OCHA New York
United Nations Secretariat
New York, NY 10017, USA
Tel: +1 (212) 963 1234
E-mail: ocha-ny@un.org
ERC: +1 (212) 963 2738
Coordination and Response Division:
+1 (212) 963 1522
24-hour emergency number:
+1 (917) 402 1114

OCHA Regional Office for
Asia and the Pacific
Executive Suite, 2nd Floor,
UNCC Building
Rajdamnern Nok Avenue,
Bangkok 10200, Thailand
Tel: +66 (0) 2288 1234
E-mail: ocha-roap@un.org

OCHA Office for
Eastern Africa
OCHA House, Gigiri UN Crescent
PO Box 638
Nairobi, Kenya 00621
Tel: +254 20 762 1006
E-mail: ocharoea@un.org

OCHA Regional Office for
the Caucasus and Central Asia
UN House, 5th foor
67 Tole bi Street
050000 Almaty, Kazakhstan
Tel: +7 (727) 258 2643
E-mail: rocca@un.org

OCHA Regional Office for
the Middle East
and North Africa
19 Port Said Rd., Intersection of Rd.15
and Rd.81, Maadi Sarayat
P.O. Box 48, Cairo, Egypt
Tel: +202 27508190/93/95/96/98
E-mail: ocharomena@un.org

OCHA Geneva
United Nations, Palais des Nations,
8-14 Avenue de la Paix,
1211, Geneva, Switzerland
Tel: +41 (0) 22 917 1234
E-mail: ochagva@un.org
UNDAC or INSARAG Secretariat:
 +41 (0) 22 917 1600
24-hour emergency number:
+41 (0) 22 917 2010

OCHA Regional Office for
Latin America and the Caribbean
Building No 119 A & B
Vicente Bonilla St.
City of Knowledge, Clayton,
Gaillard Avenue
P.O. Box 0843-03096, Balboa, Ancon
Panama City, Republic of Panama
Tel: +507 317 1748/49
E-mail: ocha-rolac@un.org

OCHA Regional Office for the Pacific
Kadavu House, 5th floor
414 Victoria Parade
Suva, Fiji Islands
Tel: +679 331 6760
E-mail: ochapacific@un.org

OCHA Regional Office for
Southern Africa
Merafe House, 11 Naivasha Road
Sunninghill 2157
Johannesburg, South Africa
Tel: +27 11 517 1594
E-mail: ocharosa@un.org

OCHA Regional Office for
West and Central Africa
Sacré Coeur 3, VDN villa no 9364
PO Box 16922
Dakar, Senegal
Tel: +221 33 869 8500
E-mail: ocharowca@un.org

INTRODUCTION TO HUMANITARIAN ACTION

A BRIEF GUIDE FOR RESIDENT COORDINATORS

IASC
Inter-Agency Standing Committee

CONTENTS

ABOUT THIS GUIDE

This guide was prepared by OCHA in consultation with the HC Group, an informal body of the Inter-Agency Standing Committee (IASC). It provides Resident Coordinators with an overview of the key elements of humanitarian action and the steps to take before and immediately after a sudden-onset emergency.

Since this guide is broad in scope, it is not possible to explore all aspects of humanitarian action. For more in-depth information, Resident Coordinators should refer to the *IASC Handbook for RCs and HCs on Emergency Preparedness and Response* or to IASC policy and guidance available on the IASC website: *https://interagencystandingcommittee.org/resources*.

Hyperlinks (displayed as italicized text) are included throughout this guide for further reference. The annex includes the Internet addresses of these hyperlinked references.

1 HUMANITARIAN LEADERSHIP RESPONSIBILITIES OF RESIDENT COORDINATORS

The number of people in need of humanitarian assistance is growing. Armed conflict continues to be a driver of humanitarian need. The absence of political solutions has led to protracted crises in many countries and resulted in widespread destruction, the dislocation of people internally and to neighbouring countries, and a breakdown of law and order. Natural hazards also are an increasing risk. Climate change is modifying weather patterns, making hazards more frequent, less predictable and longer lasting. This magnifies the risk of disasters everywhere, but especially in those parts of the world where there are already high levels of vulnerability due to rapid population growth, food and energy price volatility, poverty, and environmental degradation, among a range of factors. The combined effect is wide-reaching and recurrent humanitarian crises around the globe.

Against this backdrop of growing humanitarian need, each Resident Coordinator (RC) is responsible for ensuring organizations[1] work together to prepare themselves and to support the State[2] in building its capacity to respond to an emergency. If an emergency occurs, the role of the RC is to assess whether or not an international response to a crisis is warranted and - if assistance is invited, welcomed or accepted by the State - to lead and coordinate the response of UN and non-UN actors, if a separate Humanitarian Coordinator (HC) position is not established. In such cases, the RC is ultimately accountable for ensuring that the delivery of

---

1 The Red Cross/Red Crescent Movement operates independently from UN-led action on the ground. Nevertheless, the International Committee of the Red Cross (ICRC) and the International Federation of Red Cross and Red Crescent Societies (IFRC) often engage in international coordination structures in the field as "observers".

2 Under international human rights law, the State is the primary duty bearer to protect and assist people affected by a crisis. Therefore, this text uses that term instead of country or government. When appropriate, the text also uses the phrase "national authorities" to refer to the internationally recognised or de facto national government of a country in which a humanitarian operation is taking place, including all line ministries, departments, institutions, agencies and other actors exercising governmental authority from the national to local level.

international assistance and protection meets affected people's needs, informed by the mandates of respective humanitarian organizations. The Emergency Relief Coordinator (ERC) assesses the performance of RCs in carrying out humanitarian functions, taking into account feedback from Inter-Agency Standing Committee (IASC) organizations and recording the assessment in the RC/HC/DO and UNCT performance appraisal system.

Detailed humanitarian leadership responsibilities of the RC are included in the *RC Job Description*, UN General Assembly resolution 46/182 and various policy and guidance documents of the IASC. The RC's key responsibilities at the onset of a humanitarian crisis[3] are outlined in this guide.

Depending on the scale and complexity of the crisis, the ERC may designate the RC as HC (denoted as RC/HC) to raise the profile of the response and to indicate the severity of the humanitarian situation. In a limited number of cases, based on the context and expertise required, the ERC may choose to designate someone else – a country director of an IASC organization or a HC Pool member[4] – as a stand-alone Humanitarian Coordinator, or to designate a Deputy Humanitarian Coordinator to support the RC/HC. The ERC consults the IASC before making a decision on the most appropriate humanitarian leadership arrangement.

When performing humanitarian functions, the RC
- works on behalf of the IASC;
- is accountable to the ERC; and
- is supported by the UN Office for the Coordination of Humanitarian Affairs (OCHA).

---

3 Humanitarian crisis or emergency refers to a singular event or a series of events in a country or region that cause serious disruption to the functioning of a society, resulting in human, material, or environmental losses which exceed the ability of affected people to cope using their own resources. A crisis may be further classified according to its speed of onset (sudden or slow), its length (protracted) or cause (natural or man-made hazard or armed conflict).
4 The HC Pool is a roster of pre-screened candidates for humanitarian leadership positions. It is managed by OCHA.

2 | HUMANITARIAN LANDSCAPE

Role of the State

The State has the primary responsibility to assist and protect all people affected by an emergency within its boundaries, including leading and coordinating the humanitarian response. If the affected State is unable or unwilling to fulfil its international obligations, the RC should strive to ensure that people in need receive the required assistance and protection, while respecting the State's sovereignty. S/he should do so by advocating with the State to fulfil its obligations and by offering international assistance as appropriate. In situations of armed conflict, where non-State armed groups are in de-facto control of territory, the responsibility to provide assistance and protection falls to them; the RC should advocate with these groups and prompt them to respect international human rights law and international humanitarian law.

If international assistance is welcomed or accepted by the State, the RC leads and coordinates the international contribution to the State's response, ensuring that international responders respect and support the central role of the State. Where relevant, the RC also advocates with the State for access to the affected area (commonly referred to as "humanitarian space") and a humanitarian response that covers the entire affected population.

International humanitarian system

UN General Assembly resolution 46/182 (1991) reaffirms the State's primary responsibility to provide assistance and protection and also sets the framework for the coordination and delivery of UN-led international humanitarian action. The resolution created the position of the ERC, the IASC, and the Central Emergency Revolving Fund (which in 2005 became the Central Emergency Response Fund - CERF) and established 12 guiding principles for humanitarian assistance, including that humanitarian action must be provided in accordance with the principles of humanity, neutrality and impartiality. The resolution also defines the role of the

RC in coordinating humanitarian action at the country level; facilitating preparedness; assisting in the transition from relief to development; and supporting the ERC on matters relating to humanitarian assistance.

The ERC is appointed by the UN Secretary-General to serve as her/his principal adviser on humanitarian issues and to lead and coordinate humanitarian responses to all emergencies requiring UN humanitarian assistance worldwide. S/he also acts as the central focal point for international governmental, intergovernmental and non-governmental relief activities. The ERC is supported by OCHA and also serves as the Under-Secretary-General for Humanitarian Affairs (i.e. the head of OCHA).

The ERC leads the *IASC*, a global mechanism for inter-agency coordination, policy development and decision-making on humanitarian action. It consists of 18 organizations (see table below). The work of the IASC is divided among three bodies: the IASC Principals (focused on strategy), the IASC Working Group (policy), and the Emergency Directors Group (operations); these bodies are supported by topic-specific, technical subsidiary groups. The IASC issues policy statements, guidelines and tools which set the normative framework, common standards and good practice for humanitarian action in the field. With respect to humanitarian leadership, the IASC reviews HC designations and country-level coordination arrangements, provides hands-on or remote support to RCs or HCs and Humanitarian Country Teams (HCTs), and annually reviews the performance of HCs and of RCs fulfilling humanitarian functions.

Organizations that compose the IASC

UN	FAO • OCHA • OHCHR • UNDP • UNFPA • UNHABITAT • UNHCR • UNICEF • WFP • WHO • Special Rapporteur on the Human Rights of IDPs
NGO	International Council of Voluntary Agencies (ICVA) • InterAction • Steering Committee for Humanitarian Response (SCHR)
RED CROSS/RED CRESCENT MOVEMENT	IFRC • ICRC
OTHER	IOM • World Bank

Notes: (i) The orange colored text denotes "standing invitees". In IASC meetings/discussions, no distinction is made between members and standing invitees and each has equal say. (ii) ICRC and IFRC operate independently and cannot be tasked by the IASC directly.

1991
General Assembly resolution 46/182

2005
IASC Humanitarian Reform

2011
IASC Transformative Agenda

IASC Humanitarian Reform and Transformative Agenda

The humanitarian assistance framework laid out in General Assembly resolution 46/182 has been refined and expanded over the last twenty-five years through a series of reforms. The two most recent reforms took place in 2005 and 2011. The IASC initiated a *Humanitarian Reform* in 2005 which introduced a broad range of improvements, including the upgrade of the CERF to include a $450 million grant mechanism; the establishment of the cluster approach to ensure dedicated leadership and capacity for each sector of humanitarian work (see chapter 4); and strengthening of the HC function.

Building on the 2005 reform and based on an internal review of humanitarian responses to several large-scale disasters, the IASC agreed in 2011 to a set of additional improvements known as the *IASC Transformative Agenda*. These included the creation of a new inter-agency process for system-wide mobilization and response to major crises, termed "Level 3" (L3) emergencies, and accompanying L3 measures such as the deployment of senior humanitarian leadership at the outset of a response; the establishment of an Inter-Agency Rapid Response Mechanism (IARRM) to deploy experienced humanitarians to fill key functions; and the empowerment of the HC to make decisions when consensus cannot be reached in the HCT. The Tranformative Agenda also included other initiatives applicable to all types of humanitarian responses, such as improved preparedness and strategic response planning measures; reinforced commitment to greater accountability to affected people; and, reaffirmation of the centrality of protection in humanitarian response.
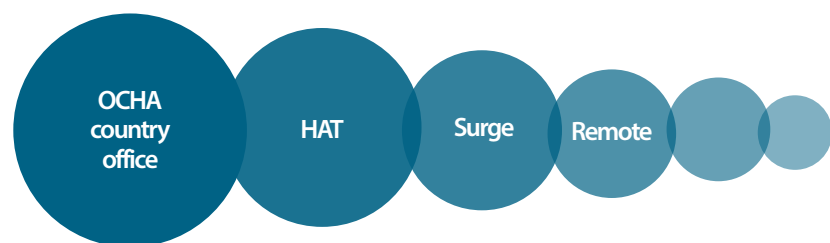
OCHA

OCHA is a department of the UN Secretariat. It was established in 1998 to further strengthen the humanitarian coordination role previously carried out by the Office of the UN Disaster Relief Coordinator (established by General Assembly resolution 2816 in 1971) and its successor, the UN Department for Humanitarian Affairs (established by General Assembly resolution 46/182 in 1991).

OCHA supports the ERC at the global level and RCs and HCs at the country level. Specifically, it focuses on mobilizing and coordinating effective and principled humanitarian action in response to emergencies, in partnership with national and international actors; advocating for the rights of people in need; promoting preparedness and prevention; and facilitating sustainable solutions. It does this through five core areas of work: coordination; humanitarian financing; policy development; advocacy; and information management. OCHA is headquartered in Geneva and New York.

Depending on the scale and phase of the emergency, the operational environment and the RC's requirements, OCHA's support to RCs may range from remote assistance or the temporary deployment of staff from the nearest regional office, to the placement of a one or more person Humanitarian Advisor Team (HAT) within the RC's Office, or to the establishment of a full-fledged country office. When needed, OCHA headquarters supplements country and regional office efforts through a range of measures, such as deploying *surge capacity* and *UN Disaster Assessment and Coordination* (UNDAC) teams. The RC is responsible for signalling the type of support needed from OCHA.

Levels of OCHA support to RCs

The first line of OCHA support to the RC is the country office and, in its absence, the nearest regional office. The focal point for headquarters level support is the Director of OCHA's Coordination and Response Division, who manages field operations.

3 PRINCIPLED AND ACCOUNTABLE HUMANITARIAN ACTION

International law

International law serves as a basis for humanitarian action. It defines the legal obligations of States in their conduct with each other and their treatment of individuals, including the fundamental legal standards for the protection of individuals and the type of assistance that may be provided. Two main bodies of international law apply to humanitarian action.

First, **international human rights law** applies at all times, as human rights are fundamental to every human being. International human rights law lays down obligations which States are bound to respect. A limited set of rights may be restricted or suspended publicly by a State during a serious public emergency (referred to as "derogation") but certain human rights — such as the prohibition of torture— are non-derogable, meaning they cannot be limited or suspended in any way, at any time, for any reason, even during an armed conflict. At the core of international human rights law is the *International Bill of Human Rights*, which consists of three elements: the Universal Declaration of Human Rights; the International Covenant on Civil and Political Rights with its two Optional Protocols; and the International Covenant on Economic, Social, and Cultural Rights with its Optional Protocol. Through ratification, States undertake to put into place domestic measures and legislation compatible with their treaty obligations and duties. Where domestic legal proceedings fail to address human rights violations, mechanisms and procedures for individual complaints or communications are available at the regional and international levels to help ensure that international human rights standards are indeed respected, implemented, and enforced at the local level.

Second, **international humanitarian law** applies to situations of armed conflict. It aims to limit the effects of hostilities on both persons and objects, and to protect certain particularly vulnerable groups of people. It also establishes measures

of protection for humanitarian actors[5]. Among a broad range of treaties, the key instruments are the *Hague Convention and its regulations* (1907), setting out restrictions on the means and methods of warfare, and the four *Geneva Conventions* (1949) and *Additional Protocols I and II* (1977), providing protection to specific categories of persons, setting out further limitations on the means and methods of warfare, and regulating the delivery of humanitarian assistance to persons in need. Article 3 common to all the Geneva Conventions covers situations of non-international armed conflict, which is particularly relevant given that most armed conflicts today are considered "internal". Article 3 and Additional Protocol II of the Geneva Conventions also set out obligations of non-State actors.

In addition, the *Convention Relating to the Status of Refugees* (1951); *Conventions Relating to the Status of Stateless Persons* (1954) and *on the Reduction of Statelessness* (1961); and the *Guiding Principles on Internal Displacement*[6] (1998) outline the identification, protection and assistance of refugees, stateless persons and internally displaced persons respectively.

RCs should be familiar with the core concepts of the different bodies of international law, including treaties, customary law and non-binding guidance, and use this to advocate with State and non-State actors to meet their obligations to assist and protect civilians and to provide affected populations with rapid and unhindered access to humanitarian assistance and protection.
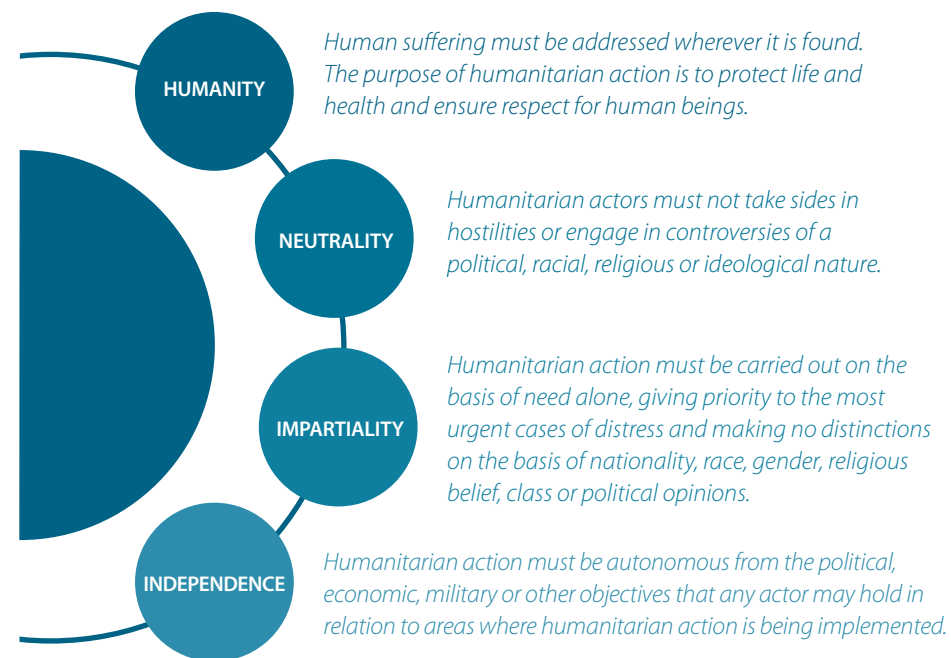
Humanitarian action and principles

Humanitarian action comprises assistance, protection and advocacy in response to humanitarian needs resulting from natural hazards, armed conflict or other causes, or emergency response preparedness. It aims to save lives and reduce suffering in the short term, and in such a way as to preserve people's dignity and open the way to recovery and durable solutions to displacement. Humanitarian action is based on the premise that human suffering should be prevented and alleviated wherever it happens (referred to as the "humanitarian imperative").

While each humanitarian organization may subscribe to a broader set, there are four core and widely accepted humanitarian principles that guide humanitarian action:

HUMANITY — *Human suffering must be addressed wherever it is found. The purpose of humanitarian action is to protect life and health and ensure respect for human beings.*

NEUTRALITY — *Humanitarian actors must not take sides in hostilities or engage in controversies of a political, racial, religious or ideological nature.*

IMPARTIALITY — *Humanitarian action must be carried out on the basis of need alone, giving priority to the most urgent cases of distress and making no distinctions on the basis of nationality, race, gender, religious belief, class or political opinions.*

INDEPENDENCE — *Humanitarian action must be autonomous from the political, economic, military or other objectives that any actor may hold in relation to areas where humanitarian action is being implemented.*

The RC should promote and uphold these principles throughout the response, and ensure adherence to them. Humanitarian principles matter – they separate humanitarian work from political activities and objectives. Any assistance carried out on the basis of political (or other) conditions or priorities, rather than on the basis of need, contravenes these humanitarian principles and is therefore not considered humanitarian. Adherence to the principles strengthens the humanitarian community's[7] acceptance and credibility vis-à-vis

---

5   Humanitarian actors or responders refer to impartial international or national organizations (UN and non-UN) mandated to provide humanitarian action; it does not include donors, militaries or national/local authorities.

6   There is no international treaty which applies specifically to internally displaced persons (IDPs). Although the Guiding Principles are non-binding, they are based on the key concepts of international law which have relevance to IDPs. The guidelines serve as the normative framework for the protection of IDPs and the key advocacy tool vis-a-vis States.

7   Humanitarian community or system refers to the diversity of actors and networks which loosely come together to respond to a crisis; it is not meant to imply a degree of cohesion and uniformity of objectives, values or ways of working.

national/local authorities or armed groups to gain access to affected populations and to en-sure the safety and security of humanitarian personnel. Humanitarian responders (and the people they serve) are in danger if warring groups associate them with military, political, religious or ideological factions.

Standards

Increasingly, the public and donors are seeking assurances that the resources they provide are used in the best possible way, both in terms of value for money as well as programmes being developed with and for affected people. In parallel, the IASC is committed to demon-strating that it is accountable to affected people for the assistance and protection it provides. Clearly defined and rigorously applied standards may offer these assurances and support quality and accountable humanitarian action. A variety of standards and accountability mea-sures have been launched over the years. The three key ones are:

1. The *Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief* (1994) is a voluntary code of ten principles to safeguard high standards of behavior among humanitarian responders.

2. The *Sphere Handbook* (2011) and companion standards are important technical resources for every humanitarian worker. It sets internationally recognized common principles and universal minimum standards for the delivery of humanitarian action.

3. The *Core Humanitarian Standard on Quality and Accountability* (2014) establishes nine veri-fiable commitments that organizations can use to improve the quality and accountability of their action.

Although these initiatives are not binding on States or the UN, they are indispensable refer-ence documents for the RC.

4 HUMANITARIAN COORDINATION

In an emergency, there may be several hundred organizations responding in the same location at the same time, many of whom do not have a permanent presence in the country and deploy only after the emergency strikes. To avoid a chaotic response and as no single organization can cover all humanitarian needs, coordination is a necessity. The RC supports the State to ensure that humanitarian actors responding to a crisis work together to achieve shared strategic objectives and design and deliver programmes in a principled, effective and complemen-tary way. A lack of coordination can lead to competition, fragmentation and – if nothing is done to join the dots – less effective or less principled responses, with duplication of aid to one group and a gap in assistance to another.

Non-governmental organizations (NGOs) deliver the bulk of international human-itarian assistance. They are well established in remote field locations where the UN has limited or no presence. As such, NGOs are a key constituent of the RC and should be treated as equal partners, on par with UN agencies, and be involved in all aspects of the response, including strategic decision-making.

It is critical for the RC to have an understanding of the mandates of each type of actor involved in the response in advance of a crisis, and their adherence to humanitarian principles (only aid that is provided in accordance with humani-tarian principles is considered humanitarian action). The various categories of ac-tors include: community-based organizations, faith-based organizations, national and foreign militaries, national and international NGOs, the national and foreign private sector, the Red Cross/ Red Crescent Movement (IFRC, ICRC, national soci-eties), the International Organization for Migration (IOM), UN entities, and neigh-bouring and other States. None of these actors have a reporting line to the RC and each has different mandates, accountabilities and cultures. Yet, the RC must strive to ensure coordination among them.

Principles of Partnership

While coordinating a diverse set of humanitarian actors is a complex undertaking, the IASC-endorsed *Principles of Partnership* provide a template for success. Established in 2007, the principles provide a framework for the engagement of international humanitarian actors with each other and with others responding in an emergency. The **five principles** are as follows:

Transparency : Transparency is achieved through dialogue (on equal footing), with an emphasis on early consultations and early sharing of information. Communications and transparency, including financial transparency, increase the level of trust among organizations.

Result Oriented Approach: Effective humanitarian action must be reality-based and action-oriented. This requires result-oriented coordination based on effective capabilities and concrete operational capacities.

Responsibilty: Humanitarian organizations have an ethical obligation to each other to accomplish their tasks responsibly, with integrity and in a relevant and appropriate way. They must make sure they commit to activities only when they have the means, competencies, skills, and capacity to deliver on their commitments. Decisive and robust prevention of abuses committed by humanitarians must also be a constant effort.
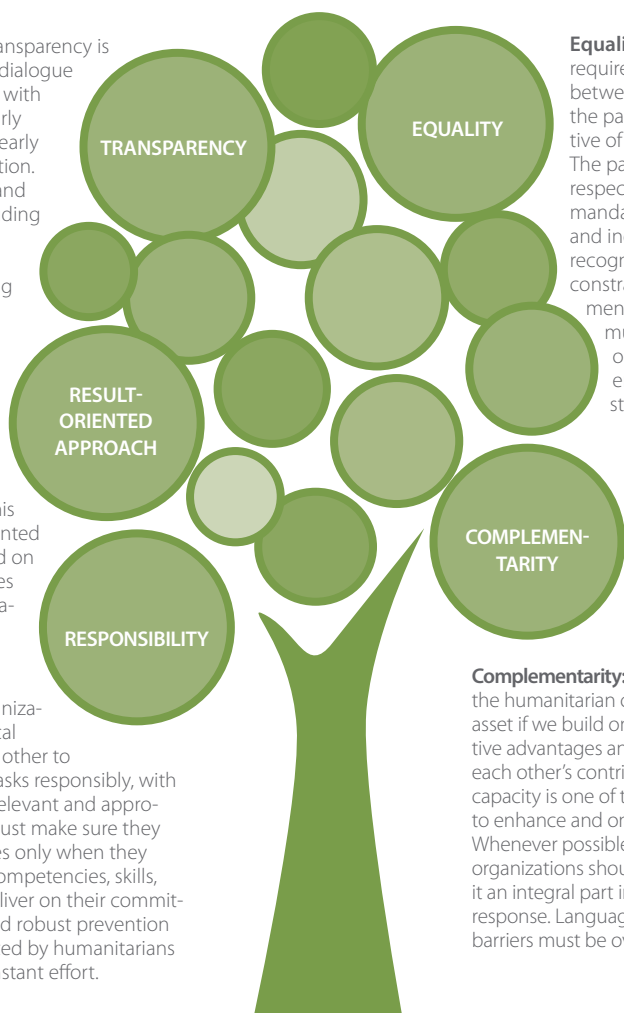
Equality: Equality requires mutual respect between members of the partnership irrespective of size and power. The participants must respect each other's mandates, obligations and independence and recognize each other's constraints and commitments. Mutual respect must not preclude organizations from engaging in constructive dissent.

Complementarity: The diversity of the humanitarian community is an asset if we build on our comparative advantages and complement each other's contributions. Local capacity is one of the main assets to enhance and on which to build. Whenever possible, humanitarian organizations should strive to make it an integral part in emergency response. Language and cultural barriers must be overcome.

TRANSPARENCY

EQUALITY

RESULT-ORIENTED APPROACH

COMPLEMEN-TARITY

RESPONSIBILITY

Successful humanitarian responses are grounded in interdependency and reliant on effective and principled partnerships. The Principles of Partnership strive to enhance the effectiveness of humanitarian action, acknowledge diversity as an asset of the humanitarian community and recognize the interdependence among humanitarian organizations.

Coordination structures

As part of preparedness or in the immediate aftermath of a crisis if not done before, the RC is responsible for deciding on the most appropriate coordination architecture for international responders, taking into account the context, available resources and existing mechanisms, and after consulting the national authorities and in-country humanitarian actors. With respect to refugees, UNHCR is mandated to lead the refugee response, including carrying out inter-agency coordination, contingency planning, response, resource mobilization and finding durable solutions[8].

Ideally, the coordination architecture for international responders builds on and complements existing national (and local) level mechanisms, instead of creating separate or parallel ones. If mechanisms are established, there should be clear roles and responsibilities and reporting lines, and plans for transition to allow for the adaptation of coordination structures over time and the handover of responsibilities to national authorities and/or development partners as the situation moves from emergency to recovery. In conflict situations in which the State is a party to the conflict, humanitarian coordination may need to happen with limited State involvement so as to ensure that affected people have access to humanitarian protection and assistance, independently from whether the State controls the territory on which they reside.

The coordination mechanisms established, their duration and their location (national, sub-national) depend on the scale and complexity of the response and the type of crisis. It is important for RCs to keep the coordination structure light and streamlined to allow responders to focus on serving affected people rather than attending many meetings.

A number of mechanisms have been developed as part of the international humanitarian architecture to strengthen transparency, accountability and inter-agency cooperation. The three key mechanisms are outlined below.

Strategic level: The *HCT* is chaired by the RC (or HC, if designated). It is responsible for strategic coordination and decision-making of international preparedness and response. It is a team, not

---

8   For "mixed situations", whereby both refugees and internally displaced persons are being assisted, please see the *Joint UNHCR-OCHA Note on Mixed Situations: Coordination in Practice*. It sets out the roles and responsibilities of the UNHCR Representative and the HC, and the practical interaction of IASC coordination and UNHCR's refugee coordination arrangements, to ensure that coordination is streamlined, complementary and mutually reinforcing.

just a meeting. The HCT is composed of a limited number of country directors of operationally relevant UN and non-UN organizations (both national and international) to enable effective decision-making; the RC may decide to set up a separate forum to ensure information-sharing with the broader humanitarian community. The HCT guides the work of the inter-cluster coordination group, clusters and other structures, if established. See chapter 6 for immediate actions that the HCT should take following the onset of a crisis.

What's the difference? HCT versus UNCT

The HCT addresses strategic humanitarian issues of the broader humanitarian community (UN and non-UN), while the UN Country Team (UNCT) focuses on UN development programmes. The HCT comprises the heads of select UN humanitarian agencies, IOM and non-UN humanitarian organizations; the UNCT includes the heads of all UN agencies plus IOM. It should not be assumed that all members of the UNCT are HCT members. The UNCT and HCT coexist; they do not replace each other. The RC (and HC if designated) is responsible for ensuring complementarity between the two entities. In countries where there is no humanitarian emergency, HCTs can be established to coordinate preparedness.

Operational level: An *inter-cluster coordination group* is composed of each cluster's coordinator (and co-coordinator, if applicable). It focuses on operational collaboration to close delivery gaps, eliminate duplication, and ensure action is taken across clusters to allow for an impartial, people-centered response. The inter-cluster coordination group both facilitates communication and serves as a conduit for cross-cutting technical and strategic issues from the clusters to the HCT and vice versa. OCHA chairs this group.

Technical level: *Clusters* bring together UN and non-UN partners around eleven sectors or technical areas of humanitarian action, with the aim of coordinating their preparedness and response activities. For each cluster, an organization (referred to as a "cluster lead agency") is formally designated to lead and coordinate technical expertise and to serve as *provider of last resort*, which is a commitment by the cluster lead agency to call on all relevant humanitarian partners to address critical gaps in the response and if this fails, to commit itself to fill the gap itself (or advocate for resources or access to do so).

At the global level, the IASC established eleven clusters. Global clusters serve as a resource that can be called upon for advice on global standards, policies and good practice, as well as for operational support and training. There is a Global Cluster Coordination Group which meets regularly in Geneva/Rome to support country-level cluster and inter-cluster coordination. The global clusters along with their cluster lead agencies are:

Global Cluster	Global Cluster Lead Agency
Camp Coordination & Camp Management (CCCM)	IOM, UNHCR
Early Recovery	UNDP
Education	UNICEF, Save the Children
Emergency Telecommunications (ETC)	WFP
Food Security	WFP, FAO
Health	WHO
Logistics	WFP
Nutrition	UNICEF
Protection (see AoRs in notes below)*	UNHCR**
Shelter	IFRC*** (natural disasters) UNHCR (conflict)
Water, Sanitation & Hygiene (WASH)	UNICEF

Notes:

* In light of their thematic expertise, several agencies have been designated as lead agencies for specific areas of responsibilities (AoRs) within protection, namely (i) UNICEF for child protection; (ii) UNFPA and UNICEF for gender-based violence; (iii) UN-Habitat for land, housing and property; and (iv) UNMAS for mine action. These AoR lead agencies have the equivalent responsibilities to cluster lead agencies, and should engage alongside the protection cluster in all inter-cluster processes.

** UNHCR is the cluster lead agency at the global level. However, at the country level in disaster situations or complex emergencies without significant displacement, the three protection-mandated agencies (UNHCR, UNICEF and OHCHR) will consult closely and, under the overall leadership of the RC or HC, agree which agency among the three will assume the role of cluster lead agency for protection in country.

*** IFRC is a "convener" rather than cluster lead as it cannot accept accountability beyond those defined in its constitutions and policies. It therefore cannot commit to being provider of last resort, or hold itself accountable to the UN system, including the ERC and RC/HC.

At the country level, clusters are established temporarily if

    (i) coordination gaps exist, or

    (ii) the national coordination mechanism is unable to meet needs in a manner that respects humanitarian principles.

Based on an analysis of the coordination capacity and consultations with the national authorities and the HCT, the RC recommends to the ERC and the IASC the establishment of one or more clusters and the designation of one or more cluster lead agencies for each. Proposed cluster lead agencies generally mirror global arrangements, although the RC may propose other organizations based on capacity, operational relevance and presence; in particular,

NGOs may be selected to lead or co-lead national or sub-national clusters. The IASC is given 24 hours to review the RC's proposal. Once agreed, the country director of the cluster lead agency is accountable to the RC for the functioning of the cluster, including appointing a dedicated and skilled cluster coordinator and carrying out the **six core cluster functions** related to service delivery; HC/HCT strategic decision-making; planning and strategy development; advocacy; performance monitoring and reporting; and national capacity building and contingency planning.

For more information on cluster coordination, please refer to *the IASC Reference Module for Cluster Coordination at Country Level.*

Other structures: In addition to the HCT, inter-cluster coordination group and clusters, the RC may establish other structures to support needs assessment and analysis; cash transfer programming; risk management; the management of country-based pooled funds; information management; humanitarian access; humanitarian civil-military coordination; and so forth.

....

What is it? MCDA

Military and civil-defence assets (MCDA) such as equipment, transport, and supplies can be contributed by national or foreign military and civil defence organizations to support humanitarian action as a last resort when civilian/commercial solutions have been exhausted or are not readily available. The use of MCDA to support humanitarian operations may impact negatively on the perceived or actual neutrality, impartiality and operational independence of the humanitarian effort. Therefore, it is vital that it be used in accordance with the principles and criteria set out in the *Guidelines on the Use of Foreign Military and Civil Defence Assets in Disaster Relief* (*Oslo Guidelines*, for natural disasters) and the *Guidelines on the Use of Military and Civil Defence Assets to Support United Nations Humanitarian Activities in Complex Emergencies* (*MCDA Guidelines*, for complex emergencies). In general, the use of MCDA should meet these six criteria: (1) provide unique advantages in terms of capability and timeliness; (2) meet a very special requirement; (3) complement civilian capabilities; (4) be used for a limited duration and according to an agreed strategy; (5) be in accordance with humanitarian principles and standards; and (6) be at no cost to the affected State, humanitarian budgets or the UN.

....

Global and country-level leadership and coordination structures
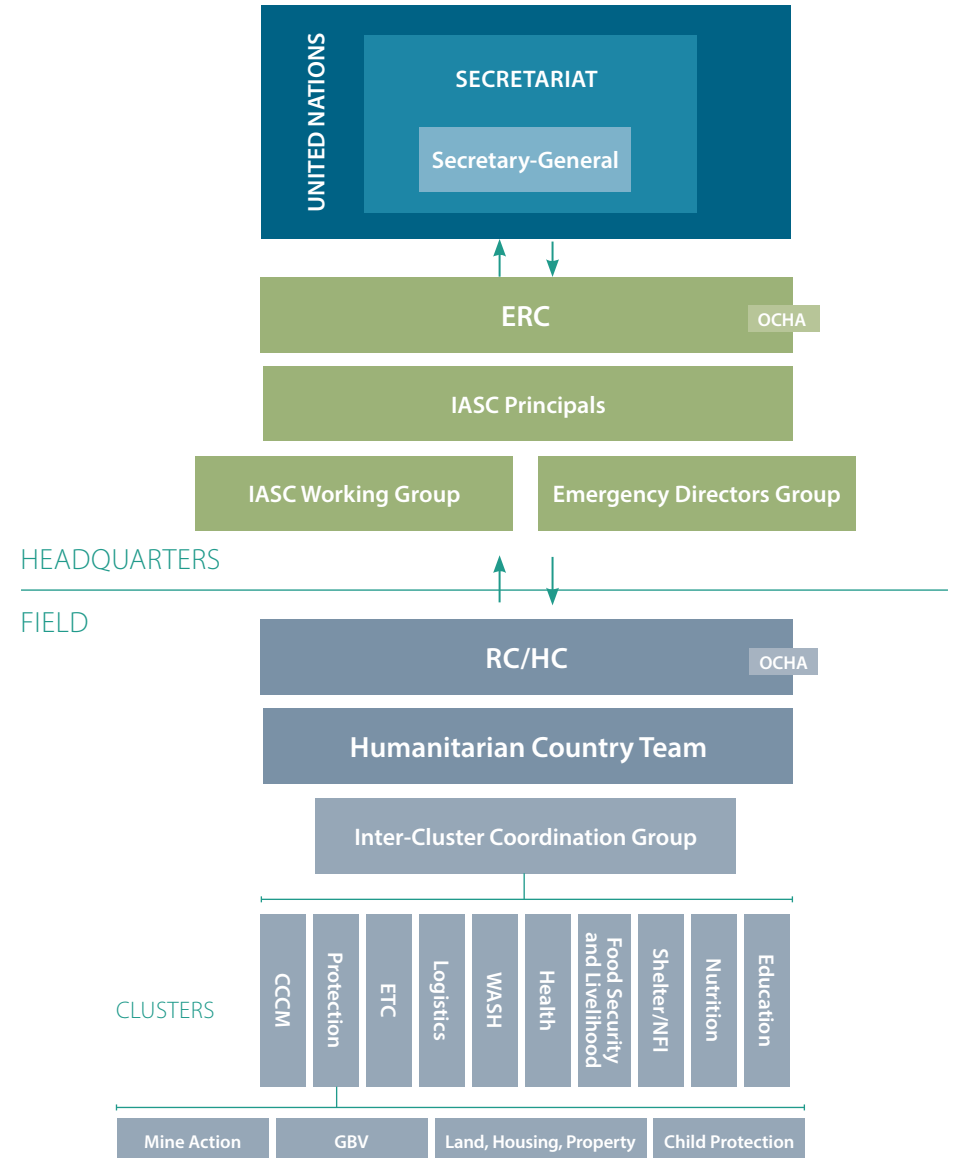
5 PREPARING FOR AN EMERGENCY

While it is not possible to stop a hazard such as a cyclone or earthquake from happening, it is possible to prevent it from becoming a disaster. Planning ahead and putting in place the key components of the response in advance helps everyone understand what to do and who is doing it, and this helps save lives and livelihoods if a crisis unfolds.

Risk analysis and monitoring are the cornerstone of preparedness as the process generates information on hazards that are likely to occur (risk analysis) and then 'rings the alarm bell' (monitoring) to allow national and international actors to act quickly on early warning information.

Preparedness is a continuous process of implementing measures to be ready and able to respond, and then periodically repeating, updating or testing them in order to close gaps, build capacity, foster working relationships and clarify roles and responsibilities.

In all contexts, RCs are responsible for overseeing both inter-agency preparedness (UN and non-UN) and inter-agency support to build national and local preparedness capacity. The four recommended preparedness actions of RCs are outlined in the box to the right; these need to be adjusted to the context and properly timed according to the (seasonal) hazards and other processes and initiatives underway like the United Nations Development Action Framework (UNDAF) or humanitarian response plan (HRP). It is also critical for the RC to assign responsibility to an experienced staff member from the OCHA country office or the RC's office to coordinate preparedness activities and support their implementation.

RC PREPAREDNESS CHECKLIST

☐ **Oversee the analysis and monitoring of risk and use the information to inform decisions.** If a national forum to coordinate this work is not established by the State, the RC should ensure that the HCT takes it forward in coordination with the national authorities. Risk analysis and monitoring involve the following three steps: hazards are identified; they are ranked as low, medium or high based on an analysis of the potential impact and likelihood of occurrence; and, medium or high risks are monitored. Monitoring is vital to trigger when action is need.

☐ **Regularly convene relevant development, humanitarian, and human rights organizations to coordinate the planning and implementation of national capacity-building support (if requested by the State) and inter-agency preparedness.** Under the leadership of the RC, and based on the risk analysis carried out in step 1, national preparedness capacity is assessed to identify strengths and gaps and to develop and implement an action plan to bolster capacity. Typical capacity-building actions include technical assistance and training; strengthening of early warning systems; national contingency planning; simulation exercises; and legal preparedness (see box on IDRL Guidelines).

In support of national efforts, the RC leads the HCT (or in its absence, the UNCT) to assess its own preparedness and develop a work plan to fill any gaps to ensure a <u>minimum</u> level of readiness for any type of hazard; when risk monitoring suggests a crisis is imminent, the RC leads the HCT to implement additional measures to further <u>advance</u> readiness to respond to a specific threat. *To guide HCT (or UNCT) preparedness, the IASC established minimum and advanced preparedness actions detailed in the IASC's guidance on Emergency Response Preparedness. As an example, one of the minimum preparedness actions is to establish a HCT, if it is not already in place. Please refer to the guidance for a complete list of actions.*

☐ **Lead the preparation of the international contribution to a national contingency plan (or the development of an inter-agency contingency plan if required).** In response to a specific threat, a contingency plan is developed to set the initial response strategy, operational plan and resource requirements. Whenever possible, the HCT should participate in national contingency planning and testing. In countries facing protracted or potential complex emergencies, inter-agency contingency planning may be necessary; in these cases, the RC should lead the development and testing of an inter-agency contingency plan, which covers the first 3-4 weeks of a possible response and will serve as the basis of a flash appeal if a crisis hits.

☐ **Advocate for preparedness funding from the State, donors and organizations[9].** The RC should request his/her office or OCHA to develop a fundraising strategy and research potential local funding options. In addition to donor outreach, the RC should encourage individual organizations to consider how to fund actions agreed under the collective work/action plans for inter-agency and national preparedness (see step 2), perhaps using internal or core funding. The RC should build political support for preparedness through advocacy and encourage improved data collection among humanitarian actors in order to present examples that demonstrate the cost-effectiveness and value of preparedness.

More detailed information on the specific preparedness responsibilities of RCs are outlined in the *IASC, ISDR and UNDG Common Framework for Preparedness* and the IASC's guidance on *Emergency Response Preparedness*.

What is it? IDRL Guidelines

National legal provisions and domestic regulations can become barriers in response operations, particularly with regard to customs clearance and visa issuance, rendering aid slower and more expensive. IFRC's *Guidelines for the Domestic Facilitation and Regulation of International Disaster Relief and Initial Recovery Assistance*, commonly referred to as *IDRL Guidelines*, provide practical recommendations for preparing domestic laws and systems to manage international assistance. They are a useful resource for both States and RCs. If a State lacks legislation to facilitate customs clearance and a crisis is imminent, the RC should request OCHA to negotiate a *customs agreement* between the UN and the State to expedite the import, export and transit of relief goods and possessions of relief personnel.

If a crisis is imminent .....

If there is no OCHA country office, the RC and nearest OCHA regional office should maintain close contact on the nature of the hazard; estimated level of risk; preparedness actions undertaken; and assistance required from regional or global levels. The OCHA regional office forwards this information to IASC regional and global bodies for appropriate follow-up action and support. Depending on the estimated scale and severity of a possible crisis, the RC may wish to signal the need for the deployment of an UNDAC team or surge capacity or the activation of a range of emergency response mechanisms and tools (see chapter 7).

6 | EMERGENCY RESPONSE

Humanitarian responses generally take place in complex, insecure, and logistically challenging environments. The first 24-48 hours after the onset of an emergency are particularly critical in setting up the most effective and appropriate response and signalling to headquarters (and donors) any support requirements. Immediate action is critical to saving lives[10].

Local authorities, communities and affected people are generally the first responders in an emergency. They should be fully involved in planning, implementing and monitoring the relief operation as they play a critical role in context-specific action and aiding the shift to early recovery and recovery when appropriate.

To be effective, RCs need to rally the HCT together, be upfront about asking for support and any technical expertise from OCHA, and ensure the receipt of 'big picture' information on the crisis to make rapid decisions. There are **six recommended** actions that a RC should take in the immediate aftermath of a crisis. The following list is by no means exhaustive and the sequencing must be adapted to the context, in-country capacity and scale of the crisis. Preparedness activities completed before the onset of a crisis make it possible to respond faster.

---

9 There is no donor or funding mechanism that funds preparedness exclusively. Aspects of preparedness have been financed by bilateral donor contributions, multilateral development banks, and humanitarian, risk reduction or climate financing mechanisms such as the *CERF* (managed by OCHA), *Disaster Relief Emergency Fund* (IFRC), *Thematic Trust Fund for Crisis Prevention and Recovery* (UNDP), *Global Facility for Disaster Reduction and Recovery* (World Bank), *Adaptation Fund* (Global Environmental Facility), and *Least Developed Countries Fund* (World Bank).

10 Please note that this guide does not cover Level 3 (L3) emergency responses which are defined as "major sudden onset humanitarian crises triggered by natural disasters or conflict which require system-wide mobilization". Five criteria are used by the IASC Principals to determine whether a L3 response is required, namely scale, urgency, complexity, combined national and international capacity to respond and reputational risk. The declaration of a L3 emergency response triggers the activation of several mechanisms and tools. Additional information is available on the IASC website.

6 STEPS TO TAKE IN THE FIRST 24 HOURS

1 **Obtain an overview of the crisis, response capacities and gaps.** Based on all available sources and drawing on baseline information gathered as part of preparedness, develop a preliminary understanding of the scale, urgency, and complexity of the crisis; the available capacity of national, local and international actors, including of the RC's or OCHA country office; and the potential response and (immediate) resources required. OCHA (or the RC's office) supports the compilation of information, with inputs from in-country humanitarian actors if feasible given time constraints.

2 **Contact the national authorities to ascertain the extent of the crisis and if needed, to offer assistance in support of the State's responsibility to assist and protect people affected by the crisis.** Promote the respect for international human rights law and international humanitarian law by all parties, including non-State actors, if applicable. While it is preferable that a State formally declare a state of emergency and/or request international assistance, as some international response mechanisms require it to be activated, it may avoid public statements of humanitarian need by discretely accepting offers of aid or at a minimum not opposing it. Organizations already working in country may consider whether (and how) to re-direct assistance from on-going programmes to the affected areas, following consultations with the State and donors.

3 **Provide the ERC (or OCHA regional office, in small- or medium-scale crises) with an initial assessment of the situation.** This includes any data on affected persons; a description of the context, including access, logistics, and security; an overview of capacity to respond; the State's decision on whether to receive international assistance; a projection of how the situation may evolve; and any immediate support requirements for the RC's office/OCHA.. In the interest of time, this input can be given to the ERC/OCHA regional office orally.

4 **Convene the HCT (or if it does not exist, establish it) and hold meetings regularly.** The first meeting following the onset of a crisis is critical in setting the direction and establishing the structure of the response. The HCT should:

(a) Review and activate the inter-agency contingency plan (or the international component of the national plan);
(b) Agree on the scale of the crisis, immediate needs, and priority sectors/geographic areas;
(c) Assess response capacity/presence and gaps;
(d) Review operating conditions, including staff welfare, logistics, access;

(e) Review existing coordination structures and/or agree new arrangements to fill gaps (see chapter 4);
(f) Determine and request initial external support and initial funding needs;
(g) Determine sequence/timing of inter-agency needs assessments, response planning, and monitoring (see the *IASC Reference Module for the Implementation of the Humanitarian Programme Cycle* for more information). This may include the immediate preparation of a flash appeal if deemed appropriate;
(h) Agree daily reporting and public information/media engagement procedures including developing a crisis communication plan and key messages for headquarters-level press and advocacy materials.

The RC, in consultation with the HCT, determines the frequency of meetings; in large-scale crises, daily meetings may be a necessity. Meeting agendas should focus on the critical issues of the response, particularly delivery. OCHA (or the RC's office) serves as the secretariat and provides the necessary backstopping and advice, including information collection and analysis to guide decision-making.

5 **Reach out to the media and in large/medium-scale crises, hold a press conference and issue a press statement.** Speed is critical in the competitive environment of 24/7 news. A media advisory (invitation) and a press release (one page summary announcing a significant event) should accompany the press conference and be broadly circulated, in local languages whenever possible. When reaching out to the media, it is important for RCs to be fast, factual, frank, friendly and fair. Information should be conveyed in plain, clear language – avoiding "UN speak", alarmist wording or too many statistics.

6 **Meet with in-country donors.** The RC's early engagement with donors is critical to indicate (initial) inter-agency funding priorities and to raise the visibility/profile of the crisis. The RC should also maintain an on-going dialogue with donors on the evolution of needs, results achieved and funding received throughout the response. It is important to keep in mind that the top humanitarian donors tend to take funding decisions within 72 hours from the onset of a crisis.

Note: If the RC is also the UN Designated Official for Security, all national and international staff should be accounted for and a Security Management Team meeting convened to discuss critical response activities, the security risk assessment and security capacity.

What happens afterwards

Once these immediate actions are taken, the RC role is to manage day-to-day response operations, including:

- Ensure that initial **external capacities and support** - from clusters, OCHA/UNDAC, bilateral assistance such as urban search and rescue teams or emergency medical teams - are requested and able to enter the affected country as quickly as possible.

- Ensure that a process of **coordinated needs assessments** and/or needs analysis starts immediately (e.g. Multi-Cluster/Sector Initial Rapid Assessment (MIRA) or humanitarian needs overview (HNO));

- Lead an inter-agency process to develop a **humanitarian response plan** (HRP) based on the results from the coordinated needs assessment/analysis;

- Use the humanitarian response plan to coordinate **implementation** and make sure that all responders are working toward the same commonly agreed strategic objectives;

- Oversee **monitoring** of results against indicators/targets included in the humanitarian response plan to establish whether aid is actually delivered to affected people as intended and, if not what could be done to address any shortcomings. This is outlined in a humanitarian response monitoring framework, and the results are published in humanitarian dashboards and periodic monitoring reports (PMR);

- Carry out **fundraising and reporting**;

- Negotiate or support negotiations on **humanitarian access**;

- Review **coordination structures** to ensure optimal performance, and discontinue or transition them when no longer critical to the response;

- Link humanitarian and development coordination and planning to support **early and long-term recovery**, including ensuring durable solutions for internally displaced persons and returning refugees;

- Continue to promote the respect for **international human rights law and international humanitarian law** to all parties, including non-State actors;

- **Advocate** for the respect for humanitarian principles and adherence to standards; and,

- **Represent** the international humanitarian community to all relevant stakeholders (e.g. affected people, national authorities, media, donors, militaries).

For more information on any of the topics above, please refer to the relevant IASC policy or technical guidance available on the IASC website: *https://interagencystandingcommittee.org/ resources.*

Key points to keep in mind when responding

Diversity of needs: Emergencies affect people differently. They can exacerbate existing vulnerabilities and create new ones. Physical, social, environmental and political factors may result in the exclusion and marginalization of affected groups. The RC should ensure that the humanitarian response considers the diversity of needs and takes into account age, disability, gender, HIV/AIDS and the mental health of the affected population (commonly referred to as "cross-cutting issues") throughout the planning and delivery of humanitarian action. Consideration should be given to conducting vulnerability analyses or profiling the affected population to identify the most marginalized and at risk in order to better inform the response. Failure to analyse and address the different impacts of an emergency on segments of the population increases the chances of doing harm and exacerbating inequalities.

Protection: In line with the *IASC Statement on the Centrality of Protection*, protecting people in a manner that prevents and responds to violation of international human rights law and international humanitarian law is an imperative for the UN and a system-wide core responsibility. Protection of all persons affected and at risk must be central to both preparedness and the response. The RC (supported by the HCT and protection cluster if present) leads this work in country by ensuring that those affected and at risk are identified at the outset of a crisis and their specific vulnerabilities are taken into account in the response. Furthermore, the UN's *Human Rights Up Front* initiative calls for collective responsibility across the UN system to prevent serious human rights violations by identifying risks of human rights violations at an earlier stage, leveraging the broad range of UN mandates and capacities to respond, and ensuring RCs and other senior officials in country are supported by UN headquarters when needed.

Accountability to affected people: The involvement of affected people in needs assessments, response planning, implementation and monitoring is a requirement. The RC should ensure that humanitarian actors establish direct, responsible and respectful relationships with aid recipients to ensure their continuous engagement throughout the response. Where their needs cannot be met or planned for, these constraints and regular programmatic updates should be shared with affected people, and complaints mechanisms established to allow for dialogue on needs and concerns. The *IASC Commitments on Accountability to Affected Populations*[11] and *the IASC Accountability to Affected Populations Operational Framework* provide the basis for this engagement.

---

11 These include leadership/governance; transparency; feedback and complaints; participation; and design, monitoring and evaluation.

Do no harm: RCs should ensure that humanitarian actors do all they reasonably can to eliminate or minimize the risks of humanitarian interventions negatively impacting on the affected population. This includes physical risks to civilians arising from the presence of humanitarian actors or specific programmes; the risk of fuelling a war economy or replacing State functions through the substitution of service delivery; the use of aid as an instrument of war by denying access or attacking convoys; and compounding ethnic, religious or gender discrimination and creating dependence on external assistance. Before taking any action, humanitarian actors must anticipate the consequences, assess potential risk factors and take measures to eliminate or mitigate such risks.

7 | RESOURCES

Below is a snapshot of the types of resources available to RCs for preparedness and response. These resources are generally deployed in large- and some medium-scale crises. They exist in addition to the many resources deployed by donors, clusters, and humanitarian organizations. For more information, click on the hyperlinks or contact the OCHA country or regional office. The ensuing annex includes the Internet addresses of the hyperlinked resources.

CAPACITY

- **OCHA** deploys experts to support the RC through *surge capacity rosters or standby partner arrangements*. Deployments range in duration from six weeks to six months. The types of expertise include: access negotiation; civil-military coordination; communication with communities; managing an environmental emergency; information management; coordination; logistics; needs assessment; protection; public information; strategic response planning. RCs signal to OCHA (regional office) the support required (at no cost).

....

- *UN Disaster Assessment and Coordination* (UNDAC), managed by OCHA in Geneva, deploys teams of trained disaster management experts to provide on-site coordination, coordinated needs assessment and information management in the immediate response phase (the first 4 weeks) in support of the UN system and the affected State. UNDAC teams can also be deployed in advance of a crisis to evaluate and strengthen national response preparedness, including national policies and legislation. RCs request OCHA to deploy a team (at no cost).

....

- In situations of industrial accidents, fires, chemical spills and other types of *environmental emergencies*, the RC (and/or the State) may request assistance from **OCHA**. In partnership with **UNEP**, it can provide technical expertise and advice and in specific circumstances, mobile equipment for on-site sampling and analysis. Experts can be deployed within 24 to 48 hours (at no cost).

• *Capacity for Disaster Reduction Initiative* (CADRI) is an inter-agency mechanism which pro-vides technical support and tools to develop national capacities for disaster risk reduction (DRR), including preparedness for emergency response. Typically, support is provided in three phases: DRR capacity assessment, development of a national plan of action, and support in the plan's implementation. RCs request support from CADRI directly.

• *IASC Gender Standby Capacity Project* (GenCap) deploys gender advisers for up to 6 months to strengthen capacity to undertake and promote gender equality programming at coun-try level. There is also gender-based violence expertise available. RCs request support from GenCap directly (at no cost).

• *IASC Protection Standby Capacity Project* (ProCap) deploys senior protection officers for up to 6 months to support strategic and operational protection activities. RCs request support from ProCap directly (at no cost).

EMERGENCY FUNDING

• *OCHA Emergency Cash Grant* provides quick funding for the local purchase of relief items to assist people affected by a sudden-onset crisis, and for logistical support of the operation. Grants usually do not exceed US$100,000 and have a two month implementation timeframe. RCs (or the State) request funding from OCHA.

• The **Central Emergency Response Fund** (CERF) is an OCHA-managed funding mechanism consisting of a US$ 450 million grant component and a US$30 million loan element. Loans of up to one year are provided based on an indication that donor funding is forthcoming. The grant component is subdivided into a rapid response window and an underfunded emer-gencies window. For the purposes of this guide, the rapid response window is most relevant. Rapid response grants are provided to support critical, life-saving activities in sudden-onset crises and time-critical interventions, usually not exceeding US$ 30 million in funding per country per emergency and based on activities included in the flash appeal. The RC submits proposals for rapid response funding if they meet the specific criteria; only UN agencies and IOM are eligible to receive grants directly.

• **UNDP Target for Resource Assignment from the Core** (TRAC) 1.1.3 Category II grants are available to respond to sudden-onset responses (natural disaster, technological disasters, con-flict) and are provided to increase capacity of the RC's office; to initiate early recovery and re-covery; and to support the State's needs. Funds usually do not exceed US$ 100,000 and need to be spent within 12 months. Requests are made by the RC to UNDP.

INFORMATION TOOLS

• *HumanitarianResponse.info* is a central website managed by OCHA which provides coor-dination tools and services, guidance and policy, and information. This global site is com-plemented by country specific sites aimed at providing information-sharing platforms at the field level.

• *Humanitarian ID* is a global contact management system managed by OCHA that helps humanitarian professionals find and contact each other. It is particularly suited to the initial response phase when there is a large influx of responders and high staff turnover.

• *Global Disaster Alert and Coordination System* (GDACS) is a web-based platform to support coordination and information exchange in the immediate aftermath of emergencies. It pro-vides real-time alerts, impact assessments, mapping, satellite images, weather forecasts and information exchange standards to inform decision-making and planning of international as-sistance. A component of GDACS is the *VOSOCC*, an online coordination platform that allows real-time information exchange between disaster responders and affected countries before, during and after sudden-onset disasters.

• *Index for Risk Management* (INFORM) is a tool that measures risks of humanitarian crises worldwide in order to support decision-making. Its methodology is flexible and can be used at the global, regional or national levels or to focus on specific issues. It covers 191 countries, and it combines about 50 indicators that measure hazards, vulnerability and capacity. It is an IASC and European Commission initiative.

• *Global Risk Data Platform* is a multi-agency effort to share spatial data information on global risk from natural hazards. It is possible to visualise, download or extract data on past hazardous events, human and economical hazard exposure and risk from natural hazards based on data from a broad range of partners. It is a UNEP and ISDR initiative.

ASSETS / STOCKPILES

• **International Humanitarian Partnership** (IHP) consists of an informal network of eight governments committed to providing emergency support through a range of "service packages" for telecommunications/ IT support, emergency operations centers, base camps and medical support. Following consultations with the HCT, the RC submits a request for support directly to the IHP with OCHA in copy.

....

• **Deutsche Post DHL Disaster Response Teams** (DRTs) provide logistical assistance and also support the relevant airport authorities in handling emergency relief cargo and preventing bottlenecks at the airport in the aftermath of a natural disaster. DRTs primarily are activated on request from OCHA or WFP, based on information from the RC, and can be deployed within 72 hours and for a period of three weeks. There is no cost.

....

• **United Nations Humanitarian Response Depot** (UNHRD) is a network of depots managed by WFP that stores, manages and transports emergency supplies on behalf of the humanitarian community. UNHRD also maintains an **OCHA emergency stockpile** of non-food, non-medical relief items for emergencies. Items can be requested by the RC in support of prepositioning.

....

• **Global Mapping of Emergency Stockpiles** provides an online platform charting available relief stocks by region, sector, organization and/or organization type.

ANNEX REFERENCES

Chapter 1

RC Job Description
https://undg.org/wp-content/uploads/2015/01/APPROVED-RC-Job-Descriptions_Feb_2014.pdf

Chapter 2

UN General Assembly resolution 46/182
http://www.un.org/documents/ga/res/46/a46r182.htm

IASC
https://interagencystandingcommittee.org/

IASC Humanitarian Reform
https://interagencystandingcommittee.org/system/files/legacy_files/HRR.pdf

IASC Transformative Agenda
https://interagencystandingcommittee.org/iasc-transformative-agenda

OCHA
http://www.unocha.org/

OCHA surge capacity
http://www.unocha.org/what-we-do/coordination-tools/surge-capacity/overview

United Nations Disaster Assessment and Coordination
http://www.unocha.org/what-we-do/coordination-tools/undac/overview

Chapter 3

International human rights law
http://www.ohchr.org/EN/ProfessionalInterest/Pages/InternationalLaw.aspx

International humanitarian law
https://www.icrc.org/en/war-and-law

Convention Relating to the Status of Refugees
http://www.unhcr.org/3d4aba564.html

Conventions Relating to the Status of Stateless Persons and on the Reduction of Statelessness
http://www.unhcr.org/pages/49c3646c155.html

Guiding Principles on Internal Displacement
http://www.idpguidingprinciples.org/

Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief
http://www.ifrc.org/en/publications-and-reports/code-of-conduct/

Sphere Handbook
http://www.sphereproject.org/

Core Humanitarian Standard on Quality and Accountability
http://www.corehumanitarianstandard.org/the-standard

Chapter 4

Principles of Partnership
https://icvanetwork.org/system/files/versions/Principles%20of%20Parnership%20English.pdf

IASC Guidance for Humanitarian Country Teams
https://interagencystandingcommittee.org/leadership-and-humanitarian-coordination/documents-public/guidance-humanitarian-country-teams

Inter-cluster coordination group
https://www.humanitarianresponse.info/en/how-to/do-inter-cluster-coordination

Clusters
http://www.humanitarianresponse.info/coordination/clusters

IASC Reference Module for Cluster Coordination at Country Level
https://www.humanitarianresponse.info/en/coordination/clusters/document/iasc-reference-module-cluster-coordination-country-level-0

Joint UNHCR-OCHA Note on Mixed Situations: Coordination in Practice
http://www.unhcr.org/53679e679.pdf

Guidelines on the Use of Foreign Military and Civil Defence Assets in Disaster Relief (Oslo Guidelines)
http://www.unocha.org/what-we-do/coordination-tools/UN-CMCoord/publications

Guidelines on the Use of Military and Civil Defence Assets to Support United Nations Humanitarian Activities in Complex Emergencies (MCDA Guidelines)
http://www.unocha.org/what-we-do/coordination-tools/UN-CMCoord/publications

Chapter 5

IASC, ISDR and UNDG Common Framework for Preparedness
https://docs.unocha.org/sites/dms/ROWCA/Coordination/Common_Framework_for_Preparedness_Oct2013.pdf

IASC Emergency Response Preparedness
https://www.humanitarianresponse.info/en/programme-cycle/space/page/preparedness
https://www.humanitarianresponse.info/system/files/documents/files/Emergency_preparedness_guidance-24Oct2014.pdf

IFRC's Guidelines for the Domestic Facilitation and Regulation of International Disaster Relief and Initial Recovery Assistance (IDRL Guidelines)
https://www.ifrc.org/en/what-we-do/idrl/idrl-guidelines/

Model customs facilitation agreement
http://www.unocha.org/what-we-do/coordination-tools/logistics-support/customs-facilitation

Central Emergency Response Fund
http://www.unocha.org/cerf/

Disaster Relief Emergency Fund
http://www.ifrc.org/en/what-we-do/disaster-management/responding/disaster-response-system/financial-instruments/disaster-relief-emergency-fund-dref/

Thematic Trust Fund for Crisis Prevention and Recovery
http://www.undp.org/content/undp/en/home/ourwork/crisispreventionandrecovery/crisis_preventionandrecoverythematictrustfund.html

Global Facility for Disaster Reduction and Recovery
https://www.gfdrr.org/

Adaptation Fund
https://www.adaptation-fund.org/

Least Developed Countries Fund
https://www.thegef.org/gef/LDCF

Chapter 6

IASC Statement on the Centrality of Protection
https://www.humanitarianresponse.info/system/files/documents/files/IASC%20Principals%20Statement%20on%20the%20Centrality%20of%20Protection.pdf

Human Rights up Front
http://www.un.org/sg/rightsupfront/

IASC Commitments on Accountability to Affected Populations
https://interagencystandingcommittee.org/accountability-affected-people/documents-public/accountability-affected-populations-iasc-commitments

IASC Accountability to Affected Populations Operational Framework
https://interagencystandingcommittee.org/accountability-affected-people/documents-public/operational-framework-aap

IASC Reference Module for the Implementation of the Humanitarian Programme Cycle
https://interagencystandingcommittee.org/node/10181

Chapter 7

OCHA surge capacity rosters or standby partner arrangements
http://www.unocha.org/what-we-do/coordination-tools/surge-capacity/overview

United Nations Disaster Assessment and Coordination
http://www.unocha.org/what-we-do/coordination-tools/undac/overview

Environmental emergencies
www.unocha.org/unep
eecentre.org

Capacity for Disaster Reduction Initiative
http://www.cadri.net/

IASC Gender Standby Capacity Project
https://www.humanitarianresponse.info/en/coordination/gencap

IASC Protection Standby Capacity Project
https://www.humanitarianresponse.info/coordination/procap

OCHA Emergency Cash Grant
https://docs.unocha.org/sites/dms/ROWCA/Funding%20update/Guidelines_templates/EmergencyCashGrantsGuidelineRequest_En.doc

Central Emergency Response Fund
http://www.unocha.org/cerf/

HumanitarianResponse.info website
http://www.humanitarianresponse.info/

Humanitarian ID
http://humanitarian.id/

Global Disaster Alert and Coordination System
http://www.gdacs.org/

VOSOCC
http://vosocc.unocha.org/

Index for Risk Management
http://www.inform-index.org/InDepth

Global Risk Data Platform
http://preview.grid.unep.ch/

International Humanitarian Partnership
http://www.ihp.nu/

Deutsche Post DHL Disaster Response Teams
http://www.unocha.org/what-we-do/coordination-tools/logistics-support/response-teams

United Nations Humanitarian Response Depot
http://www.unhrd.org/

OCHA emergency stockpile
http://www.unocha.org/what-we-do/coordination-tools/logistics-support/relief-goods

Global Mapping of Emergency Stockpiles
http://www.humanitarianinfo.org/Stockmap/

NOTES