57,564
P-3	8	16,002	8	128,016
General Temporary Assistance - General Service				
302 Please use Local/National Salary scales from UNDP where				74,000
NOC	0	5,500	0	0
NOB	7	5,000	10	50,000
NOA	1	4,500	1	4,500
G-7	0	4,000	0	0
G-6	1	3,500	2	7,000
G-5	2	3,000	2	6,000
G-4	0	2,000	0	0
G-3	0	1,700	0	0
G-2	4	1,300	5	6,500
304 Consultants				95,000
Personal Service Fees - Consultants				75,000
Consultants Travel				20,000
305 Other personnel related costs				4,000
Overtime				4,000
308 Travel of staff				535,000
Other Official Travel of Staff				450,000
Local Travel of Staff				85,000
310 Other External Printing				5,000
External printing				5,000
312 Contractual Services (Outsource services)				22,000
Other Contractual Services				22,000
314 Premises : Rental & Maintenance				198,000
Rental of Premises				80,000
Minor alteration to premises				95,000
Other utilities				23,000
316 Operating Expenses				127,000
Maintenance of Furniture and Office Equipment				2,000
Spare parts, repairs and maintenance of transport equipment				15,000
Freight and Related Costs				83,000
General Insurance				4,000
Other Miscellaneous Services				8,000
Programme Support Costs - UNDP country office cost recovery				15,000
317 Communications				77,000
Telephone - Long-distance				76,000
Pouches				1,000
318 Supplies, Materials, Furniture and Equipment				450,000
Acquisition of Office Furniture				11,000
Acquisition of Office Equipment				101,000
Acquisition of Software				21,000
Acquisition of Passenger, 4WD, Pickups				65,000
Acquisition of Other Equipment				121,000

Summary

Stationery and Office Supplies	10,000
Other Supplies	5,000
Petrol, Oil and Lubricant - Ground Transportation	116,000
322 Other Expenditures	2,000
Joint Administrative Activities	2,000
	Staff
Total Staff Costs	331,395
13% programme support costs	43,081
Total requirements	374,476
	Non-Staff
Total non-staff costs	1,511,000
13% programme support costs	196,430
Total requirements	1,707,430
	Total
Total Project cost	1,842,395
Total programme support costs	239,511
Total requirements	2,081,906

Large scale capital level

Grade	Title	Months	Standard Cost	Total cost	Reports to / unit
D-1	Head of Office	3	25,587	76,761	
P-5	Deputy Head of Office - intercluster	1	22,605	22,605	HOO
P-5	Deputy Head of Office - advocacy / reporting / admin	1	22,605	22,605	HOO
P-3	HAO	1	16,002	16,002	DHOO IC
P-4	IMO	1	19,188	19,188	DHOO
P-4	PIO	1	19,188	19,188	DHOO
P-4	Administrative and Finance Officer	1	19,188	19,188	DHOO
P-4	HAO (reporting)	1	19,188	19,188	DHOO
P-4	HAO (intercluster)	1	19,188	19,188	DHOO
P-3	HAO	1	16,002	16,002	DHOO IC
P-4	Civil Military Coordination	1	19,188	19,188	DHOO IC
P-3	HAO	1	16,002	16,002	HAO intercluster
P-3	HAO	1	16,002	16,002	HAO (reporting)
NOB	HAO coordination	2	5,000	10,000	intercluster
NOB	HAO coordination	2	5,000	10,000	intercluster
NOB	Information management Officer	1	5,000	5,000	IMO
NOB	Information management Officer	1	5,000	5,000	IMO
G-5	Information management assistant	1	3,000	3,000	IMO
NOB	IT officer	1	5,000	5,000	AFO
NOB	Admin / finance assistant	1	5,000	5,000	AFO
G-5	Admin / finance assistant	1	3,000	3,000	AFO
G-5	Admin / finance assistant	1	3,000	3,000	AFO
NOA	PI assistant	1	4,500	4,500	PIO
NOB	Reporting Assistant	1	5,000	5,000	HAO reporting
G-2	Driver	2	1,300	2,600	AFO
G-2	Driver	2	1,300	2,600	AFO
G-2	Driver	1	1,300	1,300	AFO
G-6	Executive assistant to HOO	2	3,500	7,000	HOO
G-2	Cleaner	2	1300	2,600	AFO
G-2	Cleaner	1	1300	1,300	AFO
30					

Non-staff costs		
304	Consultants	95,000
	Personal Service Fees - Consultants	75,000
	Consultants Travel	20,000
305	Other personnel related costs	6,000
	Overtime	6,000
308	Travel of staff	510,000
	Other Official Travel of Staff	450,000
	Local Travel of Staff	60,000
310	Other External Printing	5,000
	External printing	5,000
312	Contractual Services (Outsource services)	22,000
	Other Contractual Services	22,000
314	Premises : Rental & Maintenance	210,000
	Rental of Premises	80,000
	Minor alteration to premises	110,000
	Other utilities	20,000
316	Operating Expenses	150,000
	Maintenance of Furniture and Office Equipment	3,000
	Spare parts, repairs and maintenance of transport equipment	16,000
	Freight and Related Costs	100,000
	General Insurance	5,000
	Other Miscellaneous Services	10,000
	Programme Support Costs - UNDP country office cost recovery	16,000
317	Communications	81,000
	Telephone - Long distance	80,000
	Pouches	1,000
318	Supplies, Materials, Furniture and Equipment	440,000
	Acquisition of Office Furniture	10,000
	Acquisition of Office Equipment	100,000
	Acquisition of Software	18,000
	Acquisition of Passenger, 4WD, Pickups	64,000
	Acquisition of Other Equipment	120,000
	Stationery and Office Supplies	5,000
	Other Supplies	3,000
	Petrol, Oil and Lubricant - Ground Transportation	120,000
322	Other Expenditures	2,000
	Joint Administrative Activities	2,000

Large scale capital level

Grade	Title	Months	Standard Cost	Total cost	Reports to / unit
					Staff
	Total Staff Costs			383,007	
	13% programme support costs			49,791	
	Total requirements			432,798	
					Non-Staff
	Total non-staff costs			1,515,000	
	13% programme support costs			196,950	
	Total requirements			1,711,950	
					Total
	Total Project cost			1,898,007	
	Total programme support costs			246,741	
	Total requirements			2,144,748	

Comments		
Temporary Posts (301)		
General Temporary Assistance (302)		
Consultants (304)	300 days of consultancy support (reporter) x US \$250/day = US \$75,000 - Ten flights x US \$2,000 = US \$20,000	95000
Overtime (305)	Overtime US \$6,000 (primarily for drivers)	6000
Travel of Staff (308)	- Travel and missions (international): US \$450,000 - Travel and missions (local): US \$60,000	510000
Other External printing (310)		5000
Contractual Services (312)	News Agency Services: US \$5,000 IRIN -Reporting from freelance journalists, 7 reports/week, total of 84 x US \$200 = US \$16,800	22000
Premises: Rental & Maintenance (314)	- Rent US\$80,000 - Electricity US\$16,000 - Other Utilities US\$4,000 - MOSS compliant upgrade of premises 110,000	210000
Operating Expenses (316)	- Estimated Cost of operating Field Offices	150000
Communications (317)	Include: - Estimated communication costs for the office and IRIN - Mobile/satellite comms 3 months x US \$2,000 = US \$6,000	81000
Supplies, materials furniture and equip. (318)	Acquisition of Office Furniture	10000
	Acquisition of Office Equipment	100000
	Acquisition of Software	18000
	4 soft skin vehicles	64000
	Acquisition of Communication Equipment	90000
	Other safety and security equipment: visibility and PPE equipment	30000
	Stationery and Office Supplies	5000
	IRIN Reporting package (laptop, printer, satphone, equipment)	3000
	Petrol, Oil and Lubricant - Ground Transportation	120000
Other Expenditures (322)	- Joint Administrative Costs: US \$2,000 - Joint Security costs: US \$3,000 - Joint Medical Services: US \$2,000	2000

Medium scale capital level

Grade	Title	Months	Cost	Total cost	reports to / unit
P-5	Head of Office	3		22,605	67,815
P-4	Deputy Head of Office - intercluster	1		19,188	19,188 HOO
P-4	Deputy Head of Office - advocacy / reporting / admin	1		19,188	19,188 HOO
P-3	Protection	1		16,002	16,002
P-3	IMO	1		16,002	16,002 DHOO
P-3	PIO	1		16,002	16,002 DHOO
P-3	AFO	1		16,002	16,002 DHOO
P-3	HAO (reporting)	1		16,002	16,002 DHOO
P-3	HAO (intercluster)	1		16,002	16,002 DHOO IC
P-3	HAO (needs assessment)	1		16,002	16,002 DHOO IC
P-4	Civil Military Coordination	1		19,188	19,188 DHOO IC
NOB	HAO coordination	2	5,000		10,000 intercluster
NOB	Information management Officer	2	5,000		10,000 IMO
G-5	Information management assistant	1	3,000		3,000 IMO
NOB	IT officer	2	5,000		10,000 AFO
NOB	Admin / finance assistant	1	5,000		5,000 AFO
G-5	Admin / finance assistant	1	3,000		3,000 AFO
NOA	PI assistant	1	4,500		4,500 PIO
NOB	reporting assistant	1	5,000		5,000 HAO reporting
G-2	Driver	2	1,300		2,600 AFO
G-2	Driver	1	1,300		1,300 AFO
G-6	Executive assistant to HOO	2	3,500		7,000 HOO
G-2	Cleaner	1	1300		1,300 AFO
23					

Non-staff costs		
304	Consultants	95,000
	Personal Service Fees - Consultants	75,000
	Consultants Travel	20,000
305	Other personnel related costs	3,000
	Overtime	3,000
308	Travel of staff	475,000
	Other Official Travel of Staff	400,000
	Local Travel of Staff	75,000
310	Other External Printing	5,000
	External printing	5,000
312	Contractual Services (Outsource services)	22,000
	Other Contractual Services	22,000
314	Premises : Rental & Maintenance	170,000
	Rental of Premises	70,000
	Minor alteration to premises	80,000
	Other utilities	20,000
316	Operating Expenses	123,000
	Maintenance of Furniture and Office Equipment	2,000
	Spare parts, repairs and maintenance of transport equipment	13,000
	Freight and Related Costs	83,000
	General Insurance	4,000
	Other Miscellaneous Services	8,000
	Programme Support Costs - UNDP country office cost recovery	13,000
317	Communications	67,000
	Telephone - Long-distance	66,000
	Pouches	1,000
318	Supplies, Materials, Furniture and Equipment	397,000
	Acquisition of Office Furniture	10,000
	Acquisition of Office Equipment	100,000
	Acquisition of Software	18,000
	Acquisition of Passenger, 4WD, Pickups	49,000
	Acquisition of Other Equipment	105,000
	Stationery and Office Supplies	10,000
	Other Supplies	5,000
	Petrol, Oil and Lubricant - Ground Transportation	100,000
322	Other Expenditures	2,000

Medium scale capital level

Grade	Title	Months	Cost	Total cost	reports to / unit
	Joint Administrative Activities			2,000	
					Staff
	Total Staff Costs			303,093	
	13% programme support costs			39,402	
	Total requirements			342,495	
					Non-Staff
	Total non-staff costs			1,356,000	
	13% programme support costs			176,280	
	Total requirements			1,532,280	
					Total
	Total Project cost			1,659,093	
	Total programme support costs			215,682	

Comments		
Temporary Posts (301)		
General Temporary Assistance (302)		
Consultants (304)	300 days of consultancy support (reporter) x US \$250/day = US \$75,000 - Ten flights x US \$2,000 = US \$20,000	95000
Overtime (305)	Overtime US \$3,000 (primarily for drivers)	
Travel of Staff (308)	- Travel and missions (international): US \$400,000 - Travel and missions (local): US \$75,000	475000
Contractual Services (312)	- News Agency Services: US \$5,000 IRIN -Reporting from freelance journalists, 7 reports/week, total of 84 x US \$200 - US \$16,800	22000
Premises: Rental & Maintenance (314)	- Rent US\$70,000 - Electricity US\$18,000 - Other Utilities US\$2,000 - MOSS compliant upgrade of premises 80,000	170000
Operating Expenses (316)	- Estimated Cost of operating Field Offices	123000
Communications (317)	Include: - Estimated communication costs for the office and IRIN - Mobile/satellite comms 3 months x US \$2,000 = US \$6,000	67000
Supplies, materials furniture and equip. (318)	Acquisition of Office Furniture	10000
	Acquisition of Office Equipment	100000
	Acquisition of Software	18000
	3 soft skin vehicles at 49,000	49000
	Acquisition of Communication Equipment	80000
	Other safety and security equipment: visibility and PPE equipment	25000
	Stationery and Office Supplies	10000
IRIN Reporting package (laptop, printer, satphone, equipment)	5000	
Petrol, Oil and Lubricant - Ground Transportation	100000	
Other Expenditures (322)	Joint Administrative Costs, Joint Security costs, Joint Medical Services: US \$2,000	2000

Comments		
Temporary Posts (301)		
General Temporary Assistance (302)		
Consultants (304)		
Overtime (305)	Overtime US \$3,000 (primarily for drivers)	
Travel of Staff (308)	- Travel and missions (international): US \$200,000 - Travel and missions (local): US \$20,000	220000
Other External printing (310)		
Contractual Services (312)	News Agency Services: US \$5,000 IRIN -Reporting from freelance journalists, 7 reports/week, total of 84 x US \$200 - US \$16,800	
Premises: Rental & Maintenance (314)	- Rent US\$40,000 - Electricity US\$6,000 - Other Utilities US\$4,000 - MOSS compliant upgrade of premises 53,000	103000
Operating Expenses (316)	Estimated Cost of operating the sub-office	24000
Communications (317)	Estimated communication costs for the sub office	38000
Supplies, materials furniture and equip. (318)	Acquisition of Office Furniture	5000
	Acquisition of Office Equipment	50000
	Acquisition of Software	90000
	Two soft skin vehicle	32000
	Acquisition of Communication Equipment	45000
	Other safety and security equipment: visibility and PPE equipment	15000
	Stationery and Office Supplies	3000
	Petrol, Oil and Lubricant - Ground Transportation	6000
Other Expenditures (322)	- Joint Administrative Costs: US \$2,000 - Joint Security costs: US \$3,000 - Joint Medical Services: US \$2,000	

Medium sub office

Grade	Title	Months	Cost	Total cost	reports to / unit
P-4	Head of Sub-office	3	19,188	57,564	DHOO IC
P-3	HAO	1	16,002	16,002	HAO IC
P-3	IMO	1	16,002	16,002	HSO
G-2	Driver	2	1,300	2,600	AFA
G-2	Driver	1	1,300	1,300	AFA
G-5	Admin/finance assistant	2	3,000	6,000	HSO
NOA	Information Management Assistant	1	4,500	4,500	HSO
NOA	NOA-coordination	1	4,500	4,500	HAO IC
8					

Non-staff costs		
304	Consultants	0
	Personal Service Fees - Consultants	0
	Consultants Travel	0
305	Other personnel related costs	2,000
	Overtime	2,000
308	Travel of staff	120,000
	Other Official Travel of Staff	100,000
	Local Travel of Staff	20,000
310	Other External Printing	0
	External printing	0
312	Contractual Services (Outsource services)	0
	Other Contractual Services	0
314	Premises : Rental & Maintenance	66,000
	Rental of Premises	30,000
	Minor alteration to premises	30,000
	Other utilities	6,000
316	Operating Expenses	13,000
	Maintenance of Furniture and Office Equipment	0
	Spare parts, repairs and maintenance of transport equipment	4,000
	Freight and Related Costs	0
	General Insurance	2,000
	Other Miscellaneous Services	3,000
	Programme Support Costs - UNDP country office cost recovery	4,000
317	Communications	22,000
	Telephone - Long-distance	22,000
	Pouches	0
318	Supplies, Materials, Furniture and Equipment	122,000
	Acquisition of Office Furniture	3,000
	Acquisition of Office Equipment	30,000
	Acquisition of Software	5,000
	Acquisition of Passenger, 4WD, Pickups	16,000
	Acquisition of Other Equipment	33,000
	Stationery and Office Supplies	2,000
	Other Supplies	0
	Petrol, Oil and Lubricant - Ground Transportation	33,000
322	Other Expenditures	0
	Joint Administrative Activities	0
		Staff
	Total Staff Costs	108,468
	13% programme support costs	14,101
	Total requirements	122,569
		Non-Staff
	Total non-staff costs	343,000
	13% programme support costs	44,590
	Total requirements	387,590
		Total

Medium sub office

Grade	Title	Months	Cost	Total cost	reports to / unit
	Total Project cost			451,468	
	Total programme support costs			58,691	
	Total requirements			510,159	

Comments		
Temporary Posts (301)		
General Temporary Assistance (302)		
Consultants (304)		
Overtime (305)	Overtime US \$2,000 (primarily for drivers)	
Travel of Staff (308)	- Travel and missions (international): US \$100,000 - Travel and missions (local): US \$20,000	20000
Other External printing (310)		
Contractual Services (312)		
Premises: Rental & Maintenance (314)	- Rent US\$30,000 - Electricity US\$4,000 - Other Utilities US\$2,000 - MOSS compliant upgrade of premises 30,000	66000
Operating Expenses (316)	Estimated Cost of operating the sub-office	13000
Communications (317)	Estimated communication costs for the sub office	22000
Supplies, materials furniture and equip. (318)	Acquisition of Office Furniture	3000
	Acquisition of Office Equipment	30000
	Acquisition of Software	5000
	One soft skin vehicle	16000
	Acquisition of Communication Equipment	25000
	Other safety and security equipment: visibility and PPE equipment	8000
	Stationery and Office Supplies	2000
	Petrol, Oil and Lubricant - Ground Transportation	33000
Other Expenditures (322)	- Joint Administrative Costs: US \$2,000 - Joint Security costs: US \$3,000 - Joint Medical Services: US \$2,000	

Comments		
Temporary Posts (301)		
General Temporary Assistance (302)		
Consultants (304)	300 days of consultancy support (reporter) x US \$250/day = US \$75,000 - Ten flights x US \$2,000 = US \$20,000	
Overtime (305)	Overtime US \$1,000 (primarily for drivers)	
Travel of Staff (308)	- Travel and missions (international): US \$50,000 - Travel and missions (local): US \$10,000	60000
Other External printing (310)		
Contractual Services (312)	News Agency Services: US \$5,000 IRIN -Reporting from freelance journalists, 7 reports/week, total of 84 x US \$200 = US \$16,800	
Premises: Rental & Maintenance (314)	- Rent US\$10,000 - Electricity US\$2,000 - Other Utilities US\$1,000 - MOSS compliant upgrade of premises 15,000	28000
Operating Expenses (316)	Estimated Cost of operating the sub-office	4000
Communications (317)	Estimated communication costs for the sub office	10000
Supplies, materials furniture and equip. (318)	Acquisition of Office Furniture	1000
	Acquisition of Office Equipment	1000
	Acquisition of Software	3000
	One soft skin vehicle	16000
	Acquisition of Communication Equipment	12000
	Other safety and security equipment: visibility and PPE equipment	4000
	Stationery and Office Supplies	
IRIN Reporting package (laptop, printer, satphone, equipment)		
	Petrol, Oil and Lubricant - Ground Transportation	16000
Other Expenditures (322)	- Joint Administrative Costs: US \$2,000 - Joint Security costs: US \$3,000 - Joint Medical Services: US \$2,000	

Preapproved cost plans with armored vehicles - Summary

Select number of office modules

Large scale capital	1
Medium scale capital	0
Large sub office	1
Medium sub office	1
Small sub office	1

	# of Posts	Std Cost/month	Total # of months	Total
301 Temporary Posts- Professionals				557,688
D-1	1	25,587	3	76,761
P-5	3	22,605	5	113,025
P-4	8	19,188	10	191,880
P-3	11	16,002	11	176,022
General Temporary Assistance - General Service				
302 Please use Local/National Salary scales from UNDP where				146,500
NOC	0	5,500	0	0
NOB	12	5,000	15	75,000
NOA	5	4,500	6	27,000
G-7	0	4,000	0	0
G-6	1	3,500	2	7,000
G-5	5	3,000	6	18,000
G-4	0	2,000	0	0
G-3	0	1,700	0	0
G-2	10	1,300	15	19,500
304 Consultants				95,000
Personal Service Fees - Consultants				75,000
Consultants Travel				20,000
305 Other personnel related costs				12,000
Overtime				12,000
308 Travel of staff				910,000
Other Official Travel of Staff				800,000
Local Travel of Staff				110,000
310 Other External Printing				5,000
External printing				5,000
312 Contractual Services (Outsource services)				22,000
Other Contractual Services				22,000
314 Premises : Rental & Maintenance				407,000
Rental of Premises				160,000
Minor alteration to premises				208,000
Other utilities				39,000
316 Operating Expenses				191,000
Maintenance of Furniture and Office Equipment				4,000
Spare parts, repairs and maintenance of transport equipment				29,000
Freight and Related Costs				100,000
General Insurance				10,000
Other Miscellaneous Services				18,000
Programme Support Costs - UNDP country office cost recovery				30,000
317 Communications				151,000
Telephone - Long-distance				150,000
Pouches				1,000
318 Supplies, Materials, Furniture and Equipment				2,057,000
Acquisition of Office Furniture				19,000
Acquisition of Office Equipment				181,000
Acquisition of Software				116,000
Acquisition of Passenger, 4WD, Pickups				1,324,000
Acquisition of Other Equipment				229,000

Summary

Stationery and Office Supplies	10,000
Other Supplies	3,000
Petrol, Oil and Lubricant - Ground Transportation	175,000
322 Other Expenditures	2,000
Joint Administrative Activities	2,000
	Staff
Total Staff Costs	716,188
13% programme support costs	93,104
Total requirements	809,292
	Non-Staff
Total non-staff costs	3,840,000
13% programme support costs	499,200
Total requirements	4,339,200
	Total
Total Project cost	4,556,188
Total programme support costs	592,304
Total requirements	5,148,492

Large scale capital level

Grade	Title	Months	Standard Cost	Total cost	Reports to / unit
D-1	Head of Office	3	25,587	76,761	
P-5	Deputy Head of Office - intercluster	1	22,605	22,605	HOO
P-5	Deputy Head of Office - advocacy / reporting / admin	1	22,605	22,605	HOO
P-3	HAO	1	16,002	16,002	DHOO IC
P-4	IMO	1	19,188	19,188	DHOO
P-4	PIO	1	19,188	19,188	DHOO
P-4	Administrative and Finance Officer	1	19,188	19,188	DHOO
P-4	HAO (reporting)	1	19,188	19,188	DHOO
P-4	HAO (intercluster)	1	19,188	19,188	DHOO
P-3	HAO	1	16,002	16,002	DHOO IC
P-4	Civil Military Coordination	1	19,188	19,188	DHOO IC
P-3	HAO	1	16,002	16,002	HAO intercluster
P-3	HAO	1	16,002	16,002	HAO (reporting)
NOB	HAO coordination	2	5,000	10,000	intercluster
NOB	HAO coordination	2	5,000	10,000	intercluster
NOB	Information management Officer	1	5,000	5,000	IMO
NOB	Information management Officer	1	5,000	5,000	IMO
G-5	Information management assistant	1	3,000	3,000	IMO
NOB	IT officer	1	5,000	5,000	AFO
NOB	Admin / finance assistant	1	5,000	5,000	AFO
G-5	Admin / finance assistant	1	3,000	3,000	AFO
G-5	Admin / finance assistant	1	3,000	3,000	AFO
NOA	PI assistant	1	4,500	4,500	PIO
NOB	Reporting Assistant	1	5,000	5,000	HAO reporting
G-2	Driver	2	1,300	2,600	AFO
G-2	Driver	2	1,300	2,600	AFO
G-2	Driver	1	1,300	1,300	AFO
G-6	Executive assistant to HOO	2	3,500	7,000	HOO
G-2	Cleaner	2	1,300	2,600	AFO
G-2	Cleaner	1	1,300	1,300	AFO
30					

Non-staff costs		
304	Consultants	95,000
	Personal Service Fees - Consultants	75,000
	Consultants Travel	20,000
305	Other personnel related costs	6,000
	Overtime	6,000
308	Travel of staff	510,000
	Other Official Travel of Staff	450,000
	Local Travel of Staff	60,000
310	Other External Printing	5,000
	External printing	5,000
312	Contractual Services (Outsource services)	22,000
	Other Contractual Services	22,000
314	Premises : Rental & Maintenance	210,000
	Rental of Premises	80,000
	Minor alteration to premises	110,000
	Other utilities	20,000
316	Operating Expenses	150,000
	Maintenance of Furniture and Office Equipment	3,000
	Spare parts, repairs and maintenance of transport equipment	16,000
	Freight and Related Costs	100,000
	General Insurance	5,000
	Other Miscellaneous Services	10,000
	Programme Support Costs - UNDP country office cost recovery	16,000
317	Communications	81,000
	Telephone - Long distance	80,000
	Pouches	1,000
318	Supplies, Materials, Furniture and Equipment	932,000
	Acquisition of Office Furniture	10,000
	Acquisition of Office Equipment	100,000
	Acquisition of Software	18,000
	Acquisition of Passenger, 4WD, Pickups	556,000
	Acquisition of Other Equipment	120,000
	Stationery and Office Supplies	5,000
	Other Supplies	3,000
	Petrol, Oil and Lubricant - Ground Transportation	120,000
322	Other Expenditures	2,000
	Joint Administrative Activities	2,000

Large scale capital level

Grade	Title	Months	Standard Cost	Total cost	Reports to / unit
	Total Staff Costs			383,007	Staff
	13% programme support costs			49,791	
	Total requirements			432,798	
	Total non-staff costs			2,007,000	Non-Staff
	13% programme support costs			260,910	
	Total requirements			2,267,910	
	Total Project cost			2,390,007	Total

Comments		
Temporary Posts (301)		
General Temporary Assistance (302)		
Consultants (304)	300 days of consultancy support (reporter) x US \$250/day = US \$75,000 - Ten flights x US \$2,000 = US \$20,000	95000
Overtime (305)	Overtime US \$6,000 (primarily for drivers)	6000
Travel of Staff (308)	- Travel and missions (international): US \$450,000 - Travel and missions (local): US \$60,000	510000
Other External printing (310)		5000
Contractual Services (312)	News Agency Services: US \$5,000 IRIN -Reporting from freelance journalists, 7 reports/week, total of 84 x US \$200 - US \$16,800	22000
Premises: Rental & Maintenance (314)	- Rent US\$80,000 - Electricity US\$16,000 - Other Utilities US\$4,000 - MOSS compliant upgrade of premises 110,000	210000
Operating Expenses (316)	- Estimated Cost of operating Field Offices	150000
Communications (317)	Include: - Estimated communication costs for the office and IRIN - Mobile/satellite comms 3 months x US \$2,000 = US \$6,000	81000
Supplies, materials furniture and equip. (318)	Acquisition of Office Furniture	10000
	Acquisition of Office Equipment	100000
	Acquisition of Software	18000
	3 MOSS compliant vehicle at US \$180,000	540000
	1 soft skin vehicle	16000
	Acquisition of Communication Equipment	90000
	Other safety and security equipment: visibility and PPE equipment	30000
	Stationery and Office Supplies	5000
Other Expenditures (322)	IRIN Reporting package (laptop, printer, satphone, equipment)	3000
	Petrol, Oil and Lubricant - Ground Transportation	120000
	- Joint Administrative Costs: US \$2,000 - Joint Security costs: US \$3,000 - Joint Medical Services: US \$2,000	2000

Medium scale capital level

Grade	Title	Months	Cost	Total cost	reports to / un
P-5	Head of Office	3		22,605	67,815
P-4	Deputy Head of Office - intercluster	1		19,188	19,188 HOO
P-4	Deputy Head of Office - advocacy / reporting / admin	1		19,188	19,188 HOO
P-3	Protection	1		16,002	16,002
P-3	IMO	1		16,002	16,002 DHOO
P-3	PIO	1		16,002	16,002 DHOO
P-3	AFO	1		16,002	16,002 DHOO
P-3	HAO (reporting)	1		16,002	16,002 DHOO
P-3	HAO (intercluster)	1		16,002	16,002 DHOO IC
P-3	HAO (needs assessment)	1		16,002	16,002 DHOO IC
P-4	Civil Military Coordination	1		19,188	19,188 DHOO IC
NOB	HAO coordination	2		5,000	10,000 intercluster
NOB	Information management Officer	2		5,000	10,000 IMO
G-5	Information management assistant	1		3,000	3,000 IMO
NOB	IT officer	2		5,000	10,000 AFO
NOB	Admin / finance assistant	1		5,000	5,000 AFO
G-5	Admin / finance assistant	1		3,000	3,000 AFO
NOA	PI assistant	1		4,500	4,500 PIO
NOB	reporting assistant	1		5,000	5,000 HAO reporting
G-2	Driver	2		1,300	2,600 AFO
G-2	Driver	1		1,300	1,300 AFO
G-6	Executive assistant to HOO	2		3,500	7,000 HOO
G-2	Cleaner	1		1300	1,300 AFO
23					

Non-staff costs		
304	Consultants	95,000
	Personal Service Fees - Consultants	75,000
	Consultants Travel	20,000
305	Other personnel related costs	3,000
	Overtime	3,000
308	Travel of staff	475,000
	Other Official Travel of Staff	400,000
	Local Travel of Staff	75,000
310	Other External Printing	5,000
	External printing	5,000
312	Contractual Services (Outsource services)	22,000
	Other Contractual Services	22,000
314	Premises : Rental & Maintenance	170,000
	Rental of Premises	70,000
	Minor alteration to premises	80,000
	Other utilities	20,000
316	Operating Expenses	123,000
	Maintenance of Furniture and Office Equipment	2,000
	Spare parts, repairs and maintenance of transport equipment	13,000
	Freight and Related Costs	83,000
	General Insurance	4,000
	Other Miscellaneous Services	8,000
	Programme Support Costs - UNDP country office cost recovery	13,000
317	Communications	67,000
	Telephone - Long-distance	66,000
	Pouches	1,000
318	Supplies, Materials, Furniture and Equipment	724,000
	Acquisition of Office Furniture	10,000
	Acquisition of Office Equipment	100,000
	Acquisition of Software	18,000
	Acquisition of Passenger, 4WD, Pickups	376,000
	Acquisition of Other Equipment	105,000
	Stationery and Office Supplies	10,000
	Other Supplies	5,000
	Petrol, Oil and Lubricant - Ground Transportation	100,000
322	Other Expenditures	2,000

Medium scale capital level

Grade	Title	Months	Cost	Total cost	reports to / ur
	Joint Administrative Activities			2,000	
					Staff
	Total Staff Costs			303,093	
	13% programme support costs			39,402	
	Total requirements			342,495	
					Non-Staff
	Total non-staff costs			1,683,000	
	13% programme support costs			218,790	
	Total requirements			1,901,790	
					Total
	Total Project cost			1,986,093	

Comments		
Temporary Posts (301)		
General Temporary Assistance (302)		
Consultants (304)	300 days of consultancy support (reporter) x US \$250/day = US \$75,000 - Ten flights x US \$2,000 = US \$20,000	95000
Overtime (305)	Overtime US \$3,000 (primarily for drivers)	
Travel of Staff (308)	- Travel and missions (international): US \$400,000 - Travel and missions (local): US \$75,000	475000
Contractual Services (312)	- News Agency Services: US \$5,000 IRIN -Reporting from freelance journalists, 7 reports/week, total of 84 x US \$200 = US \$16,800	22000
Premises: Rental & Maintenance (314)	- Rent US\$70,000 - Electricity US\$18,000 - Other Utilities US\$2,000 - MOSS compliant upgrade of premises 80,000	170000
Operating Expenses (316)	- Estimated Cost of operating Field Offices	123000
Communications (317)	Include: - Estimated communication costs for the office and IRIN - Mobile/satellite comms 3 months x US \$2,000 = US \$6,000	67000
Supplies, materials furniture and equip. (318)	Acquisition of Office Furniture	10000
	Acquisition of Office Equipment	100000
	Acquisition of Software	18000
	2 MOSS compliant vehicle at US \$180,000	360000
	1 soft skin vehicle	16000
	Acquisition of Communication Equipment	80000
	Other safety and security equipment: visibility and PPE equipment	25000
	Stationery and Office Supplies	10000
Other Expenditures (322)	IRIN Reporting package (laptop, printer, satphone, equipment)	5000
	Petrol, Oil and Lubricant - Ground Transportation	100000
	Joint Administrative Costs, Joint Security costs, Joint Medical Services: US \$2,000	2000

Comments		
Temporary Posts (301)		
General Temporary Assistance (302)		
Consultants (304)		
Overtime (305)	Overtime US \$3,000 (primarily for drivers)	
Travel of Staff (308)	- Travel and missions (international): US \$200,000 - Travel and missions (local): US \$20,000	220000
Other External printing (310)		
Contractual Services (312)	News Agency Services: US \$5,000 IRIN -Reporting from freelance journalists, 7 reports/week, total of 84 x US \$200 - US \$16,800	
Premises: Rental & Maintenance (314)	- Rent US\$40,000 - Electricity US\$6,000 - Other Utilities US\$4,000 - MOSS compliant upgrade of premises 53,000	103000
Operating Expenses (316)	Estimated Cost of operating the sub-office	24000
Communications (317)	Estimated communication costs for the sub office	38000
Supplies, materials furniture and equip. (318)	Acquisition of Office Furniture	5000
	Acquisition of Office Equipment	50000
	Acquisition of Software	90000
	2 MOSS compliant vehicle at US \$180,000	360000
	1 soft skin vehicle	16000
	Acquisition of Communication Equipment	45000
	Other safety and security equipment: visibility and PPE equipment	15000
	Stationery and Office Supplies	3000
	Petrol, Oil and Lubricant - Ground Transportation	6000
Other Expenditures (322)	- Joint Administrative Costs: US \$2,000 - Joint Security costs: US \$3,000 - Joint Medical Services: US \$2,000	

Medium sub office

Grade	Title	Months	Cost	Total cost	reports to / unit
P-4	Head of Sub-office	3	19,188	57,564	DHOO IC
P-3	HAO	1	16,002	16,002	HAO IC
P-3	IMO	1	16,002	16,002	HAO IC
G-2	Driver	2	1,300	2,600	AFA
G-2	Driver	1	1,300	1,300	AFA
G-5	Admin/finance assistant	2	3,000	6,000	HSO
NOA	Information Management Assistant	1	4,500	4,500	HSO
NOA	NOA-coordination	1	4,500	4,500	HAO IC
8					

Non-staff costs		
304	Consultants	0
	Personal Service Fees - Consultants	0
	Consultants Travel	0
305	Other personnel related costs	2,000
	Overtime	2,000
308	Travel of staff	120,000
	Other Official Travel of Staff	100,000
	Local Travel of Staff	20,000
310	Other External Printing	0
	External printing	0
312	Contractual Services (Outsource services)	0
	Other Contractual Services	0
314	Premises : Rental & Maintenance	66,000
	Rental of Premises	30,000
	Minor alteration to premises	30,000
	Other utilities	6,000
316	Operating Expenses	13,000
	Maintenance of Furniture and Office Equipment	0
	Spare parts, repairs and maintenance of transport equipment	4,000
	Freight and Related Costs	0
	General Insurance	2,000
	Other Miscellaneous Services	3,000
	Programme Support Costs - UNDP country office cost recovery	4,000
317	Communications	22,000
	Telephone - Long-distance	22,000
	Pouches	0
318	Supplies, Materials, Furniture and Equipment	302,000
	Acquisition of Office Furniture	3,000
	Acquisition of Office Equipment	30,000
	Acquisition of Software	5,000
	Acquisition of Passenger, 4WD, Pickups	196,000
	Acquisition of Other Equipment	33,000
	Stationery and Office Supplies	2,000
	Other Supplies	0
	Petrol, Oil and Lubricant - Ground Transportation	33,000
322	Other Expenditures	0
	Joint Administrative Activities	0
		Staff
Total Staff Costs		108,468
13% programme support costs		14,101
Total requirements		122,569
		Non-Staff
Total non-staff costs		523,000
13% programme support costs		67,990
Total requirements		590,990
		Total

Medium sub office

Grade	Title	Months	Cost	Total cost	reports to / unit
	Total Project cost			631,468	
	Total programme support costs			82,091	

Comments		
Temporary Posts (301)		
General Temporary Assistance (302)		
Consultants (304)		
Overtime (305)	Overtime US \$2,000 (primarily for drivers)	
Travel of Staff (308)	- Travel and missions (international): US \$100,000 - Travel and missions (local): US \$20,000	20000
Other External printing (310)		
Contractual Services (312)		
Premises: Rental & Maintenance (314)	- Rent US\$30,000 - Electricity US\$4,000 - Other Utilities US\$2,000 - MOSS compliant upgrade of premises 30,000	66000
Operating Expenses (316)	Estimated Cost of operating the sub-office	13000
Communications (317)	Estimated communication costs for the sub office	22000
Supplies, materials furniture and equip. (318)	Acquisition of Office Furniture	3000
	Acquisition of Office Equipment	30000
	Acquisition of Software	5000
	1 MOSS compliant vehicle at US \$180,000	180000
	One soft skin vehicle	16000
	Acquisition of Communication Equipment	25000
	Other safety and security equipment: visibility and PPE equipment	8000
	Stationery and Office Supplies	2000
	Petrol, Oil and Lubricant - Ground Transportation	33000
Other Expenditures (322)	- Joint Administrative Costs: US \$2,000 - Joint Security costs: US \$3,000 - Joint Medical Services: US \$2,000	

Comments		
Temporary Posts (301)		
General Temporary Assistance (302)		
Consultants (304)	300 days of consultancy support (reporter) x US \$250/day = US \$75,000 - Ten flights x US \$2,000 = US \$20,000	
Overtime (305)	Overtime US \$1,000 (primarily for drivers)	
Travel of Staff (308)	- Travel and missions (international): US \$50,000 - Travel and missions (local): US \$10,000	60000
Other External printing (310)		
Contractual Services (312)	News Agency Services: US \$5,000 IRIN -Reporting from freelance journalists, 7 reports/week, total of 84 x US \$200 = US \$16,800	
Premises: Rental & Maintenance (314)	- Rent US\$10,000 - Electricity US\$2,000 - Other Utilities US\$1,000 - MOSS compliant upgrade of premises 15,000	28000
Operating Expenses (316)	Estimated Cost of operating the sub-office	4000
Communications (317)	Estimated communication costs for the sub office	10000
Supplies, materials furniture and equip. (318)	Acquisition of Office Furniture	1000
	Acquisition of Office Equipment	1000
	Acquisition of Software	3000
	1 MOSS compliant vehicle at US \$180,000	180000
	One soft skin vehicle	16000
	Acquisition of Communication Equipment	12000
	Other safety and security equipment: visibility and PPE equipment	4000
	Stationery and Office Supplies	
IRIN Reporting package (laptop, printer, satphone, equipment)		
Other Expenditures (322)	Petrol, Oil and Lubricant - Ground Transportation	16000
	- Joint Administrative Costs: US \$2,000	
	- Joint Security costs: US \$3,000 - Joint Medical Services: US \$2,000	

ANNEX F. Three-Month OCHA Country Office Strategy and Workplan

Three-month OCHA Country Office Strategy and Workplan

NAME OF OPERATION TO BE INSERTED

Start-up/Increasing emergency response



OCHA

This document constitutes OCHA's pre-approved standard three-month country strategy and work plan for operations in the start-up or increasing phase.¹⁸ It is designed to **guide** response teams and managers during the start-up or expansion of humanitarian operations. It applies to sudden onset disasters and/or escalating complex emergencies categorized as a Corporate or L3 emergency. It captures the **minimum actions** operations will carry out. In other words, **the minimum expectation OCHA commits itself to deliver** during start up or increasing operations. Operations are encouraged to build upon and expand on these depending on their specific circumstances. The three-month strategy and work plan are in perfect alignment with OCHA's longer term planning processes and while flexible in their application, **should not go more than 6 months without being developed or integration into an OCHA 2 year country strategy and accompanying workplan.**

I. OCHA's Overall Goal in Start-up/Increasing Operations

OCHA's overall goal is to "promote effective and principled humanitarian action that meets the needs of affected people." This means that OCHA has to set itself up in a way that enables the system to swiftly and effectively start up or expand humanitarian operations for the immediate achievement of life saving results.

II. Actions

In line with the IASC Transformative Agenda and Level Three Emergency (L3) Protocols, OCHA's 2014-17 Strategic Framework and its Field Effectiveness Goal, the corresponding 2014-17 OCHA Management Response Plan, and OCHA's 2 year Country Strategy Framework, in the start-up or increasing phase of a humanitarian operation OCHA will:

Leadership (SO 1)

Humanitarian action is led by empowered, competent and experienced professionals

¹⁸ Each OCHA Country Office (CO) operation moves through a life cycle which involves the start-up/increasing, on-going, down-sizing, and closing phases. Each of these phases presents different challenges and opportunities for OCHA and its tools and services at Headquarters, Regional and Country Office levels. The Life Cycle placement of a given operation will determine the operational priorities and the management strategy that the whole of OCHA will take vis a vis that operation. It is not a given that an OCHA CO presence will move through the life cycle in a linear fashion. A change in context may mean that its placement has to be reconsidered. This document focuses on start-up/increasing operations.

OCHA will effectively support the humanitarian coordination leadership and structures at national, regional and provincial levels and the application of the humanitarian programme cycle to reinforce response action in function of prioritised humanitarian need.

Situational Awareness (SO 2)

Humanitarian action is based on evidence and a common situational awareness and understanding of humanitarian need.

OCHA will ensure that the Flash appeal / Strategic Response Plan is transparently informed by all available needs assessment information following due consideration by operational actors on the ground as well as relevant technical expertise, including the Inter Cluster Coordination Team (ICCT)/Humanitarian Country Team (HCT) or United Nations Country Team (UNCT). OCHA information products will promote timely common situational awareness and understanding of the evolving humanitarian need.

Planning, Monitoring & Accountability (SO 3)

Humanitarian action is underpinned by strategic response planning and monitoring on the basis of prioritized needs

OCHA will work to ensure principled and appropriate humanitarian response through more consistent and improved application of strategic, thematic and geographic prioritisation based on assessed needs. Humanitarian response will supplement government capacities where they exist and operate more independently where there are no such capacities; while encouraging and promoting more sustainable solutions where feasible. Addressing the gaps in humanitarian presence through improved access to populations in need will be a key focus.

Coordination Mechanisms (SO 4)

Coordination mechanisms adapted to the context support the effective and coherent delivery of humanitarian assistance

OCHA will help set up or adapt (as per start-up or increasing) humanitarian coordination mechanisms (at national and local levels) to ensure that they 1) take into account all existing national coordination structures, and 2) are fit for purpose through regular performance monitoring. If applicable, OCHA will endeavour to bridge the gap between operational actors on the ground and cluster mechanisms at the national and regional levels.

Resource Mobilization (SO 5)

Humanitarian resourcing is sufficient, timely and optimally allocated

OCHA will work to ensure resources are available when required and are used on the agreed priorities (this includes appeals and pooled funding). Also, OCHA will advocate for and improve the timely reporting of bilateral donor and partner alignment with flash appeal / Strategic Response Plan strategic, thematic and geographical priorities.

Protection and Access to Assistance (SO 6)

People in emergencies are protected from harm and have access to the assistance they require

OCHA will address the gaps in humanitarian presence and response through improved access to affected populations in geographical priority areas. The HCT advocacy strategy will provide a platform for the articulation of messages across key areas including international humanitarian law (IHL), protection, displacement, humanitarian space, access to basic services and the need to ensure linkages with longer term and sustainable solutions.

Emergency Response Preparedness (SO 7)

Member States and their regional and international partners are able to respond to crises without delay and with the right assistance

OCHA will continue to engage with national and provincial disaster management structures and bodies to ensure effective vulnerability analysis, prepositioning and overall contingency planning.

III. Staffing and budget

(This information is determined by the pre-approved budget that will accompany this start-up/increasing operation and is to be inserted)

Item	Details
Staff	XXX staff including XXX international and XXX national.
Budget	\$
Presence	XX offices

IV. Workplan

Considering the nature of this pre-approved standard three-month country strategy, the workplan presents specific actions that OCHA commits itself to deliver under each Strategic Objective (SO) during the first three months of any start-up or increasing operation. A results framework with more formal targets under each SO and linked to the three-month strategy and workplan will be developed as part of OCHA's longer term planning requirements (i.e the 2 year country strategy, workplan and results framework) no later than three 6 months into the emergency response..

SO as per Goal 1: Field Effectiveness	Month 1	Month 2	Month 3
SO1: Humanitarian action is led by empowered, competent and experienced professionals	<ul style="list-style-type: none"> - HoO or RHoO (depending on if country presence or not) to liaise directly with affected government to offer international support. - HoO or RHoO to support RC/HC become the focal point for the entire operation and for the achievement of TA protocols deliverables. - HoO or RHoO to help RC/HC convene an HCT to define actions and responsibilities (first 48 hrs.) - HoO or RHoO to support RC/HC's office in emergency communications. - HoO or RHoO to support RC/HC provide feedback to the Inter Agency Rapid Response Mechanism (IARRM) requirements. 		<ul style="list-style-type: none"> - HoO or RHoO support HQ/IASC review of L3 status (Day 90). - HoO or RHoO to support de-activation of IARRM (Day 90).

	<ul style="list-style-type: none"> - HoO or RHoO to support RC/HC feed into EDG discussions. - HoO or RHoO to support RC/HC feed into IASC Principals evaluation of response (Day 7-10). 		
SO2: Humanitarian decision making is based on a common situational awareness	<ul style="list-style-type: none"> -OCHA to produce Situation Analysis including IARRM needs starting Day 2. -OCHA to produce Flash Updates, Situation reports, bulletins, snapshot and dashboard reports beginning Day 7. 		
SO3: Humanitarian action is guided by joint strategic response planning based on prioritized needs	<ul style="list-style-type: none"> -MIRA report produced and disseminated (Day 14) -Humanitarian Needs Overview (HNOs) (Day 120) -Strategic Statement produced and disseminated(Day 3) -Preliminary Response Plan produced and disseminated(Days 5-7) -Strategic Response Plan (SRP) produced and disseminated (Day 30) -OCHA to support RC/HC and HCT to define information exchange flows and intervals between stakeholders 		<ul style="list-style-type: none"> -OCHA to help apply agreed monitoring tool to gage SRP process (Day 90) -OCHA support to Operational Review to be carried out within 90 days of L3 declaration
SO4: Coordination mechanisms are adapted to the context and support the effective and coherent delivery of humanitarian assistance	<ul style="list-style-type: none"> -OCHA to help ensure wide representation of humanitarian stakeholder in HCT - If required, HoO or RHoO helps form and convene smaller HCT for more agile and frequent meetings. -OCHA to help RC/HC identify existing coordination structures (national and international) and analyze and recommend coordination mechanisms and cluster to ERC (Day 5) -OCHA to help activate inter-cluster mechanism at national and regional levels - OCHA to help clusters develop exit strategies either in terms of transition or deactivation and put into a plan -OCHA to help ensure cluster 		<ul style="list-style-type: none"> -OCHA to help ensure cluster performance monitoring tool has been applied - OCHA to help review of coordination structures by Day 90 to deactivate if required and/or to ensure they are fit for purpose if some need to continue

	<p>performance monitoring tool has been applied (Tool available)</p> <ul style="list-style-type: none"> - OCHA to help review of coordination structures by Day 90 to deactivate if required and/or to ensure they are fit for purpose if some need to continue 		
<p>SO5: Humanitarian financing is predictable, timely and allocated based on priority needs</p>	<ul style="list-style-type: none"> -OCHA to support HQ and RC/HC with CERF Allocation (72 hrs.) -OCHA to support the development of proposal package (Days 7-10) -OCHA to help consider second CERF allocation (Day 14) -OCHA to help submit revised CERF project budgets (Day 45) 	<ul style="list-style-type: none"> -Submit revised CERF project budgets (Day 45) 	
<p>SO6: Advocacy and coordination help ensure that people in emergencies are protected from harm and have access to the assistance they require</p>	<ul style="list-style-type: none"> -OCHA to help define Protection responsibilities clearly across HCT members -OCHA to support RC/HC in the development of a communication and advocacy strategy including with the production of key messages, (Day 30) -OCHA to help integrate Protection into overall response 		<ul style="list-style-type: none"> -OCHA to help monitor inclusion of protection in coordination structures and relevant strategy and planning
<p>SO7: International partners are ready to respond to humanitarian emergencies without delay and the right assistance</p>	<ul style="list-style-type: none"> -OCHA to engage with Civil Defense structure in country -OCHA to support analysis of vulnerabilities -OCHA to support contingency planning and updating effort 		

ANNEX G. OCHA Emergency Mission and Logistics Support

Outline

OCHA's internal emergency mission and logistics support mechanism provides OCHA Country Offices, OCHA Emergency Response Roster deployments and UNDAC teams with *mission and logistics support services and assets* during sudden onset emergencies, or when an ongoing emergency rapidly deteriorates on request regardless of the magnitude of response.

The type of support provided includes:

- Participation in the 'S4' Function of OCHA's Emergency Response Task Force (ERTF)
- Response planning for the expansion of an existing in-country Office or the anticipated arrival of an OCHA presence
- Procurement of goods and logistics services (ref. field request form)
- Deployment of OCHA Rapid Deployment Stock
- OCHA Office connection and communication support
- In-country transportation (i.e. vehicle deployment via operational partners or through OCHA's own stocks/procurement processes)
- General Office procurement services
- MOSS/MORSS conformity
- Provision of OCHA visibility items
- Provision of temporary office and accommodation structures
- Deployment of emergency operations centres
- Deployment of Base Camps and medical facilities
- Support for airport operations during emergencies
- Short-term, deployable, logistics and administrative expertise on request
- The ability to quickly mobilise financial resources (outside of Cost Plans) to support CRD to quickly establish, and maintain, an operational presence

The Division of Labor

Given the cross-Branch/Division engagement in mission support and logistics, there a number of key actors involved who all provide a unique service to this element of OCHA's operations under the broader auspices of OCHA's ERTF 'S4' Logistics function.

Branch/Section	General Role
ASB/OSU	Regular procurement, shipment and the inventory management and replenishment of OCHA's Rapid Deployment Stocks
ISB/ITSS	Provision of technical expertise and communications and connectivity equipment
ESB/FCSS	During large scale emergencies (Level 3), FCSS augment OCHA's capacity by providing direct mission support and the provision of material assets and personnel through OCHA's operational partnerships during periods of emergencies and management of all issues pertaining to the management of the mission support and Logistics functions (S4) during emergencies or times of increased activity
PRMB/PPS	Support and coordination of material assets and personal within the private sector

ESB/ACSU

Liaise with the National Custom authorities for Emergency Deployment Stock (EDS) importation procedures

CRD Security

Coordination with UNDSS on issues pertaining to the safety and security of OCHA staff and the provision of technical support pertaining to OCHA deployments

The Emergency Logistics Fund (ELF)

ESB/FCSS is responsible for the management of a USD 500,000 revolving fund for the provision of immediate support to OCHA field operations from the Rapid Deployment stocks, RDS including: vehicles (soft and armoured), personal protective equipment, visibility items, and ICT equipment, that only can be released if the stock items can be replenished against an existing cost plan. Stock holdings would complement support provide to OCHA through the International Humanitarian Partnership (IHP) and other partners.

Given the ‘revolving’ nature of the fund, financial advances provided by the ELF will be recovered from the Cost Plan of a newly established Country Office. The requesting process and the release approval is granted through the submission of an *ELF Request Form* which is partnered with the relevant *Requisition Form* (see flowchart diagram). While the ELF is overseen and managed by FCSS, final approval of request is done so in close coordination with OCHA’s Coordination and Response Division (CRD) in New York.

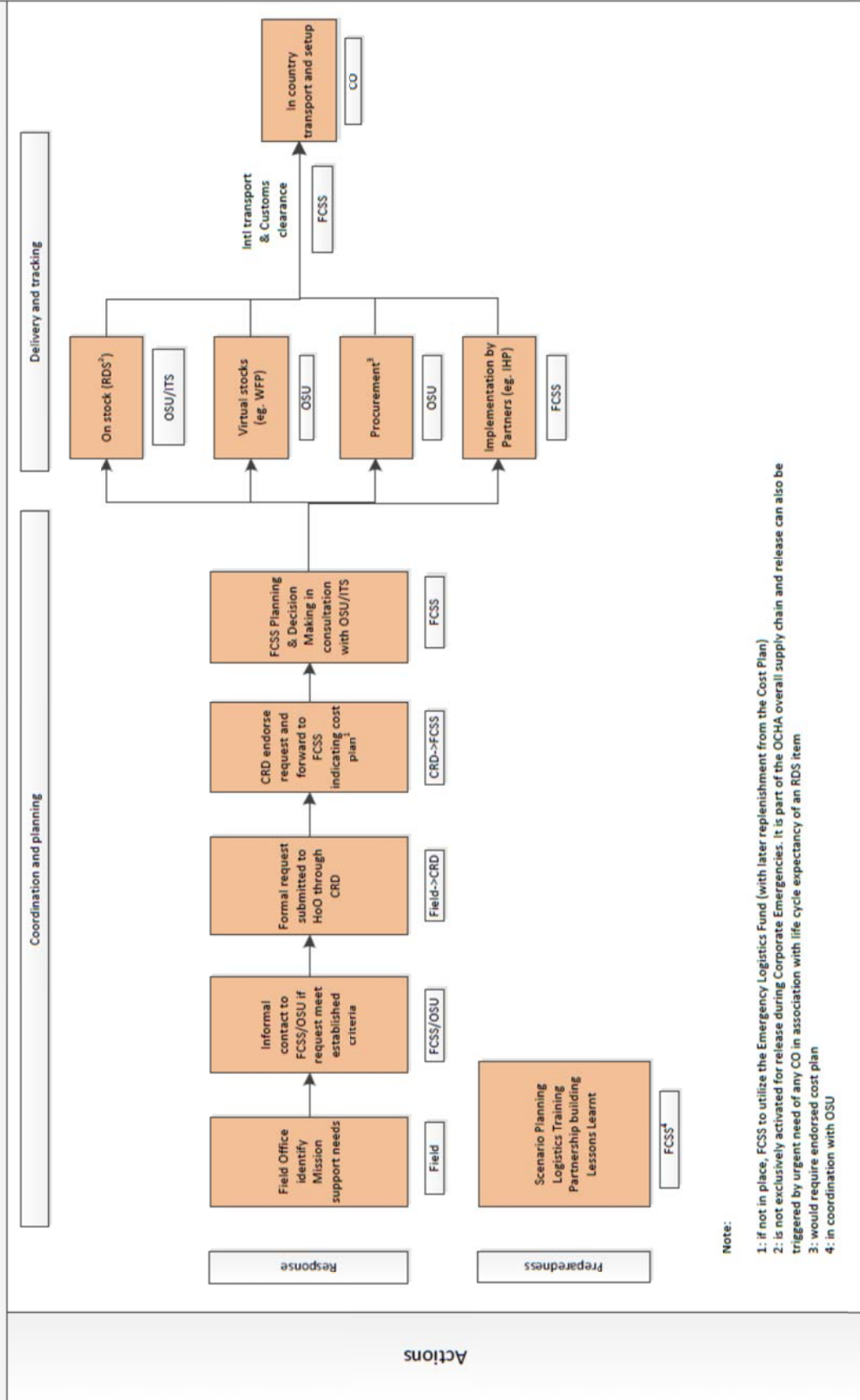
Procedures

In order to determine the sufficient stand-by emergency stock, and logistical and operational requirements to support the mentioned target we refer to the pre-approved cost plan, that states to the staffing table and offices set up as approved. The objective of the emergency mission support and logistics is to put the deployed staff in condition to be instantly operational. We distinguish a first wave of OCHA staff that departs immediately after an emergency outbreak, and the larger surge staff team that is deployed after the first assessment and is involved in longer term mission. The first wave staffs are expected to be operating in extremely challenging environment and are equipped with: personal kits composed of basic living and safety items; connectivity and communication modules including the ITS light module, BGANS, VHF radios, satphones; and PPE (Personal Protection Equipment), in case of need.

The logistics support plan is determined through an appropriate logistics needs assessment. The number of deployed staff, the quantity and type of offices to be set up, the transport requirements, and the security situation in the emergency scenario determines the plan of action of logistics and operational support provided. The support will be provided utilising The Emergency Logistics Fund for an immediate activation. The funds are later reimbursed, and the stand by stock is replenished once emergency funds are activated, including Flash Appeal and in kind contributions

In case a CO is present, a specific request for logistic support is addressed through CRD to the FCSS. In the absence of a CO, a logistics needs assessment must be conducted by a deployed logistics officer. The emergency Mission and logistics support is not a constant identical procedure. It is instead an operational concept where a level of flexibility is necessary for adapting appropriately to the context. Specific unpredictable factors can challenge the operational practicality, and all options must be considered in order to adopt the best logistics plan possible.

OCHA Activity Flow Chart for Level 3 Emergency Mission Support



ANNEX H. L3 Checklist

Jan 14, 2014 Version (This document remains in draft considering the Transformative Agenda protocols are being updated)
 Document under Development and Discussion
 PSB-JP/CRD-JJ

The objective of this table is to provide a general overview of the expectations of each of the levels activated during an L3 response

<p><u>L3 Expectations</u></p> <p><u>Ensure a coordinated, principled, effective and efficient humanitarian response to affected people</u></p>
<p>HQ Level</p>
<p>USG/ERC- DERC/ASG</p>
<p style="text-align: center;">USG/ERC</p> <p style="text-align: center;">Carry out high level negotiations, diplomacy and advocacy with affected country media, governments, humanitarian partners</p> <p>If major /corporate/IASC L3, will make contact with affected government at highest possible level to offer condolences and offer support, including exploring the Government's views on a possible IASC L3 activation if relevant</p> <p>If crisis may constitute an L3, calls a meeting of the IASC Principals within 48 hours of onset of crisis informed by Emergency Director meeting to: decide on classification of emergency, leadership model, composition of IARRM, duration of L3, common advocacy priorities/common messages and other context specific requirements</p> <p>If L3 is activated, will inform SG, IASC Principles, HC and national authorities. [NOTE: This becomes official date L3 was activated.]</p> <p>Convene meeting with IASC Principals within 7-10 days of onset of crisis to review Emergency Director's review of coordination and leadership structures</p> <p>On an on-going basis will continue to maintain SG informed through regular Notes, drafted by CRD.</p> <p>On an on-going basis will disseminate information and updates to a wide audience through different means.</p>
<p>DERC/ASB</p>
<p>Support the ERC's high level negotiations, diplomacy, and advocacy with the affected country, governments, humanitarian partners and through media</p>

EDGs	
Oversee UN System Wide Response to Crisis in accordance with IASC Guidance	
<p>If IASC L3 is considered, CRD convenes a meeting with IASC Emergency Directors <u>within 24 hours of on-set of crisis</u> to analyse context, response, gaps, lessons learned from past emergencies, and advocacy priorities and formulate recommendations to IASC Principals, including composition of IARRM and leadership options.</p> <p>If L3 is declared, convene meeting with IASC Emergency Directors within 7 days to review effectiveness of coordination and leadership arrangement to provide recommendations to IASC principles whether they are fit for purpose</p> <p>If L3 is declared, convene meeting IASC Emergency Directors to draw up exit strategy for approval by IASC Principals by Week 3.</p>	
CRD Director	
Facilitate overall classification of emergency and determination of OCHA response; manage the operation on behalf of USG and chairs ERTF (or his designee) if activate	
<p>Ensure overall OCHA compliance with IASC Guidance</p> <p>On an on-going basis will disseminate information and updates to a wide audience through different means</p> <p>No later than week 4, provide USG update on the revision cost plan, country strategy and results framework</p>	
Emergency Support Branch (ESB) Chief	<p>In consultation with CRD:</p> <p>Deployment of Surge Capacity</p> <p>Deployment of ESB response services, including UNDAC, OCHA Logistics (International Humanitarian Partnership and Telecommunications Sans Frontier</p> <p>Ensure relevant Head of County and Regional Offices are informed, through CRD, of any UNDAC and INSARAG related deployments</p> <p>Ensures that UNDAC team reports to and is managed by relevant HoO</p>
Programme Support Branch (PSB) Chief	<p>In consultation with CRD:</p> <p>Focal point on support for technical support to the operation around activities pertaining to the Humanitarian Programme Cycle</p>

<p>Central Emergency Response Fund (CERF) Chief</p>	<p>In consultation with CRD:</p> <p>In consultation with CRD and relevant HoO process CERF requests swiftly</p> <p>In the event of an L3 a CERF rapid response allocation is automatically triggered and the CERF Chief will advise the ERC to approve an initial CERF allotment to the affected country of US10-30 million. Following approval the ERC will inform the HC and make public announcement. The HC will lead the process of prioritizing the life-saving immediate humanitarian actions and send an official CERF request to ERC. The CERF Chief will ensure that requests are immediately processed for ERC’s review</p>
<p>Partnerships and Resources Mobilization Branch (PRMB) Chief</p>	<p>“needs clarification”</p> <p>Works with CRD to assist operation to develop proposal for key donors to cover the costs under pre-approve cost plan and the implementation of the 6 month country strategy and beyond</p>
<p>Communication Services Branch Chief</p>	<p>In consultation with CRD:</p> <p>Work with relevant HoO to ensure that OCHA is conveying a consistent message and developing a coordinated and appropriate approach to messaging at all levels and to all public audiences, including affected communities</p> <p>Advice on and obtain the appropriate level of public media visibility for OCHA, the RC/HC and the IASC, as appropriate</p>
<p>Information Services Branch (ISB) Chief</p>	<p>In consultation with CRD:</p> <p>Provide support to operation on information management and information technology</p> <p>Coordinate remote support on information management and liaise with relevant focal points in partners agencies through the IASC IM Working Group</p> <p>In a major/corporate or L3 emergencies strengthen or establish HumanitarianResponse.info; activate the International Charter: Space and Disaster in the event of natural disasters</p>
<p>Policy Development and Studies Branch Chief</p>	<p>In consultation with CRD:</p> <p>Ensure that all necessary guidance and protection and access</p> <p>Support operation to ensure protection is being mainstreamed into humanitarian programme cycle</p>

<p>Executive Officer</p>	<p>In consultation with CRD:</p> <p>Ensure that all necessary technical support is provided by the Administrative Services Branch (ASB) to facilitate OCHA’s rapid response, including engaging with the United Nations Office of Geneva and the Department of Management, as necessary, to activate relevant emergency procedures.</p> <p>Expedite processing of recruitment actions for short term and fixed term staff, including facilitation of VISAS, travel documents and medical clearance; 2) expedite processing of relevant procurement action and define clear time lines for delivery of material support; provide technical support to admin team deployed as part of first line of surge.</p>
<p>ONE-OCHA Response</p>	
<p><u>Initial Alert (0-2 hrs):</u> Duty officers alert CRD Desk Officer, Section Chief, CRD Chief in Geneva</p> <p><u>Overview/Analysis/Initial Recommendation (3-12 hrs):</u> Section Chief/Desk compiles situation overview with all relevant inputs focusing on scale, urgency, complexity, capacity, reputational risk.</p> <p>Based on analysis, Section Chief provides recommendation to CRD Director on the level of response required by OCHA (standard response, major response, corporate response, IASC L3 response) on a “no regret basis”- i.e. preference for stronger deployment at the outset which can subsequently be withdrawn.</p> <p>Based on above (if the decision is that it is a standard response) CRD Director to inform SMT through Daily Operational Updates; (if the decision is that it is a major or corporate response) CRD Director submits an internal Note to the USG with relevant recommendations including activation of pre-approved cost plan and 6 month Country Strategy.</p> <p><u>Internal Classification and Activation (13-24 hrs):</u> Standard Response: HoO, HAT or RO, as appropriate, advice RC/HC on relevant elements of the response, including the possibility of requesting OCHA Emergency Cash Grant or CERF Rapid Response grant. Major Response: CRD Director informs SMT of major crisis; engages GVA OCHA Director to determine activation of ERTF; engages with the relevant Regional Office and ESB to coordinate first line of surge, where relevant the deployment of UNDAC, and other ESB response tools; recommends the activation of pre-approved cost plan and pre-approved 6 month country strategy and results framework. HoO, HAT or RO, as appropriate, advice RC/HC on relevant elements of the response, including the possibility of requesting OCHA Emergency Cash Grant or CERF Rapid Response grant. Corporate Emergency: CRD Director advises USG/ERC; engages with the relevant Regional Office and ESB to coordinate first line of surge (for a three month period), where relevant the deployment of UNDAC, and other ESB response tools; IASC L3 Response: CRD Director advises USG/ERC; convenes a meeting with IASC Emergency Directors within 24 hours of on-set of crisis to analyse context, response, gaps, lessons learned from past emergencies, and advocacy priorities and formulate recommendations to IASC Principals, including composition of IARRM and leadership options.</p> <p><u>If USG/ERC agrees with recommendation that it is a Corporate Emergency:</u> Officially declares Corporate Emergency through OCHA wide email; reminds staff that all OCHA staff are considered deployable; reminds OCHA offices, branches, section that they are expected to provide support through CRD and gives</p>	

contact details for CRD Section Chief lead; activates ERTF; activates relevant pre-approved cost plan; and request ASB to work with UNDP and UNOG to activate relevant emergency procedures.						
If USG/ERC agrees with recommendation to trigger inter-agency L3 process: Calls a meeting of the IASC Principals within 48 hours of onset of crisis informed by Emergency Director meeting to: decide on classification of emergency, leadership model, composition of IARRM, duration of L3, common advocacy priorities/common messages and other context specific requirements						
Field level						
Regional Office (RO)						
RO Strategic Objectives as per SF 2014-17	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Preparedness	Assist COs with Emergency Response Preparedness implementation as per below list (which also includes development of contingency plan which needs to be linked at regional and country level)					
Response	Front line of OCHA Surge (ensuring the integration of any contingency plan in place) Liaison with regional organizations, as appropriate and in coordination with relevant Liaison Offices					
Partnerships	Key strategy that underpins both RO preparedness and response efforts					

Field Level			
Country Office			
SO as per Goal 1: Field Effectiveness	Month 1	Month 2	Month 3
SO1: Humanitarian action is led by empowered, competent and experienced professionals	<ul style="list-style-type: none"> - HoO or RHoO (depending on if country presence or not) to liaise directly with affected government to offer international support. - HoO or RHoO to support RC/HC become the focal point for the entire operation and for the achievement of TA protocols deliverables. - HoO or RHoO to help RC/HC convene an HCT to define actions and responsibilities (first 48 hrs.) 		<ul style="list-style-type: none"> - HoO or RHoO support HQ/IASC review of L3 status (Day 90). - HoO or RHoO to support de-activation of IARRM (Day 90).

	<ul style="list-style-type: none"> - HoO or RHoO to support RC/HC's office in emergency communications. - HoO or RHoO to support RC/HC provide feedback to the Inter Agency Rapid Response Mechanism (IARRM) requirements. - HoO or RHoO to support RC/HC feed into EDG discussions. - HoO or RHoO to support RC/HC feed into IASC Principals evaluation of response (Day 7-10). 		
SO2: Humanitarian decision making is based on a common situational awareness	<ul style="list-style-type: none"> -OCHA to produce Situation Analysis including IARRM needs starting Day 2. -OCHA to produce Flash Updates, Situation reports, bulletins, snapshot and dashboard reports beginning Day 7. 		
SO3: Humanitarian action is guided by joint strategic response planning based on prioritized needs	<ul style="list-style-type: none"> -MIRA report produced and disseminated (Day 14) -Humanitarian Needs Overview (HNOs) (Day 120) -Strategic Statement produced and disseminated(Day 3) -Preliminary Response Plan produced and disseminated(Days 5-7) -Strategic Response Plan (SRP) produced and disseminated (Day 30) -OCHA to support RC/HC and HCT to define information exchange flows and intervals between stakeholders 		<ul style="list-style-type: none"> -OCHA to help apply agreed monitoring tool to gage SRP process (Day 90) -OCHA support to Operational Review to be carried out within 90 days of L3 declaration
SO4: Coordination mechanisms are adapted to the context and support the effective and coherent delivery of humanitarian assistance	<ul style="list-style-type: none"> -OCHA to help ensure wide representation of humanitarian stakeholder in HCT - If required, HoO or RHoO helps form and convene smaller HCT for more agile and frequent meetings. -OCHA to help RC/HC identify existing coordination structures (national and international) and analyze and recommend coordination mechanisms and cluster 		<ul style="list-style-type: none"> -OCHA to help ensure cluster performance monitoring tool has been applied - OCHA to help review of

	<p>to ERC (Day 5)</p> <ul style="list-style-type: none"> -OCHA to help activate inter-cluster mechanism at national and regional levels - OCHA to help clusters develop exit strategies either in terms of transition or deactivation and put into a plan -OCHA to help ensure cluster performance monitoring tool has been applied (Tool available) - OCHA to help review of coordination structures by Day 90 to deactivate if required and/or to ensure they are fit for purpose if some need to continue 		<p>coordination structures by Day 90 to deactivate if required and/or to ensure they are fit for purpose if some need to continue</p>
SO5: Humanitarian financing is predictable, timely and allocated based on priority needs	<ul style="list-style-type: none"> -OCHA to support HQ and RC/HC with CERF Allocation (72 hrs.) -OCHA to support the development of proposal package (Days 7-10) -OCHA to help consider second CERF allocation (Day 14) -OCHA to help submit revised CERF project budgets (Day 45) 	-Submit revised CERF project budgets (Day 45)	
SO6: Advocacy and coordination help ensure that people in emergencies are protected from harm and have access to the assistance they require	<ul style="list-style-type: none"> -OCHA to help define Protection responsibilities clearly across HCT members -OCHA to support RC/HC in the development of a communication and advocacy strategy including with the production of key messages, (Day 30) -OCHA to help integrate Protection into overall response 		-OCHA to help monitor inclusion of protection in coordination structures and relevant strategy and planning
SO7: International partners are ready to respond to humanitarian emergencies without delay and the right assistance	<ul style="list-style-type: none"> -OCHA to engage with Civil Defense structure in country -OCHA to support analysis of vulnerabilities -OCHA to support contingency planning and updating effort 		

Sources: ER PI, IASC Protocols