# D. MOBILIZATION AND MISSION

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## D.1. Standard mobilizing procedure

The UNDAC team is a tool for, and is mobilized on the request of, the government of the affected country or the UN Resident Coordinator/ Humanitarian Coordinator (RC/HC). It may also be mobilized by the Emergency Relief Coordinator (ERC) when she/he considers it necessary.

Mobilization of an UNDAC team will be commenced on the occurrence, or early warning, of a sudden-onset disaster in which early information indicates that an UNDAC team might be needed. When a disaster is impending, e.g., hurricanes, the decision may be made by the ERC to preposition an UNDAC team in the country.

The mobilization will follow a pre-set routine in 4 phases:
- M0 Information.
- M1 Alert.
- M2 Stand-by.
- M3 Dispatch.

The UNDAC mobilization procedure may be interrupted at any time by the transmission of a Stand-down message (M3b).

Two telephone numbers designated for communications with the Office for Coordination of Humanitarian Affairs (OCHA)-Geneva will be used during the mobilization and alert of an UNDAC team:

Facsimile:     +41 (22) 917-0023
Telephone:     +41 (22) 917-1600
Email:         undac_alert@un.org

### D.1.1. Mobilization

#### *Information (M0)*

**1.** When a large emergency occurs, or if information has to be passed to the UNDAC team, OCHA-Geneva through the Field Coordination Support Section (FCSS) may send an information message (M0) to the National Mobilization Centre of all countries participating in UNDAC.
**2.** No confirmation or other reply need be sent to OCHA-Geneva.
**3.** An information message will not automatically trigger other UNDAC messages.

#### *Alert (M1)*

**1.** OCHA-Geneva sends an alert message (M1) to the National Mobilizing Centre of all countries participating in UNDAC. An alert message is not normally preceded by an information message.
**2.** The National Mobilizing Centres pass the message, by prearranged means of communication, to national UNDAC team members.
**3.** The National Mobilizing Centres copy the alert message to the

national focal point responsible for UNDAC.

**4.** The members confirm receipt of the alert message to the National Mobilizing Centres.

**5.** The members reply directly to OCHA-Geneva (M1-reply), indicating their availability, contact point, the airport closest to their present location and the earliest time they can be at the airport ready for departure to the disaster site.

Simultaneously with despatch of an M1 message by fax, FCSS will send an alert by email and SMS to concerned UNDAC members and place the M1 on the Virtual OSOCC. This is to address the contingency that the M1 message may not reach individual UNDAC members through normal means. M1 messages may be sent to the entire UNDAC team or concerned regional wings of it as the situation demands.

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### Stand-by (M2)

**1.** OCHA-Geneva, depending on the magnitude and type of disaster, selects an UNDAC team from amongst UNDAC members who have indicated they are available for mission.

**2.** OCHA-Geneva sends a stand-by message (M2) to the National Mobilizing Centres, indicating the names of the selected members. A copy of the M2 is sent directly to the selected members by email.

**3.** The National Mobilizing Centres pass this information to all members and to the national focal point responsible for UNDAC.

**4.** The selected members confirm receipt of the stand-by message to the National Mobilizing Centres and also directly to OCHA-Geneva together with a signed Insurance Proposal Form.

**5.** The selected members prepare for their departure.

### Dispatch (M3a)

**1.** OCHA-Geneva, in light of the development of the disaster situation, makes the decision to dispatch an UNDAC team.

**2.** OCHA-Geneva makes flight reservations for the selected members and arranges for the issuing of pre-paid tickets to be collected by the selected members at the airports of their departure.

**3.** OCHA-Geneva takes out insurance covering medical evacuation for all selected members (see section D.8. for more details of coverage). NOTE, all other necessary insurance is the responsibility of the selected member or his/her government/organization.

**4.** OCHA-Geneva sends a dispatch message (M3a) to the National Mobilizing Centres with a copy by email to the selected members, stating its decision to dispatch a team including travel arrangements for each member.

**5.** The National Mobilizing Centres immediately inform the selected

members of OCHA-Geneva's decision.

**6.** The National Mobilizing Centres also inform the national focal point responsible for UNDAC as well as non-selected members of OCHA-Geneva's decision.

**7.** The selected members confirm receipt of the dispatch message to OCHA-Geneva and to the National Mobilizing Centre.

**8.** The selected members depart for the UNDAC mission.

### D.1.2. Stand-down (M3b)

**1.** OCHA-Geneva, in light of the development of the disaster situation, makes the decision to stand-down the UNDAC team.

**2.** OCHA-Geneva sends a stand-down message (M3b) to all National Mobilizing Centres with a copy by email to the selected members.

**3.** The National Mobilizing Centres pass the message to all members as well as to the national focal point responsible for UNDAC.

**4.** All members confirm receipt of the stand-down message to the National Mobilizing Centre and directly to OCHA-Geneva.

### D.1.3. Termination of mission

Once an UNDAC team is in country and has completed its mission, the decision to terminate the UNDAC team's mission is taken by OCHA-Geneva in consultation with the RC/HC and the Team Leader.

### D.1.4. Test (M1-test and M2-test)

The above mobilization procedures will be tested at regular intervals. The test will follow the procedure described below:

**1.** OCHA-Geneva sends a test message (M1-test) to the National Mobilizing Centre of all countries participating in UNDAC .

**2.** Simultaneously with despatch of an M1-test, FCSS will send an alert by email and SMS to concerned UNDAC members and place the M1-test on the Virtual OSOCC. This is to address the contingency that the M1-test message may not reach individual UNDAC members through normal means.

**3.** The National Mobilizing Centres pass the message, by prearranged means of communications, to the members.

**4.** The National Mobilizing Centres copy the test message to the national focal point responsible for UNDAC.

**5.** The members reply directly to OCHA-Geneva (M1-test).

**6.** OCHA-Geneva sends a response message (M2-test) to the National Mobilizing Centre, listing the members that responded and indicating the time their replies were received at OCHA-Geneva.

**7.** The National Mobilizing Centre informs the national authority responsible for UNDAC of the results of the test.

**8.** End of test.

### D.1.5. Alternate virtual mobilization procedure

Simultaneously with the mobilization system mentioned above, mobilisation will be done through the Virtual OSOCC. Due to lack of internet-connectivity worldwide, the M0 – M3 system will be the primary mobilization procedure.

## D.2. Personal preparedness

Clothing and equipment requirements for an UNDAC mission will vary according to the location of the disaster, the climate and culture of the affected area, the season, extent of damage, and other factors. Team members are expected to maintain a high level of readiness to allow them to leave on mission at very short notice and to be fully independent and self sufficient throughout the mission with regard to clothing and personal effects.

### *Cultural sensitivity*
When preparing for a mission, all members should be aware of what cultural specifics might exist in the disaster stricken country and how they may affect the mission. Cultural, political, and/or religious conditions prevailing in a country might have an influence on how the team itself approaches its Terms of Reference (ToR) and must be taken into consideration also by the individual team member. One must be prepared to adapt to local customs in such a way that ones own behaviour is not offensive to local counterparts. For example, headscarves for women might be considered mandatory, short sleeves and shorts might not be accepted, consumption of certain foodstuff is prohibited, etc. When possible, a briefing on customs and traditions of the country in question should be given by the Team Leader before deployment.

### D.2.1. Documents
- Passport, preferably machine-readable and extra passport photos (6), with copies of the passport.
- UN Certificate.
- Travel Attestation regarding the mission received from FCSS.
- International certificate of vaccinations, with copies of the certificate.
- Maps printed from internet.
- Local currency or US dollars in cash, credit cards, traveller's checks.
- Clipboard, paper, pens, pencils.
- UNDAC Field Handbook.

### D.2.2. Personal and team items
The following items are the ones that FCSS recommends. Each member should use one's own judgement when packing for a mission, but should not have more kit than they can carry themselves.

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### General

- Food and liquid for the first 72 hours of the mission (in case none is initially available).
- Hold-all, i.e., a bag that can be utilized as rucksack.
- Clothing (at least 2 changes) and sturdy walking shoes appropriate for the location, elevation, time of year and expected duration of the mission (normally 2 to 4 weeks).
- Jacket and tie for meetings with local officials, as appropriate. Female UNDAC members to have appropriate clothing including long-sleeves and headscarves, if local customs necessitate.
- Rain gear (jacket and trousers).
- Sleeping bag with liner.
- Pillow-case.
- Field-mattress.
- Extra pair of glasses (contact lenses are not recommended).
- 2 pairs of sunglasses (you can easily lose a pair).
- UNDAC identification kit (vest, arm-badge and field cap).
- Dust masks.
- Lightweight stove and one litre bottle for fuel (empty for air transport).
- Mug, plate, eating utensils.
- Toilet articles.
- Towel.
- Dry wash.
- Toilet paper.
- Ear plugs.
- Torch with spare bulb and batteries.
- Pocket knife/multi-tool, Swiss army model, Leatherman, etc. (not in hand-luggage).
- Sewing kit (not in hand-luggage).
- Shoe/boot polish and brushes.
- Washing powder (usable in cold water).
- Ball of string.
- Plastic bags.
- Matches.
- Candles.
- Water bottle with purification-filter.

### Warm weather

- Mosquito net.
- Mosquito repellent.
- Cool boots/shoes.

### Cold weather

- Winter jacket.
- Fleece-jacket.
- Warm boots (water-resistant).
- Woollen socks, gloves/mittens, thermal underwear and woollen hat.

### Medical/health

See also Chapter O - Personal Health.

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- First-aid kit including:
- Wash swabs.
- Dry swabs.
- Assorted bandages.
- Gauze roller bandage.
- First-aid rescue sheet.
- Protective gloves.
- Respiratory sheet.
- Cleansing swabs.
- Scissors (not in hand-luggage).
- Optional
- Over-the-counter painkillers.
- Prescription medicine for expected length of stay.
- Water purification tablets or drops.
- Sun screen (30 or higher).
- Lip salve.
- Certificate of blood type.
- Breathing-mask for disease-prevention.
- Various salts, minerals, and vitamins for nutrition supplement in case of diarrhoea.

### Optional

- Own mobile phone.
- Camera.
- Compass.
- Alarm clock.
- Micro-cassette recorder.
- Pocket-size binoculars.
- Electrical adapters for appliances.
- "Dog Tag" with name, nationality and blood type.
- USB memory stick.
- Personal laptop.
- Personal GPS.

### Items included in various UNDAC mission support equipment

The UNDAC mission support kits are stored at OCHA-Geneva and/or OCHA regional offices, and will be deployed with OCHA members, Team Leader,

and/or UNDAC Support- member, as judged necessary:

- Telecommunications equipment.
- Lap-top configured with UNDAC mission software and forms.
- Global Positioning System (GPS).
- Emergency office kit.
- Car flags and stickers.
- Standard WHO health kit including:

- Antibiotic tablets.
- Redydration salts.
- Diarsed (against diarrhoea).
- Anti-inflammatory cream.
- Malaria prophylactis.
- Prevention of mycosis (powder and cream).
- Insect repellent.
- Insecticide powder.
- Single-use disposable syringes and needles.

## D.2.3. Vaccinations

UNDAC members should have their vaccinations up to date and registered in an international certificate of vaccination (WHO standard recommended). It is unlikely that there will be time to arrange for vaccinations before departure. More information on personal hygiene in tropical areas and vaccinations is to be found in Chapter O – Personal Health and in the WHO homepage on the internet, http://www.who.int/en/

Vaccination against yellow fever is required by some countries for entry into their territory, in accordance with international health regulations, depending on the traveller's point of departure and itinerary.

Certain vaccinations are recommended:

- Tetanus.
- Polio.
- Hepatitis A.
- Hepatitis B.
- Typhoid.
- Meningitis.

## D.2.4. Team Leader checklist

The Team Leader should check that the following arrangements are in order and have been taken care of by the FCSS:

- Marshalling point.
- Terms of Reference (ToR).
- Briefing material.
- Specific items for team briefing.
- Travel Attestations.
- Team member contracts.

- Visas.
- All members in possession of UN Certificates.
- Press pack - OCHA/FCSS pamphlets and handouts.
- UN security clearance for all members of the team.
- SOS passport and other insurance arrangements.
- Daily Subsistence Allowance (DSA).
- UNDAC team equipment and/or deployment of UNDAC support module.
- Customs papers for UNDAC team equipment.
- Insurance for equipment carried.
- List of contact points, e.g., addresses, telephone numbers, etc.
- If possible, petty cash for UNDAC team.
- Computer with updated version of UNDAC mission software.

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## D.3. Baseline data of mission area

Prior to the departure of the UNDAC team, it is essential to collect all available relevant data that could be useful for the successful performance of the mission. As it will not be possible to brief all team members in Geneva, the Desk Officer, together with the FCSS, will assemble a briefing file for the UNDAC team members. This will be done during the mobilization phase of an UNDAC team.

Due to the urgency of deployment in certain emergencies, there will not always be time to prepare briefing materials before departure. Team members are requested to follow the development through the Virtual OSOCC and/or other available sources.

### D.3.1. UNDAC briefing material
Available briefing material may include a variety of information. Shown below is a recommended list.

#### Contents
- The Situation.
- Information/situation reports on the disaster.
- Latest media reports.
- ToR.
- Other information, e.g., International Federation of Red Cross and Red Crescent Societies (IFRC) reports, etc.
- Country Information.
- Country profile.
- Other available information on the country, e.g., CIA Factbook.
- Media reports.
- Political information, e.g., sensitive issues.

- Maps:
- Map covering the whole country.
- Map covering the affected area (large scale).
- Correspondence.
- Request for assistance.
- Announcement to RC/HC of UNDAC team's arrival.
- Latest information on contributions, pledges, OCHA Emergency Cash Grant, etc.
- Reference Material.
- OCHA/FCSS Information Sheet.
- Reports on previous disasters in the area.
- List of goods available at the Brindisi warehouse.
- Some hard copies of the most common-used forms found in the UNDAC
- mission software.

### D.3.2. Additional information (carried by the Team Leader)

- Travel advance (DSA).
- SOS passport and other insurance information/documentation.
- Contact information for:
- UN offices in the country.
- Possible contacts in the capital, e.g., ministries, embassies, non-governmental organizations (NGO's), hotels, travel agencies, etc.
- Telephone/fax list of OCHA-Geneva/New York staff (including home numbers).

## D.4. International travel

### *Travel documents*

For travellers departing from points other than OCHA headquarters, the ticket for international travel will normally be issued by the airline at the airport of departure. If, for any reason, the ticket should not be available, UNDAC members should contact FCSS immediately. Travellers should go to the airport as early as possible to have time to handle any problems with the departure arrangements. In addition to the ticket, the following documents should be carried by the traveller: national passport, UN Certificate, Travel Attestation (see below) international vaccination certificate. (See also D.2.1.)

A Travel Attestation will be faxed/emailed to all members of the mission with the UNDAC dispatch message, stating that the traveller is travelling on an official United Nations relief mission and that visas, if required, will be issued on arrival through the local United Nations representative. The Attestation also requests assistance in facilitating the journey of the team member.

### *Money*

In UNDAC missions, Daily Subsistence Allowance (DSA) for all team members who do not depart from OCHA headquarters, will be made available through the local United Nations Development Programme (UNDP) office or carried by the Team Leader in the form of travellers cheques for hand-over at the marshalling point. In addition to the DSA, all travellers are also advised to carry cash in small denominations, to a limit acceptable for security reasons (determined by the traveller), in a currency acceptable in the affected country (usually US dollars or other major international currencies). Travellers should bear in mind that in certain situations it is not possible to exchange traveller cheques or credits in cash after arrival in the affected country and should, therefore, arrange for this before departure.

### *Marshalling*

Whenever possible, OCHA will try to marshal the team at a point before arrival in the affected country. This will usually be a major international hub from which the members of the team will continue the journey to the affected country together. If it is not possible to marshal the team before arrival in the affected country, the first entry point will usually be used as the marshalling point.

### *Travel*

When travelling, it is important that the team members take the opportunity to get as much rest as possible as they will be expected to take up work immediately upon arrival in the affected country. Should anything unforeseen occur during the journey, such as missing a flight connection, OCHA should be informed immediately.

### *Luggage*

As the journey to the affected country may involve several flight changes, members should pack their equipment in a way that they can carry on-board the most vital items to allow them to function after arrival. It is recommended that the normal entitlements for hand-luggage are used to the maximum. Remember to allow for ample time for security checks at transit points and avoid carrying any sharp objects in the hand-luggage.

## D.5. Arrival and first steps

### D.5.1. Plan of arrival

A plan of arrival should be created before arrival in the country, started by the Team Leader, and then carried forward as the team begins to assemble at the transit airports. This plan should consider the following issues at a minimum:

### *Team resources and organization*

- Understand competencies and skills, e.g., language, sectoral, etc.
- Understand resources, e.g., equipment, cash, etc.
- Reporting lines and responsibilities.
- Develop initial, communications, and security plan.

    • Assign tasks and preliminary tasking/work plan, e.g., media, team maintenance, liaison, reporting, communications, etc.

### Assess the situation

- ToR, mission objectives, anticipated outcomes.
- Background documents, e.g., Virtual OSOCC, Global Disaster Alert and Coordination System (GDACS), Reliefweb, etc.
- Situation reports and other impact information.
- Security situation (UN phase, general, hazards due to disaster impact).
- Other assessment teams in the area.
- Contingencies and secondary effects.
- Agree on media message.

### Understand UN, bilateral and government

- Status of UN agencies in place and in pipeline.
- Previous UNDAC missions in country.
- Government role and political environment.
- Coordination mechanism.
- Bilateral and other international response.

### Actions taken upon arrival

- Notify Geneva.
- Establish base of operations (team base).
- Establish capacity to communicate (radio, phones, and internet).
- Implement communications plan.
- Establish information processing plan.
- Fix personal support, e.g., shelter, food, transport, etc.
- Security assessment.
- Get maps.
- Translators, interpreters.
- Identify media.
- Arrange meetings with:
- UN Country Team and RC/HC.
- Government.
- Coordination authority.
- Disaster management authority.
- Line ministries.
- Local Red Cross or Red Crescent Societies or IFRC.
- Donors.
- Develop standard briefing package for meetings.
- What is UNDAC?
  - Team ToR.
  - Capacities.
- What can we do for you?
  - Identify needs, capacities, and gaps.

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        • Identify and coordinate responders.
        • Develop and revise plans.
- Determine Government/UN capacity and actions.
- Identify relief on-site and in pipeline.
- Logistics capacity.
- Identify relief entry point.

### D.5.2. First steps

The first 24 hours after the arrival of the UNDAC team in-country are crucial to establishing its credibility and subsequent functioning. Actions to be taken within the first 24 hours of arrival must be thought through and anticipated as carefully as possible. This is especially true for the initial meeting of the UNDAC team or UNDAC Team Leader with the RC/HC or national government entity.

***Immigration and customs***

Immediately upon arrival in the affected country, the team should proceed through the necessary immigration procedures and customs clearance. Depending on the situation in-country, some of the equipment such as satellite telecommunications may have to be declared at the entry. An instruction to this effect should normally have been given to the Team Leader before departure after consultation with the RC/HC. If no instruction has been given, it is assumed that no customs clearance is required. The RC/HC is always informed of the communications equipment carried by the team and should normally make the necessary arrangements with the affected country for the equipment to be entered.

***First contact***

One of the first actions the team should undertake is to brief the RC/HC and UN Disaster Management Team (UN DMT) on its capabilities. An outline of such briefing is at D.5.3.

If the team arrives in the capital, or at the point where the RC/HC is represented, the team should normally be met at the airport and taken to its first point of contact in the affected country. However, this may not always be the case. If the team is not met at the airport, depending on the situation, one of the following courses of action is recommended:

        **1.** Contact the RC/HC by telephone and ask for instructions.
        **2.** Arrange for local transport to the office of the RC/HC or, outside office hours, to a hotel where the team can establish its base.
        **3.** Contact OCHA and ask for instructions.

If the team arrives at a point where there is no representation of the RC/HC, the team should proceed immediately with establishing the team base of operations and get in touch with the national authorities.

### *Establish team base*

In the capital the team base of operations will normally be the office of the RC/HC. If this proves impractical, in consultation with the RC/HC and OCHA, the team may have to establish a base outside the office of the RC/HC. This could be at a hotel or in the office of a national authority. If the team arrives directly at an emergency site where the RC/HC is not represented, the team should proceed to identify a base such as a hotel, office or other location from which it can operate - preferably as close to the national authorities in charge of the emergency as possible.

### *First report*

Immediately upon identifying the team base, the team should communicate its coordinates to OCHA together with known information on the emergency and planned activities.

### *Establish priorities*

Following the first contact with the RC/HC and reporting back to OCHA, the team should establish or, alternatively, revise its immediate priorities in the light of the information available on the emergency and the options open to the team.

A security briefing should be given to the whole team as soon as possible after arrival. If this is not initiated by the RC/HC-office, the team should ask for it. In certain emergencies a security officer from United Nations Department of Safety and Security (UN DSS) may be part of the UNDAC team (see also Chapter N – Safety and Security).

### *Field trip*

If the team has arrived in the capital or outside the immediately affected area, a decision should be taken on how the team will proceed without delay to the affected area to commence its activities.

### *Identify key contacts - capital*

These include:
- The UN DMT/UNCT
- The national authority in charge of the emergency response.
- The national authority in charge of international relief, if not the same as above.
- Key diplomatic missions representing the countries most likely to respond to the emergency.
- International humanitarian organizations including NGOs represented in the country.
- National humanitarian organizations.
- International responders arriving in the country.

### *Identify key contacts - field*

These include:
- United Nations agencies represented at the site.

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- Local authorities in charge of the emergency response.
- International organizations present at the site.
- National relief organizations present at the site.
- International relief organizations/teams arriving in response to the emergency.

### Identify relief entry point

The team should identify the most likely arrival point of international relief and decide whether to establish a Reception Departure Centre at this point.

## D.5.3. Initial briefing by the UNDAC team to the RC/HC and UN DMT/UNTC

### General

The initial briefing by the UNDAC team to the RC/HC and UN DMT/UNTC is extremely important, as it is the initial opportunity provided for the UNDAC team to establish its role, usefulness and credibility. Remember the UNDAC team is a team of specialist emergency managers not generalists.

### Preparation for the briefing

A well prepared briefing is an indication of professionalism. The following preparation should be made by the UNDAC team.

- Decide who is to give the briefing - normally the Team Leader.
- Decide who will answer specialised questions - based on specialities of UNDAC team members.
- Prepare an outline briefing - short, relevant and to the point (see below).
- Prepare sufficient copies of the following documents to hand out:
- Brief CVs of team members.
- Terms of Reference of the UNDAC team.
- A list of recent missions undertaken by the UNDAC team.
- An outline Plan of Action (if ready).
- Business cards for UNDAC team members.
- Make the effort to find out who the members of the UN DMT are and what organizations they represent.

### Aspects to be covered during the briefing

The following should be covered by the team during the briefing:

- A short background of the UNDAC system (hand over list of recent missions/member countries and standard ToR).
- A short brief on each member's experience (hand over CVs).
- The value-added tasks that the UNDAC team could undertake in support of the UN DMT.
- Overall information management for UN DMT.
- Establish link with NGOs.
- Establish link with donors.

- Establish functional relationship with Local Emergency Management Authority (LEMA).
- Establish coordination link with foreign military assets.
- Establish a UN focal point for all disaster-related operations on behalf of UN DMT.
- Organize and coordinate multisectoral assessment(s).
- Support cluster coordination.

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- If prepared, a short list outline of the Plan of Action prepared by the UNDAC team, including how to establish a close working relationship with the local authorities.
- A short briefing on the OSOCC concept if this is relevant to the disaster.
- A summary of funding/appeal instruments with which the team may assist.

### Do's and don'ts while briefing the UN DMT and RC/HC

Do:

- Emphasise the fact that the UNDAC team is there to help the UN DMT by enhancing its capacity to deal with the emergency.
- Emphasise that the UNDAC team is a specialist emergency manage ment tool sent by the ERC to assist.
- State the team is not itself involved in running relief programmes so is perceived to be neutral by donors and NGOs.
- State the team will assist in credibility of fund raising at the international level.
- Emphasise that the UNDAC team is self sufficient and will not divert resources from UN DMT members.

Don't

- Have more than one team member talk simultaneously.
- Show signs of impatience or irritation.
- Make commitments on behalf of OCHA.
- Discuss financing to be provided by OCHA, unless you are sure of it.

### D.6. Plan of Action

An UNDAC mission Plan of Action should be established as early as possible in the mission. The Plan of Action should reflect the information available on the emergency, the mission objectives and the planned activities of the UNDAC team given its constitution and means available. It is developed in two phases. The first phase is a rough outline based on available information before departure.

The UNDAC Team Leader is responsible for creating the Plan of Action. The Team Leader should use the competence of the members of the team in developing the plan. The Team Leader is also responsible for informing OCHA and the RC/HC of the Plan of Action and any changes to it as they occur.

The second phase of the Plan of Action should flow from a consolidation of the plan of arrival, first steps and briefing(s) with the RC/HC and UN DMT. When updating the Plan of Action the UNDAC team should consider the following:

**Consolidation**
- Agree to an overview of the situation, needs, capacity, gaps, and team roles.
- Revise ToR and mission objectives.
- Regular field report.
- Revised team organization.
- Determine need for further team movement/field assessment.
- Identify team expertise gaps and need for reinforcement.
- Identify further meeting needs.
- Regular contact with Geneva.
- Systematically rest team members.

**Constraints**
- Support/capacity of UN Country Team, government.
- Logistical capacity and support. Including collapsed infrastructure.
- Cultural implications and sensitivities (holidays, gender/role differences).
- Unavailability of key informants.
- Security.

All members of the team should be informed of any changes to the plan as it develops. Remember that the Plan of Action is a living document that will be changed during the mission, as the situation develops.

**D.6.1. Contents**
The Plan of Action should be kept short, simple and to the point, perhaps in bullet points only, thus avoiding too much detailed information that will later change as the situation develops.

The following points should be addressed in the Plan of Action:
- **Situation -** Should include known information on the disaster event, damage, national response, international response and projected developments in the emergency situation including secondary risks.
- **Mission objectives** - Should reflect the general UNDAC ToR and include the specific objectives of the mission based on the directions of the ERC, the emergency situation and in-country support requirements. The mission objectives should indicate the main focus of the mission, e.g., assessment, information management, establishment of On-Site Operations Coordination Centre (OSOCC), liaison, etc.; and the expected base of the mission, e.g., in the capital with field trips, or at the emergency site with liaison in the capital. Mission objectives should also include an estimation of the duration of the mission.

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• **In-country counterparts** - Should name the RC/HC, under whose authority the team will work in the affected country, as well as other important counterparts within the UN system, e.g., in-country UN DMT and the national emergency management authority.

• **Team organization** - Should include the organization of the team in sub-components depending on the mission objectives and programme of work, as well as the assignment of individual responsibilities amongst the team members. A basic team structure should include responsibilities for information (assessment and reporting), operations (liaison with disaster responders, cluster management), logistics (transport, board and lodging) and support (administration and telecommunications). Team organization should also include the assignment of field and capital responsibilities as well as a decision on where the team will be based for its work, e.g., UNDP, hotel, field location, etc.

• **Programme of work** - Should include a description (in as much detail as possible) of the activities planned in order to achieve the mission objectives, the relation between these activities and the time frame for their execution. Early in the mission, it may only be possible to indicate a desirable start time for the individual activities.

• **Logistics and resources** - Should include information on logistical arrangements in place for, or required by, the team such as accommodation and transport as well as resources available to the team such as telecommunications equipment and mission support kits, e.g., office kit and petty cash. Logistics and resources should also include financial resources available for relief activities, such as the OCHA Emergency Cash Grant.

• **Mission support** - Should include information on measures in place to backstop the mission from OCHA, as well as information on the OCHA desk/team managing the emergency at headquarters and possible IHP-support.

• **Communications** - Should include instruction on reporting between the UNDAC team and OCHA (for the ERC) as well as between UNDAC field teams and the RC/HC in the capital. The first report to OCHA should always be sent as early as possible after arrival in the affected country. Thereafter, the team should send regular situation reports. If the team is using radio communications equipment (VHF or HF) communications should also include frequencies to be used, individual call signs, times for contacts between the base and field teams and, when appropriate, communications restrictions due to security concerns. See also Chapter F - Information Management.

• **Safety and security** - Should include information on safety and security concerns in the affected country and at the disaster site. Safety and security should also include instructions for team movements, e.g., buddy system, reporting and identification. For further reference, see Chapter N – Safety and Security.

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● **Dealing with the international/local media** - In the current environment of instant communications/TV coverage, the UNDAC team must decide on their message and communication strategy for international and national media. The team should nominate a spokesperson for the international media (normally the Team Leader). In emergencies with an increased media presence, deployment of trained media officers should be pursued. There may be a need to nominate a different spokesperson for the national media if the Team Leader is not fluent in the language spoken at the emergency site. This does not preclude any team member answering media questions if the spokesperson is not available. At the daily operations briefing, the team should decide on the points to be made to the media. Normally it is best to be truthful, conservative and mindful of national sensitivities. See Chapter F – Information Management for further details.

### D.6.2. Operations review/team meeting

If feasible the UNDAC team should carry out an operations review each day at regular meetings. The operations review should reflect changes in the Plan of Action and the immediate work planned for the day and coming period. The operations review should include:

- New developments in the situation.
- Any changes to the objectives of the mission.
- Daily work programme.
- Any changes to team organization and individual assignments.
- Team movements.
- Resources available/needed.
- Instructions on communications.
- Update on safety and security.

## D.7. Mission support

Mission support will be provided mainly through the office of the RC/HC and will include arrangements for entry to the affected country, accommodation, in-country transport and liaison with national and local officials. According to the UNDP administrative instruction 93/57 issued on 3 September 1993 regarding Cooperation between UNDP and UN Department of Humanitarian Affairs (DHA) "the resident coordinator will provide support to a OCHA team" sent to "strengthen and assist the resident coordinator and DMT and the local emergency management authorities in identifying needs for international disaster relief assistance, as well as, when necessary, coordinating the work of international relief teams arriving at the actual site of the disaster." OCHA being the successor organization to DHA, this still applies as has been confirmed by joint memo of 26 April 1999 issued by the ERC and the UNDP.

OCHA will normally authorize the RC/HC to incur expenditures up to a given limit on behalf of OCHA for inter alia the cost of in-country travel (including rental of vehicles if required) and hiring of local staff (drivers and interpreters as required). The UNDAC Team Leader will be informed of the amount authorized in each case. Normally he/she should carry the authorisation letter from Geneva. Mission support will also be provided directly by OCHA, as required.

**D.7.1. The International Humanitarian Partnership (IHP)**

*Equipment Support Modules*

The aim of the UNDAC support modules is to ensure rapid deployment (within 24 hours from request) of tailored, highly mobile and flexible support to UNDAC missions. The support modules provide the UNDAC team with specified equipment to support the operation and trained staff, who may also be utilized for more general mission tasks.

FCSS will seek to mobilize and deploy support modules to all UNDAC missions, normally these would be Information and Communication Technology (ICT) modules supported by 1- 2 staff.

*The International Humanitarian Partnership*

The support modules are provided by the member countries of the International Humanitarian Partnership (IHP), currently Denmark, Finland, the Netherlands, Norway, Sweden, and the United Kingdom. When modules need to be deployed, FCSS consults with the IHP members through the Chair organization to determine which of the IHP countries will deliver the support modules within the requested timeframe. The costs for deployment and operation will, unless otherwise agreed, be covered by the providing country or countries. Mobilization will depend upon agreement on funding by the respective governments.

*Mobilization*

The support modules may be mobilized through FCSS on request of:
    **1.** OCHA management.
    **2.** The UNDAC Team Leader before departure in cooperation with FCSS.
    **3.** Automatically in situations where there is an obvious need for equip-
    ment and/or staff support to an UNDAC mission, such as earthquakes or
    other devastating sudden onset disasters.

Standard agreements similar to those used for the UNDAC mobilization system have been concluded with the IHP member countries. These standing arrangements enable FCSS to mobilize the support modules alongside the UNDAC team. The arrangements for the deployment of the support teams to the field are arranged on the basis of cooperation between the responding countries and the FCSS.

*Staff*

The support modules will be staffed by specialists from the country/countries providing the support. These staff members have received specific training in

operation and maintenance of the equipment. In addition to their technical skills, the support staff have all undertaken UNDAC support staff training, which ensures that they can be utilized to assist in the OSOCC operation and in assessment missions. The support staff members will all have completed the UN Basic Safety and Security CD- ROM and have their respective certificate with them when they deploy. The support staff members will in, addition to the equipment module, be equipped with their own personal equipment to ensure their operability.

### Equipment

The basic module should, unless otherwise indicated in the mission ToR, be self-sufficient for ten days (with possibility to re-supply) and capable of providing full support for an up to six person UNDAC team. The equipment provided by the support teams needs to be fully compatible with the equipment in the UNDAC emergency office kit that is hand carried by UNDAC members when departing on mission. The equipment support modules will be tailored for the specific mission in order to optimize the facilitation of the UNDAC operation. The equipment provided through the IHP Equipment Support Modules will not be delivered directly from the suppliers, but fully installed and tested equipment which might have been used for prior training or emergency missions. Whenever equipment is being deployed into an area with a United Nations security phase, it should be MOSS compliant. (See Chapter N – Safety and Security for further description of MOSS.)

### ICT support module

The ICT support module is a rapid deployable module, which will be accompanied by one support staff member. The module will deploy alongside the UNDAC team with the purpose of providing technical support to the work of the team in situations where it is likely that there will be no need for the deployment of a full basic module or if the UNDAC team would require immediate technical support on arrival. The elements are extracted from the Basic Office and Telecoms modules and tailored to the type of emergency and the area of operations.

### Basic modules

The basic modules should be considered as immediate support for an UNDAC team when the conditions in the affected area are considered inadequate to facilitate the work of a mission. The modules (staff and equipment) are expected to be able to reach the affected area within the same time frame as the UNDAC team and are, therefore, set up in order to be transported on commercial airliners.

While the entire package is called a "Basic Module", FCSS may request separate parts of it, e.g., a subsistence element or a telecommunications element when the situation is such that only part of the basic module is needed.

The Basic Module will normally be accompanied by two support personnel. The equipment in this module does not include the requirements for personal kit, or maintenance and administration facilities for the support personnel.

The equipment will be packed in transport boxes, which can be carried by hand and fit into the cargo hold of commercial airline companies.

**Augmented module**

The Augmented Module should be considered as secondary support for UNDAC teams when the conditions or the support in the affected area is considered inadequate to facilitate the operation and in situations where OCHA has been requested to provide additional facilities to strengthen the humanitarian operation.

The modules should be tailored to the requirements and a request should normally be based on an initial assessment of the facilities in the affected area. The Augmented Module will be on the ground within a few days of the initial request. Depending on access and transport availability OCHA's Civil Military Coordination Section (CMCS) and Logistics Support Unit may be requested to assist with transport capacity.

The Module should arrive with the number of support staff personnel required to facilitate the first 5 to 6 weeks of the operation.

The equipment list in this module does not include the requirements for personal kit or administration of the support personnel of the resource providing country/countries.

***Internet connectivity***
Internet connectivity is provided by Télécoms Sans Frontières (TSF) through a standing agreement with OCHA.

**D.7.2. Asia-Pacific Humanitarian Partnership (APHP)**
The IHP concept has been introduced to the Asian-Pacific region, and provides the equivalent of the ICT module. APHP consists of Australia, China, Japan, Republic of Korea, New Zealand, and Singapore. They have informally divided the region between themselves with Australia and New Zealand looking out for the Pacific region countries and the other countries for the Asian region.

**D.7.3. The Americas region**
In the Americas region, the ICT module is provided by TSF in partnership with United States Agency for International Development (USAID).

### D.8. Medical evacuation

For each UNDAC mission, OCHA obtains Medical Evacuation/Repatriation Insurance from SOS Assistance S.A. for all UNDAC members participating in the mission. Each member is provided with an "SOS passport"" number as proof of

the insurance. This reference number should be used in all contacts with SOS Assistance S.A. OCHA-Geneva will post this reference number on the Virtual OSOCC for each UNDAC mission in case needed.

The insurance provides assistance in case of medical emergency or travel incident as defined in the General Conditions of the SOS Standard Group Medical Service Programme (copy posted on Virtual OSOCC). The insurance is valid immediately upon receipt of the OCHA request by SOS Assistance S.A. SOS passport numbers for each insured member of the mission are provided immediately or, outside office hours, on the following working day.

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SOS Assistance has a worldwide network of alarm, service and medical centres accessible by telephone, fax or e-mail 24 hours a day, 7 days a week. These services include referral to medical services abroad; long-distance medical advice; evacuation and/or medical repatriation; dispatch of an SOS specialist physician; local treatment of patient under SOS supervision; guarantee of hospital deposits; dispatch of medicine. All these services are accessible through the nearest SOS Alarm Centre which should always be contacted prior to taking any action.

In case of medical emergency, the UNDAC member should immediately:

- Call the nearest SOS Alarm Centre (24/7):

- Geneva:    +41 22 785 6464 / Fax: +41 22 785 6424
1gvaposmed@internationalsos.com

- Philadelphia:    +1 215 942 8226 / Fax +1 215 942 8297
phlopsmed@internationalsos.com

- Singapore:  +65 6338 7800 / Fax +65 6338 7611
sin.medical@internationalsos.com

The SOS Alarm Centre will advise whom to contact in-country for appropriate assistance.

- Be ready to provide the following information:
- Family name and first name.
- SOS passport number (on the SOS passport, Virtual OSOCC or from
  OCHA-Geneva).
- Member's present location, telephone number.
- The nature of the problem.
- Inform OCHA-Geneva as soon as possible.

### D.8.1. Injury or death of UNDAC member

In the unfortunate event of injury or death of an UNDAC member on mission, the following action should be taken:

**1.** Contact nearest SOS Assistance Alert Centre immediately with regards to arranging medical evacuation/repatriation of the concerned UNDAC member to the capital/nearest airfield/nearest medical facility as required.
**2.** Contact the in-country RC/HC to inform him/her of the incident request

him/her to forward a report to OCHA-Geneva and UN DSS New York, if necessary. Seek advice/assistance, if needed.

**3.** Contact OCHA-Geneva who will inform the UNDAC member(s) country focal point for information to be passed to the relatives of the UNDAC member concerned.

**4.** Start a log of actions taken and response.

**5.** Notify the Embassy of the concerned UNDAC member, if one exists in-country.

**6.** Ensure local authorities are kept informed - check what formalities are required locally, e.g., police report, death certificate, etc., as these may have legal implications later on.

**7.** Prepare a short press release giving the facts of the incident for the local/international media if needed.

**8.** Assess the circumstances of the incident and make a decision in consultation with team members, the RC/HC and FCSS on modification, continuation or termination of the mission.

### D.8.2. Compensation in the event of death or injury to a UNDAC member attributable to the performance of official duties on behalf of the UN

In the case of death or injury to an UNDAC member attributable to the performance of official duties on behalf of the UN, i.e., an UNDAC mission, compensation is payable to UNDAC members (including national UNDAC members) under Appendix D to the Staff Rules of the UN. For this purpose, a claim has to be forwarded to the Compensation Claims Board, United Nations New York, through OCHA-Geneva and United Nations Office-Geneva (UNOG).

In case of death of the UNDAC member this claim has to be on a P-72 form (available in FCSS) supported by the following documents:

**1.** Copy of contract.
**2.** Designation of beneficiary form.
**3.** Accident report in original (both local and UN reports).
**4.** Death Certificate in original.
**5.** Pathologist Report in original.
**6.** Marriage certificate, if appropriate.

Please note that some of the above documents can only be obtained in the field so UNDAC Team Leaders must make arrangements to obtain them prior to departing from the emergency area.

### D.8.3. Insurance coverage for UNDAC members on mission

OCHA takes out Personal Accident and Illness Insurance for UNDAC members on mission through a private insurance company, where they are not covered by their employer's/government's insurance. This insurance is valid for the duration of the UNDAC mission. Members from UN agencies are covered by their UN insurance. UNDAC members should sign and return the insurance proposal form

which will be sent to them with the UNDAC Standby Message M2. The signed insurance form must be faxed, or emailed with a scanned signature, back to FCSS before UNDAC members depart for the mission. In the event of any claim on this insurance, the UNDAC member should immediately submit a report to OCHA-Geneva (FCSS) who will transmit it to the insurance company for follow-up.

### D.8.4. Malicious Acts Insurance

Following the events of 11 September 2001 changes were demanded by the Insurers to United Nations Malicious Acts Insurance. Underwriters have required that no more than 30 United Nations Staff Members (this includes "Experts on Mission", i.e., UNDAC members, should travel together on one airplane. UNDAC members should ensure that they check how many UN staff may be travelling on the same plane, particularly in places where the United Nations runs its own air services.

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## D.9. Mission end

### D.9.1. Mission end - in-country

Before ending a mission, the decision to exit must be taken. This is done through agreement with the RC/HC and through agreement with OCHA-Geneva. After the decision is taken, the team should, before departure, debrief the RC/HC, if possible the UN Country Team, and, when appropriate, the national authorities. An exit strategy should be formulated already in the initial Plan of Action (see D.6).

If the RC/HC decides to request an extension of the UNDAC team in-country, this request should be reviewed by FCSS for forward planning, i.e., availability of UNDAC members in-country to prolong their mission or rotation by sending out a new UNDAC alert.

### D.9.2. Hand over in-country

The handover of the UNDAC team's functions, assets and processes are essential during and at the end of the mission. The UNDAC team must start considering its handover strategy from very early on in the emergency. Furthermore, the UNDAC team must try and ensure a handover-note specifying what is being handed over, and to whom to ensure proper preparedness and a smooth transition.

Functions, assets and processes may be handed over to any or some of the following:
- National government/LEMA.
- UN agency (normally UNDP).
- International NGO.
- OCHA staff member(s) deployed specifically for this purpose.

### D.9.3.  Mission end - OCHA-Geneva

At the mission end, all UNDAC members will return to their home countries, or via Geneva where they will be debriefed and, if applicable, participate in general information meetings with representatives of the international community and agencies represented in Geneva.  If debriefing is not possible in Geneva because of large-scale involvement of a national or regional UNDAC team, OCHA-Geneva will organize a debriefing within the region or by teleconference.

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#### *Mission debrief*

The mission debrief will take place with the Desk Officer for the emergency and FCSS staff.  It will cover the following points, and any others which may be relevant, in order to draw out lessons learned and enrich institutional memory:

- Pre-departure.
- Arrival in country/orientation.
- On mission – UNDAC activities.
- On mission –relations with other organizations/entities.
- On mission – organizational/administrative issues.
- On mission – equipment.
- Other issues/comments.

The form to be utilised for the mission debrief is found in the UNDAC mission software.

#### *Administrative matters*

All members should complete the United Nations travel claim form as soon as possible following return from mission (within 3 days) to enable rapid settlement of the claim. To assist with this procedure, a checklist of documents needed is also contained in the briefing material provided to the team on departure:

- UN travel authorization.
- Originals of used air tickets (including any boarding passes and ticket stubs) - plus originals or photocopies of any onward tickets issued in-country.
- Originals of attachments for expenses incurred, e.g., receipts for taxis, official phone calls, etc. Please note that the United Nations is very restrictive with reimbursing expenses that are not explicitly authorized in advance on the travel authorization. Therefore, consult with the Team Leader and/or OCHA-Geneva before incurring such expenses. If official calls are made from a hotel or personal cell phone, a detailed bill showing breakdown of numbers called and dates should be requested from the hotel and/or operator.
- Log of all in-country travel (with notes on photos/slides taken), meetings attended and people met.

All documents, including the travel claim, are photocopied by OCHA-Geneva, for the UNDAC member and the OCHA UNDAC file.

When on mission, remember to keep all tickets, bills, receipts, etc. for the travel claim.

### Information meeting

Following relief missions to major emergencies, an information meeting may be held with the participation of interested countries and/or UN agencies, NGOs, OCHA staff, etc., during which the team will provide a summary of the activities carried out, with achievements, using any visual aids available, e.g., slides, overheads, video, PowerPoint, maps, etc.

### Mission report

A draft of the mission report, including situation reports, timeline of actions undertaken, lists of meetings held and persons met should be prepared for finalization by the UNDAC Team Leader.

### Separate mission report

Some UNDAC missions, especially disaster response preparedness missions, will require a separate report. This will be handed over to the RC/HC and/or national government, as applicable.

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