

Refugee Contingency Plan Format

I. Objective

Define objective of the Refugee Contingency Plan, and its relationship to the Statement of Field Objectives (SFO) of the Field Office.

II. Principles

Summarize the principles which will underlie and form the basis of the emergency response. For example:

- General government policy towards refugees.
- Government as focal point for the emergency response (preferably through an inter-ministerial committee); specify Government department/ministry responsible for refugees.
- Assistance to be rendered within framework of national structures, standards, and levels.
- Refugee participation paramount at all levels and stages of response.

III. Assessment of Present Scenario of Host Country

1. Political factors
2. Institutional factors
3. Geographical factors (have map of country as Annex)
4. Meteorological factors
5. Topographical, hydrological, geological factors
6. Cultural/ethnic/religious factors
7. Historical factors
8. Socio-economic factors
9. Logistical factors
10. Factors relating to refugee groups presently in country (including socio-cultural analysis, and identification of characteristics which might apply to new influxes).

IV. Overall Preparedness Measures In Place

(NOTE: In your analysis please specify estimated number in target population)

1. Protection and Related Issues

- 1.1 *Refugee Status and Asylum:* Government views on refugee status and asylum possibilities for potential new influxes. Will the protection of persons of concern to UNHCR be assured? Is the Government signatory to UN and other Conventions on refugees? Is there national refugee legislation?
- 1.2 *Refugee Registration:* when it would take place, modalities, copy of registration form (*Annex I*); should include basic relevant socio-economic indicators.

2. Refugee Emergency Alert System

- 2.1 *Establishment of System:* Network in place, communications channels, contact persons (both in country and with neighbouring FO's). Document resource persons (Government, HCR, NGO, diplomatic missions, ICRC) providing updated information on developments in region.
- 2.2 *Collection of Information:* Indicators used as basis for collection of information; means used (refugee and non-refugee sources) for collection and interviewing (*Annex II*); relationship to protection considerations and status determination.

3. Management and Co-ordination

- 3.1 *Emergency Coordinating Committee:* terms of reference, composition, roles and responsibilities, lines of authority, frequency of meetings, contact addresses and phone numbers (*Annex III*). Relation between this committee and Inter-Ministerial Committee.
- 3.2 *Regional Co-ordination:* Adequacy of information-sharing between HCR staff in host and neighbouring countries; frequency of regional meetings.
- 3.3 *Implementing Agencies and Arrangements:* Summary of sectoral and multi-sectoral strengths of potential implementing agencies (Government, NGO, other). Attitude of Government toward foreign NGO's. Provisionally identify implementing agencies for each sector. Possible financing arrangements for early stages of emergency.
- 3.4 *UNHCR Staffing:* Capacity of existing HCR personnel in event of influx. Additional staffing needs, if any.
- 3.5 *Public Information and External Relations:* responsibilities, actions envisaged to promote effective external relationships and media coverage.
- 3.6 *Communications:* Analysis of existing and planned communications (radios, telex, walkie-talkie, other), including communications between Sub-Office=Branch Office=Headquarters. Establishment of Standard Operating Procedure for communications.

4. Preparedness Training and Planning

- 4.1 Extent to which staff at BO, and from Government or NGO's have undergone emergency management training. Indicate whether a "UNHCR Emergency Preparedness Profile" has been prepared for the country. If so, cross-reference should be made with the "Refugee Contingency Plan".

V. Contingency Planning by Sector *and according to FMIS budget categories, in preparedness efforts to define a global strategy*

A. Food

1. Consult with Government, WFP, donor embassies, NGO's, and bilateral funding sources on likely food needs.
2. Availability of food resources, locally, regionally or internationally.
3. Make provisional plans for type and amount of emergency food ration, supplementary food needs.
4. Ration card, if used (*Annex IV*).
5. Establishment of food aid co-ordinating committee.

B. Logistics and Transport

1. Identify logistics base in both the receiving and forward area including:
 - normal lines of supply to key shelter areas
 - international air and sea ports
 - customs and clearing agents
 - storage facilities/capabilities
 - transport systems and requirements, including availability and cost of in-country transport
 - fuel availability, storage, and restrictions
 - conditions and maintenance of roads
 - will vehicle workshop be required
2. Identify items available in country and assess reliability in terms of supply, quality, and price (any stocks of relief items available should be documented monthly, and main items held by agencies should be listed).
3. Identify procurement agents operating in country, and plan whether a better/faster response than Headquarters procurement is possible.
4. Identify any constraining factors, prohibitions or conditions on imported supplies.

C. Domestic Needs/Household Support

1. Listing of most urgently needed domestic/household items (tents, jerrycans, blankets, household goods), using SFAS specifications as guide.
2. Describe type cooking fuel projected and impact on environment.

D. Water

1. Evaluation of Government water policy, infrastructure, technical and implementing capacity, personnel. Same with private sector if existing.
2. Water development programmes and plans.
3. Type of technology(ies) used. Availability of equipment, material, spare parts within the country.
4. Existing and potential water sources in project area.
5. Operation and maintenance set-up for local villages near project area.
6. Water quality test facilities and availability of chemicals within the country.
7. Phased plan of action for water programme including technical expertise, equipment, chemical and material needs.

E. Sanitation

1. Water table: average groundwater levels during dry and wet seasons.
2. Prevailing soil conditions: sand, clay, boulders, hard rock, etc.
3. Availability of local building materials for latrine construction: wood, bamboo, bricks, etc.
4. Chemicals used for vector control in the host country.
5. Sanitation personnel available.
6. Preliminary plan for sanitation programme in refugee areas.
7. Plan for preventing spread of disease (excreta and waste disposal, drainage, vector control).

F. Health/Nutrition

1. Government health policy towards new arrivals.
2. Description of health care system: infrastructure, levels of referral, etc.
3. Status of local EPI programme and Government health infrastructure.
4. Is there an existing cold chain system?
5. Which medical stocks available (measles, other), either locally, regionally, or internationally.
6. Identify health personnel available/categories (including NGO's and UN agencies working with MOH in the national health programme).
7. What is major cause of mortality/morbidity in areas where refugees will stay or transit.

8. Plans to combat the major killer diseases (malnutrition, measles, diarrhea, malaria, upper respiratory infections), and to establish primary health care system.
9. MOH storage facilities; distribution systems for drugs and medical supplies.
10. Establishment of health/nutrition co-ordinating committee.
11. Plans for nutrition survey (agency expertise, equipment).

G. Shelter and Other Infrastructure

1. Government policy on refugee sites, shelter, infrastructure.
2. Identify likely sites (including carrying capacity) for arrival points, transit camps, reception centres, camps, and more permanent settlements; consideration of distance from border. Will spontaneous (village) settlement be an option?
3. Decide what facilities, materials, and personnel required for each site (including whether to expand existing sites or create new ones).
4. Type of refugee shelter foreseen.

H. Social Services and Community Development

1. Plans for identification and care of vulnerable groups (including orphans, unaccompanied minors, disabled, seriously ill).
2. Plans for tracing of family members.
3. Refugee Participation: Plan for refugee leadership and involvement at all levels (leadership committees, sector committees (water, etc.), identification of skilled refugees, community development activities); women's participation at all stages and sectors of management.

I. Education

1. Government policy on refugee education.
2. Plans to establish community-based education (especially primary) in emergency phase.

K. Livestock and Animal Husbandry

1. Government regulations on refugee-owned cattle and other animals; vaccination requirements, policies and plans on location and movement, in the event animals accompany the refugees.

M. Forestry/Environmental Considerations

1. Plans for protection and conservation of environment in areas of refugee influx and settlement.

N. Income-Generation

(relates also to J. Crop Production and L. Fisheries)

1. Government policy on employment options for refugees.
2. Analysis of possible economic opportunities for new refugee groups, based on prior occupations and projected types of settlement situations.
3. Indication of which economy refugees are expected to become part of following arrival in country: market; ration-based; or institutional. Job/economic potentials in various economies.

NOTE: K, M, and N above apply only to more permanent sites.

UNHCR Emergency Preparedness Profile Series

AFRICA

Botswana (1989)

Ethiopia (1989)

Lesotho (1989)

Malawi (1989)

Mozambique (1987)

Somalia (1987)

Sudan (1987)

Swaziland (1989)

Zimbabwe (1989)

ASIA AND THE PACIFIC

Kampuchea (1989)

SOUTH-WEST ASIA

Pakistan (1987)

LATIN AMERICA

Belize (1989)

Costa Rica (1989)

El Salvador (1989)

Guatemala (1989)

Honduras (1989)

Mexico (1989)

Nicaragua (1989)

Panama (1989)

Gap Identification Worksheet

Services provided by

	U.N.	Host Govt.	Refugees	NGO's	Others
Immediate services					
Evacuation					
Protection					
Legal services					
Camp planning and construction					
Camp design					
Camp construction (road, buildings)					
Systems installation (latrines, water system, electricity, etc.)					
Initial camp services					
Processing and registration					
Emergency medical care					
Rehabilitative health care					
Shelter					
Daily rations					
Supplementary feeding					
Water distribution					
Latrines					
Garbage disposal					
Tracing					
Long-term camp services					
Economic opportunities					
Education					
Vector control					
Security					
Personal development					
Self-support (gardening, handicrafts)					
Psychological services					
Recreation					
Cultural activities					
Public health education					
Long-term administrative services					
Repatriation					
Resettlement					
Assimilation					
Documentation					

Women in Development

Framework for analysing the integration of women in development projects

Proposed by the Harvard Institute for International Development Case Study and Training Project

The following sets of questions are the key ones for each of the four main stages in the project cycle; identification, design, implementation, evaluation.

Women's Dimension in Project Identification

A. Assessing Women's Needs

1. What needs and opportunities exist for increasing women's productivity and/or production?
2. What needs and opportunities exist for increasing women's access to and control of resources?
3. What needs and opportunities exist for increasing women's access to and control of benefits?
4. Have women been directly consulted in identifying such needs and opportunities?

B. Defining General Project Objectives

1. Are project objectives explicitly related to women's needs?
2. Do these objectives adequately reflect women's needs?
3. Have women participated in setting those objectives?

C. Identifying Possible Negative Effects

1. Might the project reduce women's access to or control of resources and benefits?
2. Might it adversely affect women's situation in some other way?
3. What will be the effects on women in the short and longer run?

Women's Dimension in Project Design

A. Project Impact on Women's Activities

1. Which of these activities (production, reproduction and maintenance, socio-political) does the project affect?
2. Is the planned component consistent with the current gender denomination for the activity?
3. If it plans to change the women's performance of that activity, is this feasible and what positive or negative effects would it have on women?
4. If it does not change it, is this a missed opportunity for women's roles in the development process?
5. If it plans to change the activity locus of that activity, is this feasible, and what positive or negative effects would it have on women?
6. If this does not change it, is this a missed opportunity for women's role in the development process?
7. If it plans to change the remunerative mode of that activity, is this feasible, and what positive or negative effects would it have on women?
8. If it does not change it, is this a missed opportunity for women's role in the development process?
9. If it plans to change the technology mode of that activity, is this feasible, and what positive or negative effects would it have on women?
10. If it does not change it, is this a missed opportunity for women's role in the development process?
11. How can the project design be adjusted to increase the above-mentioned positive effects, and reduce or eliminate the negative ones?

B. Project Impact on Women's Access and Control

1. How will each of the project components affect women's access to and control of the resources and benefits engaged in and stemming from the production of goods and services?
2. How will each of the project components affect women's access to and control of the resources and benefits engaged in and stemming from the reproduction and maintenance of the human resources.
3. How will each of the project components affect women's access to and control of the resources and benefits engaged in and stemming from the socio-political functions?
4. How can the project design be adjusted to increase women's access to and control of resources and benefits?

Women's Dimension in Project Implementation

A. Personnel

1. Are project personnel sufficiently aware of and sympathetic toward women's needs?
2. Are women used to deliver the goods or services to women beneficiaries?
3. Do personnel have the necessary skills to provide any special inputs required by women?
4. Are there appropriate opportunities for female participation in project management positions?

B. Organizational Structures

1. Does the organizational form enhance women's access to resources?
2. Does the organization have adequate power to obtain resources needed by women from other organizations?
3. Does the organization have the institutional capability to support and protect women during the change process?

C. Operations and Logistics

1. Are the organization's delivery channels accessible to women in terms of personnel, location and timing?
2. Do control procedures exist to ensure dependable delivery of the goods and services?
3. Are there mechanisms to ensure that the project resources or benefits are not usurped by males?

D. Finances

1. Do funding mechanisms exist to ensure program continuity? Afterwards?
2. Are funding levels adequate for proposed tasks?
3. Is preferential access to resources by men avoided?
4. Is it possible to trace funds for women from allocation to delivery with a fair degree of accuracy?

E. Flexibility

1. Does the project have a management information system which will allow it to detect the effects of the operation on women?
2. Does the organization have enough flexibility to adapt its structures and operations to meet the changing or new-found situations of women?

Women's Dimension in Project Evaluation

A. Data Requirements

1. Does the project's monitoring and evaluation system explicitly measure the project's effects on women?
2. Does it also collect data to update the Activity Analysis and the Women's Access and Control Analysis?
3. Are women involved in designating the data requirements?

B. Data Collection and Analysis

1. Are the data collected with sufficient frequency so that necessary project adjustments can be made during the project?
2. Are the data fed back to project personnel and beneficiaries in an understandable form and on a timely basis to allow project adjustments?
3. Are women involved in the collection and interpretation of data?
4. Are data analyzed so as to provide guidance to the design of other projects?
5. Are key areas for WID research identified?

Reference Materials on Technical Subjects

What's available

1. Joint WHO-UNHCR emergency health kits
2. Video band on the management of supplementary feeding programmes
3. UNHCR-OXFAM-WHO emergency immunization kits
4. UNHCR guidelines for use of imported food items in selective feeding programmes
5. Guide de travail for Senegal, Benin, Burkina Faso, Ivory Coast
6. Periodic technical newsletter (*Rapport*)
7. Basic orientation course on computers for TSS staff
8. UNHCR technical manual: Essential drugs policy
9. Emergency preparedness profiles
10. Guidelines on micro projects for urban refugees in West Africa

What's under preparation (scheduled for 1989-1990)

1. UNHCR technical manual: health and nutrition
2. UNHCR technical manual: disinfectants
3. UNHCR technical manual: rapid site planning
4. UNHCR technical manual: refugee settlements
5. UNHCR technical manual: income-generating projects
6. UNHCR technical manual: social services (revision of former Handbook for social services)
7. UNHCR technical manual: sanitation

8. UNHCR technical manual: water
9. UNHCR technical manual: education (formal and non-formal)
10. UNHCR handbook for emergencies (revision)
11. UNHCR guide to in-kind contributions in refugee emergencies (revision)
12. Joint WHO-UNHCR manual on the management of nutritional emergencies in large populations (*L'aide nutritionnelle aux populations dans les situations d'urgence*).
13. Joint OXFAM-UNHCR manual on selective feeding programmes
14. Practical guide on the prevention of blindness in refugee situations
15. Epidemic diagnosis kits
16. Emergency laboratory kits
17. Technical reference centre
18. Data base of TSS mission reports
19. Technical consultants roster
20. Development and field testing of refugee shelter alternatives
21. Development and field testing of staff emergency shelter
22. Development of warehouse storage concept
23. Compendium of technical specifications for water/sanitation projects
24. Guidelines on refugee mental health (WHO-UNHCR)

Bibliography for Further Reading on Technical Support

1. IOM/FOM's

IOM/17/83 – BOM/15/83	Assistance to Disabled
IOM/29/83 – BOM/26/83	Travel of Refugee Students
IOM/52/83 – FOM/49/83	Reunification of Refugee Families
IOM/56/83 – BOM/52/83	Guidelines for Educational Assistance
IOM/70/85 – FOM/69/85	New Reporting System for Education Account Projects — Beneficiaries (USP/B) and Educational Institutions (USP/I)
IOM/15/86 – FOM/18/86	Guidelines for Medical Referrals
IOM/4/87 – FOM/4/87	Guidelines on Objectives for the International Protection of Refugee Women and Girls, and Possible Means of Achieving Them
IOM/21/88 – FOM/20/88	UNHCR Policy on AIDS
IOM/70/88 – FOM/63/88	UNHCR Policy on AIDS
IOM/91/88 – FOM/85/88	UNHCR Guidelines on Refugee Children
IOM/23/89	Guidelines for Entering into Commercial Contracts
IOM/85/89	Rules and Procedures Governing the UNHCR Committee on Contracts

2. UNHCR Manuals, Handbooks, and Publications

UNHCR Handbook for Emergencies

UNHCR Handbook for Social Services

UNHCR Guide for In-Kind Contributions in Refugee Emergencies

UNHCR Emergency Preparedness Country Profile Series

Doing Business with the United Nations High Commissioner for Refugees (SFAS, UNHCR, 1987)

Essential Drugs Policy (TSS Technical Manual)

Health and Nutrition (TSS Technical Manual — draft)

Refugee Camps: A Primer for Rapid Site Planning (TSS Technical Manual — draft)

Rapport (quarterly publication)

3. Rural and Community Development

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