



Standard Operating Procedures

<u>Table of contents</u>	<u>Page</u>
1. Introduction	2
ERU flow chart	3
2. The ERU community	4
2.1 ERU National Societies	4
2.2 ERU working groups	4
2.3 Secretariat ERU desk Geneva	5
2.4 Secretariat technical departments Geneva	6
3. ERU personnel and training	6
3.1 General	6
3.2 Competencies, skills, background	7
3.3 ERU National Society responsibilities	7
3.4 IFRC secretariat responsibilities	9
4. ERU equipment	9
5. Identification: use of emblems and logos	10
6. Availability	11
7. Criteria for deployment	11
8. Modular deployments	12
9. Field request for an ERU	13
10. Role of the Host National Society	13
11. ERU alert and deployment process	13
12. Deployment order and terms of reference	15
13. Pre-deployment steps	15
14. Joint deployments	16
15. ERU management in the field	17
15.1 Line management	17
15.2 Written reports	18
16. Briefings	18
17. Security	19
18. Pre-deployment assessment	19
18.1 Site selection	19
19. Finance	20
19.1 General	20
19.2 Financial recognition	20
19.3 Financial self sufficiency	21
19.4 Running versus operational costs	21
19.5 Logistics ERU and finance	23
19.6 Base camp and finance	23
20. Working with local staff	24
21. Coordination, communication and representation	25
21.1 Coordination	25
21.2 Media, donors and National Society visibility	25
21.3 Social media	26
22. Transition of services, handover and exit from the country	26
22.1 General	26
22.2 Hand-over options	27
22.3 Inventory	27
22.4 Training	28
22.5 Documentation	28
23. Completion of the ERU deployment	28
23.1 End of mission	28
23.2 Performance evaluation	28
23.3 Debriefing	29
23.4 Evaluation	29
24. Guidelines on the development of an ERU	29
Annexes	31

1) Introduction

Emergency response units (ERU) are a key disaster response tool and an integrated part of the International Federation of Red Cross and Red Crescent Societies' (hereafter IFRC) disaster management system that deals with emergency response, preparedness and recovery¹. ERUs are available for deployment to disaster operations coordinated by the IFRC in support of the host National Society and in some circumstances for use by the ICRC.

The ERU part of this system is flexible, modular and offers:

- pre-trained groups of technical specialists
- standardized, pre-packed equipment
- the readiness to deploy at short notice (within 48-72 hours)
- the ability to deploy for up to four months

ERUs provide a range of life saving services such as emergency health, water and sanitation (watsan) and relief while they offer essential support in logistics, IT and telecommunications and staff accommodation and welfare. ERUs operate where local facilities and infrastructure have been damaged, are overwhelmed by needs or are simply non-existent. Since 1996, ERUs have been deployed across the globe to respond to the aftermath of disasters, including earthquakes, floods and hurricanes, as well as population displacements.

The ERU system is developed to provide an increased depth in response capacity, allowing for a more 'predictable' yet targeted intervention to operations coordinated by the IFRC as part of its mandate. Therefore, from the commencement of a deployment until the handover of the ERU, the unit forms part of the IFRC's coordinated disaster response and is thus integrated into the organisation's structure. Whilst the ERU may function as a self-contained unit, it remains an integral part of the overall operation, subject to IFRC rules and regulations, including security regulations and policy frameworks.

The various ERUs are maintained, financed and operated by a range of National Societies while the secretariat's office in Geneva is responsible for the overall co-ordination, deployment and technical support and evaluation of ERU deployments and related activities².

Continuous development of the ERU system, including reviews of deployments, standardization and modifications to equipment are discussed at the ERU/Field assessment and coordination teams³ (FACT) working group and the ERU technical working groups, of which there is one per technical sector.

And while the primary goal of ERU deployments is to save lives and ameliorate conditions for those affected by a disaster, the unit's service provision ideally contributes to knowledge transfer and the building of (response) capacities inside the National Societies to where the teams are being deployed.

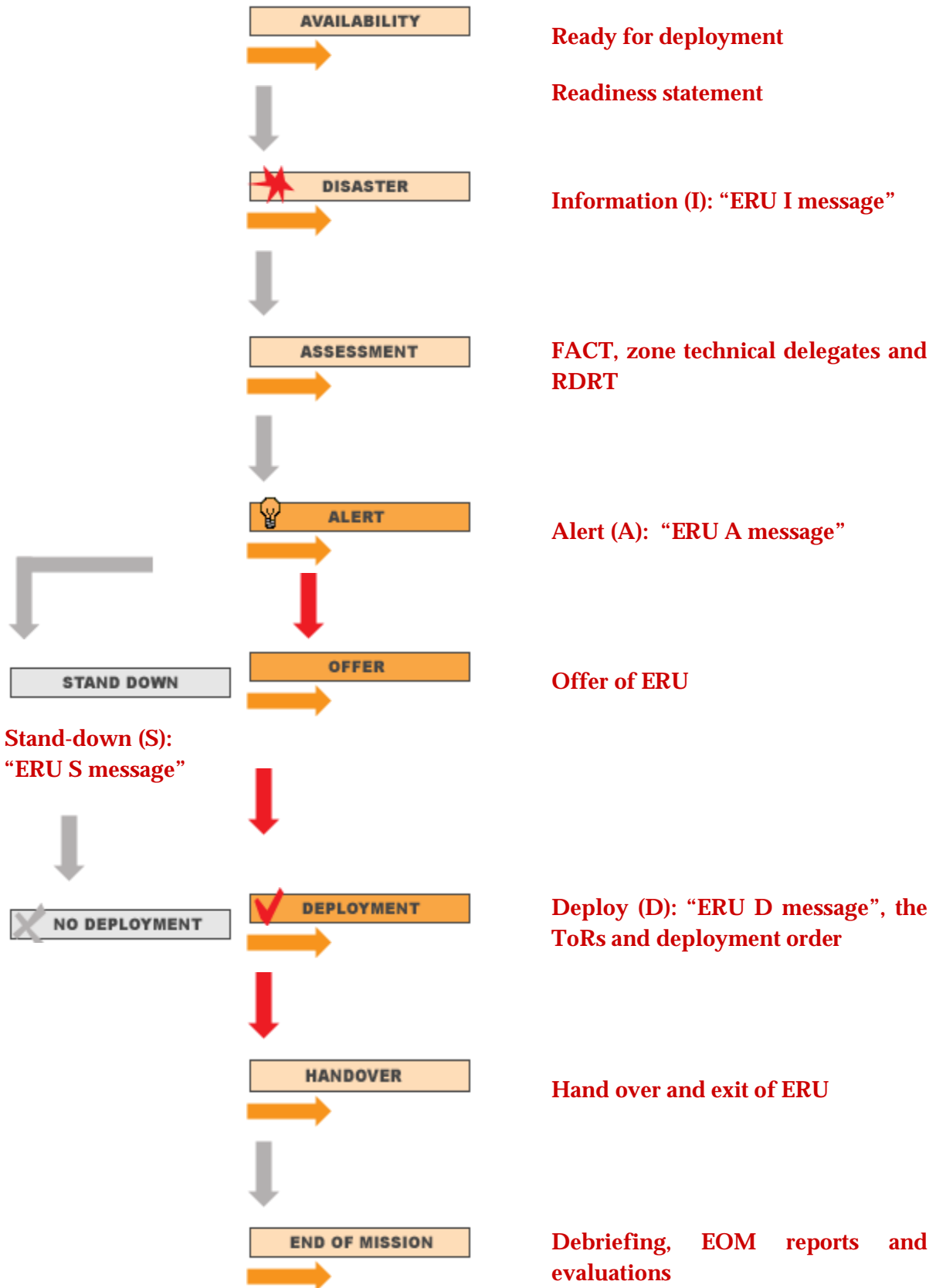
¹ see Annex I for ERU types and functions

² The Secretariat office in Geneva houses the ERU desk (focal point for the ERU National Societies, the zone offices and the ICRC) and the technical departments, which guide the development of the ERU units in all sectors.

³ Formerly known as the "ERU Working group meeting"

Flowchart of ERU use

The flow-chart below shows the ERU alert and deployment process, the details of which are explained throughout this SOP document.



2) The ERU community

2.1) ERU National Society

The term “ERU National Society” refers to those National Societies that are maintaining one or more units as well as those that demonstrate commitment to the ERU concept by providing manpower, funding or components/modules to ERUs. ERUs are developed, maintained, staffed and fully funded by the deploying National Society, alone or with other National Societies, in conjunction with and with support from the IFRC.

An ERU National Society commits to:

- Nominating an ERU focal point who is in charge of all ERU related issues, serving as the direct interface between the ERU NS and the Secretariat and who maintains a direct link with the ERU Desk for all related ERU non disaster and disaster related business
- Undertaking the responsibilities of being the “deploying entity” for its ERU trained members, i.e. to ensure that their ERU roster members are deployable within short notice, and are prepared to undertake the responsibilities of the deploying entity as described in the personnel section (refer to section 3.2)
- Contributing towards the maintenance and further development of the ERU concept, through the active participation in the ERU/FACT working group and relevant technical working groups (refer to the section below)
- Complying with the agreed equipment specifications and technical standards for the relevant ERU it maintains
- Notifying the ERU desk in Geneva on a monthly basis of the readiness of their respective ERU(s), i.e. of personnel and equipment so as to ensure current availability and deployability of resources⁴
- Comply with training curriculum developed and agreed by the ERU’s technical working group
- Complying with these standard operating procedures (SOPs) for ERUs as well as the Principles and Rules for Red Cross and Red Crescent in Disaster Relief (current version for the time being and revised version once finalized in 2013)

2.2) ERU working groups

Technical working groups

- Each technical sector organises their own ERU working group which are convened on an annual basis. The hosting rotates between the IFRC and the ERU National Societies. Whilst they are annual gatherings, ad-hoc meetings can be convened based upon need. The working group is chaired by a representative of the IFRC’s relevant technical department
- Core participants are the National Societies maintaining the concerned ERU, the Geneva technical departments and where relevant the ICRC. Jointly they decide on inviting others, including but not limited to technical specialist from within the IFRC’s country, regional or zone offices as well as representatives from National Societies who received ERUs or are interested in developing them

⁴ See Annex V for the template “ERU Readiness”

- The main objective of these meetings is to contribute to the development of that specific ERU type through equipment adaptation for greater efficiency and effectiveness and through agreeing on training curricula and profiles (job descriptions) of ERU human resources. In addition, the meetings contribute to improved cooperation between the ERU community and emergency related files such as shelter and settlements and recovery
- Technical department is responsible to draft agenda, produced minutes of meeting and actions points and follow-up on implementation of the action points

ERU/FACT working group⁵

- The annual ERU/FACT working group brings together representatives from all ERU National Societies (traditionally they are also the main FACT providers). The above mentioned technical working groups feed into this overarching meeting. The ERU/FACT working group reports its findings to the disaster management working group (DMWG) and is chaired by the ERU and FACT focal points based in Geneva.
- In addition to dealing with any issue brought to its attention by the technical working groups, the ERU/FACT working group's task is to promote greater awareness of the ERU concept in the Movement and key stakeholders and to strengthen the cooperation and collaboration across National Societies, including support to those National Societies who have demonstrated a serious intent to develop an ERU.

2.3) Secretariat's ERU desk in Geneva

The IFRC secretariat's office in Geneva houses the 'ERU desk'. The ERU desk officer is responsible for:

- Leading the global coordination of ERU mobilization and deployment during disasters.
- Being the focal point for the ERU National Societies, the IFRC zonal disaster management teams, the technical departments, the ICRC and key UN agencies. Overall ERU development within the wider framework of disaster management in the IFRC rests with this office.
- Managing the ERU SOPs; update and improve them as per needs, identified either by the ERU National Societies or the IFRC secretariat.
- Liaising with the ICRC to improve and coordinate the use of ERU assets with the ICRC at times of simultaneous need in separate countries or in one country where both request ERU assistance.
- Working closely with the FACT desk in Geneva to ensure cooperation between the two tools is continuously improved. Equally, cooperating and communicating closely with IFRC field offices and the global DM team to ensure ERUs are integrated into operations as smoothly as possible.
- Collaborating with the respective ERU National Societies and the Geneva-based technical departments evaluating ERU deployment for lessons learned and providing subsequent feedback to all stakeholders and relevant working groups.

⁵ See Annex I for the ToR of the ERU part of the ERU/FACT Working group

- Providing leadership to National Societies in continuing development of the existing ERUs as well as the planning and establishment of new ERUs⁶.
- Actively contributing to the IFRC website, Fednet and DMIS and ensure ERU content is regularly updated.
- Providing representation to donors and other relevant parties regarding ERUs and disaster management on behalf of the IFRC secretariat office in Geneva.

2.4) Secretariat's Technical Departments in Geneva

The IFRC secretariat's office in Geneva houses apart from the ERU desk the technical departments. These are responsible for:

- § Ensuring the standardisation of ERUs in their respective technical areas and for contributing to the development of the tool. This means deciding on the types of services ERUs are to provide beneficiaries or the overall operation with, the type of equipment needed to deliver these services, developing training curricula for NS' ERU training courses and the job descriptions according to which ERU delegates are to be recruited
- § Support, either in person or by nominating a competent technical facilitator, ERU NS' training courses when possible
- § Support and advise the ERU desk at times of alerts in the decision-making process around deployments of ERUs in their technical area, including the drawing up of the technical part of TORs
- § Support and advise the Zonal structure, the in-country IFRC operation and - if need be - the ERU team leader(s) directly during deployments of ERUs on all matters related to the implementation of the ERUs TORs
- § Chair the annual technical ERU meeting in their specific area and be the focal point for ERU NS and Zonal colleagues in between such meetings on all technical issues
- § Contribute to or organise technical ERU evaluations

3) ERU personnel and training

3.1) General

The ERU team size varies depending on the type of ERU. Teams have male and female representation and can be made up of personnel from different National Societies. Such missions are referred to as "joint deployments."⁷

Due to the Status Agreement restrictions,⁸ ERU personnel normally cannot be citizens or residents of the country to which deployments are undertaken. Most Status Agreements

⁶ See also section 24 below.

⁷ See annex II: "Letter of Understanding", stipulating rules and regulations for NS who agree to jointly deploy one ERU team.

⁸ A Status Agreement (SA) acknowledges the International Federation as an international legal entity in the country. In doing so, the Government concerned allows the Federation certain privileges and immunities. For ERU missions, this SA is critical for allowing the team to function effectively during an operation, especially at the onset of a disaster.

A SA generally enable the International Federation to:

(a) "Act" in a legal sense in a country – hire staff, sign contracts, open bank accounts, freely transfer currency, rent offices and accommodation, import and export goods, purchase goods in country, and so on.

(b) Benefit from tax exemptions, including taxes on salaries paid to delegates (sometimes local staff as well), all direct taxes (taxes on income), and often indirect taxes, including Value Added Tax (VAT).

(c) Import/export operational goods without restrictions and exempt from duties.

have restrictions in regard to nationals or permanent residents and do not allow for the same application of privileges and immunities that expatriates have. Consequently, the IFRC will not have any legal tools available to assist locals and residents in the same way as expatriates.

Note: For local staff issues – refer to section 20.

3.2) Competencies, skills and background

1. All personnel should have the necessary skills and experience outlined in the relevant job descriptions to undertake the mission. Equally, professional qualifications should meet the agreed standards and job descriptions as established for each ERU.
2. All personnel should have undertaken the World of Red Cross Red Crescent (WORC) course, or have equivalent knowledge, with ERU team leaders having gone through either a basic training course (BTC) or international mobilisation and preparation for action induction course (IMPACT). Furthermore, all ERU personnel should have successfully completed the on-line security course “Stay safe – personal security”, as this is an obligatory course for all IFRC personnel to follow. ERU team leaders are also to successfully complete the next level, “Stay safe – security management” course. It is up to each ERU National Society to request their ERU staff to offer proof of successful completion of these courses, which can be followed on the IFRC’s e-learning platform: <https://ifrc.csod.com/client/ifrc/default.aspx>.
3. All personnel should have successfully completed the relevant basic technical ERU training prior to any deployment.
4. ERU team leaders are expected to have completed an IFRC ERU team leader training.
5. All personnel is expected to have a strong understanding of the Principles and Rules for Red Cross and Red Crescent in Disaster Relief (and the revised version once finalised in 2013), the staff code of conduct, *Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief*, the chapters of the *Humanitarian Charter and Minimum Standards in Humanitarian Response* (the Sphere handbook) relevant to the individual’s ERU, as well as these ERU SOPs.

3.3) ERU National Societies responsibilities

With respect to its ERU personnel, the ERU National Societies are responsible for:

- 1) All employment contractual issues, inclusive of personnel who may be seconded from other National Societies as well as ensuring all personnel have been medically cleared, have appropriate vaccinations, and have appropriate illness, accident, death, disability, indemnity, repatriation and if necessary war risk insurance.
- 2) Ensuring all personnel has a pre-mission briefing, including country specific health information.

(d) Protect its assets and staff by granting both the organisation and its staff certain immunities from jurisdiction and execution of judgements and inviolability (freedom from seizure, arrest, search, or detainment).

(e) Advocate for its members in the international sphere with an equal voice to the other international organisations – opening diplomatic channels and opportunities for participation in international fora.

It is important to keep in mind that every SA is unique. As these are agreements that are negotiated, there may be some variation in the terms and therefore, each agreement is relevant and specific to that country only. Some agreements have not been ratified, which means that they are not yet implemented as a matter of national law.

- 3) Verifying and keeping file-copies of any professional licenses and certificates of their personnel. It should be noted that in the case of health personnel it is a requirement for ERU staff deploying to carry certified translated copies of such qualifications and show these to the relevant authorities in the country of operation.
- 4) Ensuring that any personnel who previously worked with the IFRC have been deemed suitable for further international missions.
- 5) Ensuring that personnel are available for deployment within the agreed time frame.
- 6) Ensuring all personnel have a current driving licence (manual gears) and an international driving licence.
- 7) Arranging the necessary visa for the mission and organizing travel arrangements for all personnel, including any stopovers en route.
- 8) Ensuring that ERU teams include as much as possible personnel having a good working knowledge of the language(s) in the country or area of operation.
- 9) Covering all costs related to the deployment of their personnel, inclusive of salary, insurance, per diem (if applicable), accommodation, international and local travel.
- 10) Ensuring all personnel are briefed on and sign the IFRC's Code of Conduct for Staff.
- 11) Ensuring all personnel are briefed on the need to sign up to and follow all applicable in-country rules and regulations as set out by the IFRC, including security regulations, vehicle use, etc.
- 12) Ensuring all personnel deployed are given an opportunity to debrief after the completion of their mission. This debrief is to include both the operational side and the delegate's individual wellbeing. In addition, ensuring that each ERU rotation provides, through the team leader, an End of Mission report.
- 13) Ensuring short mission evaluations are being completed by the team leader and where possible a 360° evaluation is undertaken by the team itself⁹.
- 14) Providing the IFRC's ERU desk, prior to departure of the ERU and staff, with:
 - a. A list of the ERU team¹⁰ including assignment dates (start and end of mission), nationality, position/function within the team and contact details (e-mail and mobile phone).
 - b. The "Announcement of ERU deployment", indicating an estimated value of the ERU deployment.¹¹ The deploying National Society is requested to resend this document upon completion of the deployment, indicating the real value of the contribution
- 15) Equipping the ERU team with a personal kit that allows the team sufficient independence and comfort to set up camp if no immediate accommodation is available locally (this kit is not standardized and each National Society is free to design one as it deems fit)
- 16) Providing the ERU team members with sufficient funds to cover the running costs of the ERU as well as a buffer for smaller ad-hoc operational costs (for reimbursement of the latter see point 19.4)
- 17) Organising technical ERU training and regular refreshers, adhering to the curricula agreed upon during the relevant technical ERU meetings, inviting facilitation support from the IFRC where qualified technical expertise at home is insufficient and keeping the ERU desk in Geneva informed of the planned training. ERU NSs are

⁹ The HR Dpt of the ERU NS should be in a position to provide training on completing a 360° performance appraisal.

¹⁰ See Annex III for the "Personnel Sheet" template.

¹¹ See Annex IV for the "Announcement of ERU deployment" template

highly encouraged to consult the master ERU training calendar maintained and updated by the ERU desk to encourage a spread of courses across the calendar months avoid duplication and over-lap.

- 18) Ensuring that personnel from non-movement institutions seconded to an ERU shall not wear any indicative insignia or commercial logos other than that of the ERU National Society.

3.4) IFRC secretariat responsibilities:

- 1) Supporting, where and when possible, ERU training organised by an ERU National Society. This may be done by co-facilitation through Geneva-based staff from the ERU desk and/or technical departments or zone-based disaster management and technical delegates.
- 2) Being ready to support the deploying National Societies' ERU team with arranging invitation letters for visa and with accommodation upon arrival in the affected country and prior to the team's onward travel to the actual site of operations.
- 3) Ensuring the IFRC line managers of the ERU conduct an appropriate performance evaluation process of ERU team leaders, using the short-term mission evaluation form.
- 4) Organizing the debriefing of the ERU team leader to ensure follow-up of any issues identified. This debrief can take place by telephone or in person in Geneva.
- 5) Issuing the ERU team members, through their National Societies' headquarters, with an IFRC identification card (ID card) for the duration of the ERU mission. This ID card remains the property of the IFRC and shall be returned to the deploying ERU National Society on completion of the mission.
- 6) During deployments, alerting relevant IFRC field structure to the specific support needs of deploying teams and equipment, including the changing dynamics once a FACT deployment is over and field coordination is to be carried out by IFRC delegates / the in-country office.

4) ERU equipment

The equipment of ERUs has been standardised and is agreed upon by the National Society and the IFRC in the technical ERU working groups. All equipment specifications are available in the *emergency items catalogue* (EIC).¹² The responsibility for maintaining, modifying and developing these standards remains with the IFRC Secretariat's technical departments and the ERU National Societies for each sectoral ERU. The global logistics service is responsible for updating the EIC.

The procurement, storage, maintenance and funding of ERU equipment is the responsibility of the ERU National Society.

Vehicles

ERUs must be able to deploy their own vehicles as part of the kit (unless requested not to do so by the ERU desk). These are to be IFRC standard 4WD or pick-ups¹³. Using other than

¹² See the Emergency Items Catalogue: www.ifrc.org/emergency-items

¹³ See the 'Federation Standard Vehicles' section on Fednet: <https://fednet.ifrc.org/en/resources-and-services/disasters/logistics/our-global-structure/global-fleet-base/federation-standard-vehicles/>

IFRC standard vehicles may lead to a variety of problems both during an ERU operation and after a possible hand-over in the country affected¹⁴. ERU vehicles shall be equipped, where permitted in-country, with HF/VHF radios. In most cases ERU National Societies will own left-hand drive vehicles. The IFRC's global logistics service offers all ERU National Societies the possibility to join its vehicle rental programme (VRP).¹⁵

IT and telecommunications

All ERUs shall come equipped with basic telecommunications equipment including VHF radios, satellite phones, mobile phones/GSM, GPS and laptops with IFRC standard software. In order to secure integration and support, this equipment has to comply with IFRC standards¹⁶. In some countries restrictions to such equipment apply and advice shall be sought by the Geneva office of the secretariat to clarify any local regulations or licensing requirements.

The following issues shall be clarified with the Host National Society by the Geneva office prior to an ERU deployment:

- Whether the Host National Society has an existing HF/VHF network that can be used
- Whether the IFRC secretariat has a network and licence
- Whether a local licence is required for the use of radios
- Whether local GSM system covers the area of operations and whether local SIM cards can be purchased easily
- Whether there is import restrictions on satellite equipment (BGAN, sat phones, GPS etc)
- In situations where the IT & telecommunications infrastructure does not exist within the NS and possibly in-country, an assessment can be conducted to determine whether a VSAT could be requested to provide both voice and data communication to a large number of users¹⁷.

Once the above has been clarified, the Geneva office of the secretariat will provide the deploying National Society with the contact information of available support for IT & Telecom.

5) Identification: use of the emblem and logos

In accordance with the rules of the use of the emblem in its indicative use¹⁸ ERUs utilise a sticker of the emblem of the deploying National Society, the standard ERU logo and the emblem of the IFRC.

¹⁴ Non-standard vehicles from the EU deployed on ERU missions have come powered with EU standard engines (Euro 4 and 5) which are sensitive to contaminated fuel (with a high percentage of sulphur, dirt and/or water). Particularly in Africa, Latin America, Central and South Asia where fuel quality does not meet EU standards this has caused vehicle break downs. Apart from the mentioned malfunctions these vehicles may experience during deployment, knowingly handing over 'vulnerable' vehicles to the host-NS after the ERU deployment as part of the exit-procedure is irresponsible. Non-standard vehicles use (the Renault Traffic (Haiti) and the Land Rover Defender (Liberia/Sierra Leone/Mali) and handing them over to the host-NS has in the past led to significant mechanical malfunctions and ultimate breakdowns.

¹⁵ See 'Vehicle Rental Programme' section on Fednet: <https://fednet.ifrc.org/en/resources-and-services/disasters/logistics/our-global-structure/global-fleet-base/vehicle-rental-programme/>

¹⁶ Please refer to the recommendations in the "Proposed IT Telecom modules for ERUs" document on DMIS (under DMIS/Response/IT/Telecom/equipment)

¹⁷ The American Red Cross has an operational VSAT satellite system as part of its IT/Telecom ERU. Details of this capacity and the use thereof in IFRC operations necessitating the system can be obtained from the ERU desk and the technical department.

¹⁸ For further information on the use of the emblem refer to: <http://www.icrc.org/eng/resources/documents/misc/57jmbg.htm> and in particular article 21: "The emblem, accompanied by the name of the National Society, may figure on hospitals and aid stations run by the Society and on the means of transportation, especially ambulances, used by its members and employees.

Whilst it is acceptable that ERU equipment bears an indication of the company producing it, these SOPs call for active branding of companies and partners with whom a sponsorship agreement exists to be kept to a minimum on equipment, vehicles and ERU staff's clothing. ERU National Societies having individual rules and regulations regarding branding and sponsorship agreements will be guided by these with regard to ERUs. If no such agreements exist the ERU desk officer at the IFRC secretariat can be consulted for advice.

ERU staff shall not be wearing or carrying any texts or images which can be culturally or politically inappropriate or may be considered promoting ideas, activities or items not directly linked to the Red Cross Red Crescent Movement.

Lastly, national flags or other country-of-origin insignia shall not be used alongside the Red Cross Crescent Crystal emblem and ERU logos.

6) Availability

As mentioned in section 2.1 above, ERU National Societies complete the monthly "ERU Readiness Statement", showing the availability of personnel and equipment for the next month. The readiness statement is forwarded to the ERU desk at the secretariat for internal information sharing and preparedness.

7) Criteria for deployment

In line with the coordination procedures, the deployment of an ERU shall be done following consultations with the Host National Society, the relevant zone and IFRC's in-country field structure¹⁹.

An ERU deployment is traditionally based on a range of factors, including:

- magnitude and evolution of the disaster
- number and needs of the affected population
- capacity of the Host National Society to respond
- availability or lack of life-saving services, i.e. the capacity of authorities and/or other organizations in-country to respond
- availability of IFRC secretariat and National Society resources (human, financial, material)
- suitability of the ERU as a response tool for this situation
- access to country and affected area(s)
- security situation

For any incoming ERUs to a country of operation, the following issues shall need to be clarified by the designated operational manager in-country or at zone level:

Subject to Article 13 ('Marking already in time of peace'), the emblem so used shall be of relatively small dimensions in order to avoid, in the event of armed conflict, confusion with the emblem used as a protective device."

¹⁹ The Host National Society's request for Red Cross Red Crescent assistance and agreement to receive ERUs normally follows an appeal for international assistance from its government to the UN. In parallel an IFRC preliminary emergency appeal is launched on behalf of the Host National Society. The type of ERU(s) needed and their place of assignment in the country affected is then determined based on a rapid needs assessment carried out by the Host National Society, together with the regional disaster response team (RDRT) and/or a FACT and in conjunction with relevant sectoral Federation staff already in-country or from a zone office.

- agreement of the Host National Society to accept ERU deployments
- agreement of any relevant government department or local authority (it is especially important in case of any health ERU to obtain agreement of the Ministry of Health for the ERU to provide health care services, inclusive of use of expatriate personnel; this may require the local registration of foreign health personnel and importation of pharmaceuticals)
- agreement of any local authority regarding access to water sources
- agreement of local authorities/National Society on the import and use of IT and telecommunication equipment.

If an ERU is recommended, it shall be the responsibility of the operational manager in the field to ensure that the Host National Society agrees to the deployment and understands the specific requirements of that ERU.

8) Modular deployments

A growing number of National Societies who in the past have been recipients of international assistance (including ERUs) have not only increased their capacities to respond to events domestically but have also become contributors to cross-border emergency operations themselves. As a result of this increased capacity these National Societies, when again faced with a major disaster in their own country, will cover a considerable part of the national response operation using their own resources while possibly requiring limited international assistance, including ERUs. This requires flexible ERU assistance that may take different shapes. Equally, medium and small size emergencies, warranting external assistance that can be provided by using ERU capacities may mean a modular approach without deploying a standard and full blown ERU.

Possible flexible and modular deployments may include:

- Primarily a donation of ERU equipment with ‘on the job’ training by a small number of ERU staff (undertaken by logistics, IT and telecommunication and health ERUs in the past).
- Mainly training and some supervision by a small number of ERU staff on earlier deployed (and handed-over) ERU equipment that is being used by the Host National Society in-country (watsan).
- A deployment of individual ERU delegates without a team leader and different places of assignments within a country. The team is therefore not physically together in one base and reports to an IFRC delegate or coordinator (logistics).

The above examples of “flexible” deployments are recent and have yielded various levels of success. Whilst there is no trend to disengage with the traditional set-up of full ERU teams and each request for a “flexible” deployment will be considered carefully before being undertaken, there is a need (and expectation) on the ERU group to be open to different ways of delivering assistance in the future, including the above mentioned set-ups. When a request for deployment includes a set-up different than the traditional full ERU configuration, the ERU desk must, prior to the deployment, clarify the implications towards the reporting lines and structure of the operation. In case of a deployment of individual ERU delegates under an IFRC umbrella, all the required operational support need to be provided (i.e. financial support), or agreed upon prior to the deployment.

9) Field request for an ERU

The request for an ERU deployment shall be initiated, subject to the criteria outlined in section 7 above (“criteria for deployment”), by:

- Ø The IFRC’s operational manager in the field. This will in most cases be a FACT team leader, on the advice of the technical FACT team members. In cases where a FACT is not deployed, a request for an ERU will be judged on a case to case basis by the relevant and competent IFRC technical department and the ERU desk.

10) Role of the Host National Society

The deployment of an ERU is to support the disaster response of the Host National Society, as elaborated in a preliminary emergency appeal. Where possible and depending on its already stretched capacity, the Host National Society may assume the responsibility to:

- Offer advice, share knowledge and expertise in any area of the operation that can further the effective and efficient functioning of the ERUs
- Appoint relevant technical counterparts and help identify and source staff, volunteers or local labourers to work with the ERU (refer to section 20 below for further details)
- Be the key link between the expat ERU teams and the local population who the (ERU) operation serves
- Facilitate coordination between the IFRC, ERUs, local authorities and relevant government ministries or agencies (for health ERUs act as liaison with the local ministry of health officials and/or local hospitals)
- Facilitate rotations of incoming ERUs staff by issuing invitation letters and help with any immigration issues

The ERU document “On the Reception of ERUs”²⁰ outlines in greater detail the role of the Host National Society and the ways in which it can facilitate the ERU’s work. This document will be shared with the Host National Society and the IFRC’s field structure prior to the deployment of ERUs.

11) ERU alert and deployment process

Following a medium- to large-scale disaster that may necessitate the deployment of FACT and ERUs, the ERU desk in Geneva will be in close communication with the ERU National Society. Information pertaining to ERU needs will be shared by means of sms and e-mail and is characterised by the following levels:

ERU information message (ERU I)

The ERU desk may issue this message to the ERU focal points in the National Societies to simply alert the membership of an event. The message typically includes the location, type of event and plans for deployment of RDRT/RITS and/or FACT. This message is to be

²⁰ See Annex VI for the document “On the Reception of ERUs”.

considered as means of sharing information only and does not mean that an ERU alert message will necessarily follow.

ERU alert message (ERU A)

If an ERU is required, the ERU desk will forward the next level message – in the form of a text message and an e-mail. This ERU A message will state the location, type of event and type(s) of ERUs required. Upon receipt, the ERU National Societies' are given up to 12 hours²¹ to confirm interest by making an offer of the requested ERU(s) to the ERU desk.

ERU stand down message (ERU S)

Should the operational situation change and an earlier issued ERU alert no longer deemed appropriate, an ERU stand down message will be issued to all ERU National Societies'.

ERU deployment message (ERU D)

The ERU D message stipulates which National Society is requested to deploy what type of ERU. Where more than one of the same type of ERU is available from various National Societies, bearing in mind that each new ERU deployment shall be carried out according to the specific needs and realities of the disaster affected country and Host National Society, the selection decision shall be based on the following considerations:

- security considerations
- timeframe and geographical proximity for deployment
- language skills
- specialist technical skills and competency
- availability of funding for the whole deployment period
- frequency of past deployments

Understanding that more and more National Societies' have developed ERUs and that there is a necessity to avoid duplication of services in an operation, all ERU National Societies shall agree to a 'goodwill' clause recognising that deployment opportunities shall be shared equitably amongst those ERU National Societies as per the deployment criteria. ERU National Societies are encouraged to consider joint deployments where possible (refer to section 14).

Any ERU National Society accepting to be the lead National Society in the deployment agrees to fully cover all expenses and costs related to the ERU and its deployment as well as agrees not to make any financial claims against the IFRC secretariat or other National Societies subsequent to this, unless specifically agreed in writing by the IFRC prior to the deployment. The ERU National Society/ies chosen shall inform the ERU desk of the following:

- the composition of equipment and human resources (with names of agreed or planned personnel), ensuring that the requested composition of the ERU is met
- travel and transport schedules
- maximum funding available for up to four months

²¹ There are situations where a decision can be taken quicker, but time differences between Washington, Ottawa, Tokyo, Wellington and Geneva are to be considered.

- Estimated total budget (value of equipment, personnel costs (salaries), transport costs and running costs).

The deploying ERU National Society (or the one who has the lead in a joint deployment) will receive a “Deployment order” and “ToRs” that state the details of the deployment (refer to the following section for details). If available, the deploying National Society shall be provided with additional information, (i.e. assessment-reports /Sitreps [RCRC a/o other sources], other general / specific information on country / HNS).

The deploying National Society/ies shall include the total estimated budget of the ERU in the “ERU value statement” document, so as to ensure the estimated value of the contribution can be recorded in the preliminary emergency appeal.

12) Deployment order and ToRs (DO + ToR)²²

The ERU desk, with the support of the relevant technical departments in the IFRC secretariat, compiles the specific ToR as part of the deployment order. These ToR shall state:

- operation, emergency appeal number and port of entry
- name of the (lead) deploying National Society
- objectives of the deployment and outputs expected (services to be provided)
- duration of the mission
- reporting lines as agreed with the relevant zone office with all necessary field contact details
- general and specific outputs expected from the ERU team
- equipment modules needed
- information management requirements
- security regulations as offered by the IFRC Security Unit

The above is not exhaustive and any other information deemed relevant may be included on a case-to-case basis. The ERU desk in Geneva will modify ToRs during the deployment when reporting lines or expected outputs change.

13) Pre-deployment steps

The ERU National Society will, on receipt of the deployment order, provide:

1. The ERU desk in Geneva with the standard personnel template²³, outlining the first team’s composition with relevant details as well as the “announcement of ERU deployment” (refer to section 3.3, point 13)
2. the relevant IFRC’s zonal logistics unit with a complete set of documents as stipulated in the “shipping instructions” (see below)

The IFRC secretariat:

The IFRC’s relevant zonal logistics unit will advise the consignee and issue “shipping instructions.” The ERU desk in Geneva will consult the relevant zone office to ensure all

²² See Annex VIII for the “Deployment Order” and “Terms of Reference” template.

²³ See annex III for the template ‘personnel sheet’.

necessary briefing material on the Host National Society and the unfolding operation is available.

Host National Society

The Host National Society and the in-country Federation office will, where possible, assist in immigration and customs formalities and obtaining importation duty exemptions.

Health

Prior to deploying health ERUs, the standard practice is to conduct a health assessment by the designated and qualified FACT or Federation zone health delegate or Host National Society health staff. This assessment has to be agreed upon by the Geneva-based technical department and will be shared with the NSs deploying. In the case of health ERUs deploying, the agreement of relevant local authorities and the Ministry of Health as well as the permission for foreign health professionals to practice needs to be obtained.

Watsan

In case of a watsan ERU, the agreement of the local water authorities or respective line ministry in the country affected may also be required. No watsan ERU will be deployed without a technical watsan assessment by the designated FACT, RDRT, zone watsan delegate or Host National Society watsan staff. This assessment has to be agreed upon by the Geneva-based technical department.

IT and telecommunications

In operations where an assessment has indicated the need for specialized IT and telecommunications support, especially where there are numerous field sites that need to have communications system linked together and a local area network established, it is key to obtain the green light from the relevant authorities to import and use IT and telecommunications equipment in the affected country. Another pre-requisite for deployment is that the Host National Society has to have a license to use a radio frequency. The above information will help decide on the ERU's deployment and will be sought from the country or zone office.

Base camp

Prior to the decision on the deployment of a base camp, an assessment is to be undertaken that looks into site selection, land-rights, the availability of a water source and a range of other issues. For this one of the base camp ERU National Societies' will be requested to deploy their focal point or team leader and undertake the necessary assessment.

Logistics

Based on past experience, a Logistics ERU will be alerted and deployed in most cases without an in-depth prior assessment on the ground. What will be clarified prior to actual deployment is the kit size needed in the particular context of the operation.

14) Joint deployments

When, following an alert, two or more National Societies are equally interested in a deployment and no other deployment opportunities present themselves to these National

Societies, the ERU desk will facilitate a joint deployment, either for equipment or personnel, they will inform the ERU desk of this at the time they are making an offer.

Key-issues that need to be discussed between the two National Societies prior to making an offer relate to team composition and rotations and equipment relevant to the tasks each National Society takes on and budgetary implications, including a clear understanding on the coverage of running and operational costs (also refer to section 19.4)

In order to facilitate the division of tasks between the two or more deploying National Societies the “letter of understanding“ (LoU) document on joint deployments has been developed²⁴ and National Societies are encouraged to use it (also refer to section 16 below). This means that the National Societies deploying together must clearly indicate, in writing, preferably through the above mentioned LoU, to the IFRC which National Society is leading the joint deployment. This National Society formally takes on the final responsibility of the deployment, just like a National Society deploying a complete unit alone. This ultimate responsibility has to rest with one National Society, it cannot be split between components of the joint deployment and possible agreements between National Societies cannot affect the representation towards the IFRC.

15) ERU management in the field

An offer by a National Society following an alert means, unless specified differently, that for a period of up to four months the National Society ensures that expat personnel as defined in section 3.2 above and all relevant ERU equipment will be available to work in the affected country from start to handover and exit.

As mentioned in the introduction the ERU forms part of the IFRC’s coordinated disaster response operation and is integrated within the existing (and often rapidly expanding) field structures. It is important to note that the IFRC’s operational management maintains the final say over any violations of the code of conduct (refer to section 4.2) or a Status Agreement, including the decision as to whether or not to waive the immunity of the ERU National Society’s staff member(s). This may include the decision to terminate the ERU’s deployment or that of an individual member of the team and his/her immediate departure from the country.

15.1) Line management

The ToR received by the ERU National Society prior to deployment outline the specific line management and reporting lines for the operation concerned.

Within the ERU team, the ERU members report and are accountable to the team leader. Externally, the ERU team leader is responsible for the implementation of the ERU’s ToR for that operation and thus technically accountable to the relevant Federation in-country sectoral counterpart (often a FACT delegate during the first ERU team’s deployment period and the sectoral delegate as appointed by the zone thereafter). In the absence of a field-based sectoral delegate, the ERU team leader will report to the technical department at the

²⁴ See Annex II “Letter of understanding for joint deployments between ERU National Societies”

secretariat in Geneva. The ERU desk in Geneva and the technical department relevant to the ERU have a say in the choice of the ERU team leader.

Once in the field, the ERU team and the deploying National Societies are free to communicate directly. However, the overall operational management and strategy of the IFRC operation is the responsibility of the designated operational manager in the field.

15.2) Written reports

The ERU team leader will submit a standard ERU situation report (sitrep)²⁵ to his/her line manager on a daily basis during the first two weeks of the deployment. From the third week onwards, weekly reports suffice (unless specified otherwise). The ERU's activities and assessment of the situation as well as proposed further action are important for the plan of action (PoA) the FACT is producing during the first month of the operation. The ERU's observations, plans and recommendations are a critical contribution to that PoA, which in turn informs the revision of the preliminary emergency appeal.

The standard is for ERU sitreps to be copied to the relevant technical zone counterparts (health, watsan, etc.), the ERU desk and the technical departments at the secretariat in Geneva as well as the deploying National Societies' headquarters.

The ERU sitreps adhere to the reporting structure and include relevant statistics. The report will be produced in the agreed upon working language of the operation, which is English unless otherwise indicated. In case of the logistics ERU, written reports shall include daily updates of the stock movement report and use the logic warehouse management system.

Reports must not reveal confidential personnel information and must not criticise local authorities and movement actors/partners. Such matters are to be taken up via private email and/or telephone conversations.

The health ERUs are responsible for maintaining relevant morbidity and mortality statistics according to the respective Ministry of Health requirements and will use the health information system (HIS) to generate the necessary statistical data.

At the end of each staff rotation (traditionally after app. (four weeks), each team leader is expected to submit an EOM report for his/her team and deployment period. This is to offer the team the opportunity to share their experience with the IFRC operation as well as their NS and to help develop the ERU and wider IFRC DM file.

16) Briefings

The de-centralized disaster management structure of the IFRC secretariat means that operational briefings for the incoming ERU team will increasingly be taking place in the affected country. The ERU desk at the IFRC's secretariat will provide the deploying National Society with as much briefing material as available.²⁶ Depending on specific needs, a

²⁵ See Annex IX for the ERU reporting template.

²⁶ A typical briefing pack should contain security and personal health information, FACT and/or DREF reports, UN reports, maps and a list of IFRC contacts in-country.

telephone briefing for the deploying ERU team(leader), the ERU desk and technical departments in Geneva as well as the zone disaster management focal point will be organised.

The ERU National Society is responsible for briefing the ERU team prior to their departure. Ideally, the first team that form a joint deployment should ideally receive a joint briefing at the lead deploying National Society's headquarters and depart as one team to the affected country. Within the ERU team it shall be the responsibility of the ERU team leader to brief the remaining ERU team members. Upon arrival in the affected country the ERU team will be welcomed by and introduced to the Host National Society and the IFRC's secretariat structure (Head of operation, logistics, security and support services such as HR and finance) with a briefing on the latest developments, including the existing health and security situation.

17) Security

Security regulations as established by the IFRC operational manager in the field (and referred to in the ERUs ToR) shall be applicable to all ERU members from the moment they are deployed and are non-negotiable. It is the duty of the ERU team leader to inquire after existing security regulations when arriving in-country. If there is no or limited Federation field structure in-country to welcome and brief the ERU team, the team leader must make it a priority to establish the security regulations for the ERU operation in co-ordination with the IFRC's field security unit in Geneva. Any breaches of security shall be dealt with according to the IFRC Code of Conduct for staff. It is the responsibility of the Team Leader to ensure that the team members have been briefed on the security regulations and remain up-to-date following any changes.

18) Pre-deployment assessment

There are many practical issues that shall impact the speed with which an ERU can be deployed and become operational. Identifying these in advance may facilitate a more rapid entry of the ERU team. The assessment of the situation addresses these practical issues including the ERU's suitability for the situation. The technical assessment can be carried out by a RDRT, FACT or qualified country, regional or zone delegate. In the absence of an appropriate level of assessment (particularly in the case of a health or watsan ERUs), an ERU National Society may be requested to deploy a team leader in advance to help determine the need for the ERU in question. Also, the first team to deploy will often be required to help with further assessments and/or to fine-tune alongside the FACT the suggested set-up of the response operation based on available assessment data.

18.1) Site selection

Agreement with authorities for a suitable site shall be obtained, preferably in writing. It is important to identify any land-ownership issues with the Host National Society on the spot prior to setting up ERU camp. While the IFRC will try and ensure such issues have been clarified prior to the ERU's arrival (this task will be given to the in-country FACT and Host National Society counterparts when assessing the situation and recommending ERUs), it can not be excluded that the ERU team leader will be involved him/herself upon arrival in-country. The chosen site shall be safe, secured and technically suitable, large enough in

surface area, close to required services (ideally a transport network, road access, a water source and a power supply) easily accessible to beneficiaries. Depending on the needs and security situation – a site shall be identified for the ERU team’s base camp / accommodation. This may range from local hotels in an urban environment to a secured safe camp site with road access in a rural environment. In case the ERU operation concerns a refugee camp, the team’s living quarters shall be close enough for access to the ERU set-up, but not within the confines of the camp itself (with the exemption of medical staff on night-duty).

19) Finance

19.1) General

The National Society funds all deployment costs of an ERU (i.e. the equipment, the personnel and running costs) for the full period of its deployment, while operational costs in the country affected are funded by the IFRC’s emergency appeal. The ERU shall not commit the IFRC funding for operational costs without prior approval from the emergency appeal project manager (i.e. the “budget holder”).

19.2) Financial recognition

When deployed, the ERU (equipment, personnel and running costs) remains the property of the ERU National Society. The IFRC therefore has no legal ownership over the ERU when deployed, although operationally/managerially the ERUs report to the IFRC in-country.

Consequently and in accordance with the international financial reporting standards (IFRS), to which the IFRC adheres, the ERU deployment costs (equipment, personnel and running costs) are not recognised in the IFRC’s audited financial accounts.

However, ERU deployment costs will be reflected in the emergency appeal as bilaterally coordinated in-kind donation. The value of the ERU contribution reflected in the emergency appeal will be announced by the ERU National Society in accordance with the values reflected in their own financial accounts using the “Announcement of ERU deployment” template and guidelines (Annex IV).

As a result of the ERU contribution being a bilaterally coordinated contribution to the emergency appeal there is no recovery of indirect costs (programme and services support recovery – PSSR –) on the part of the IFRC secretariat.

19.3 Financial self sufficiency

The ERU shall be fully financially self-sufficient for the period of deployment. This means that the ERU shall have sufficient resources in-country to cover all running costs (explained further below) and be operational and work without drawing on the resources of the existing IFRC country office or the Host National Society.

All administrative and financial functions of the ERU shall be handled by the responsible administration officer of the designated ERU with all reports and accounts kept in the forms and standards of the ERU National Society.

The IFRC manages its treasury in an efficient and effective manner in order to minimise risk. Cash transfers to its country offices are based on tight programme budgets and forecast. The treasury held in an IFRC country office therefore does not include reserves for unforeseen emergency cash loans for ERUs.

In order to comply with the principle of self-sufficiency, an ERU National Society should ensure that mechanisms are in place to transfer sufficient cash to their respective ERUs in the field. Recommended cash transfers mechanisms include:

- cash with ERU staff
- commercial alternatives (e.g. western union)
- couriers
- Cash advances to ERU staff bank account with subsequent use of an ATM in the country of operation (ERU staff draw National Society money from their own bank account).

In exceptional cases, when it has been demonstrated that above transfer mechanisms cannot be used, and subject to the IFRC head of finance approval, the IFRC country office may provide the service of the usage of its bank account to facilitate the transfer from an ERU National Society headquarter to its deploying ERU in the field.

In such cases the following steps should be taken:

- ERU National Society headquarters requests the IFRC head of finance for the service of transfer via the IFRC bank account (the request should be justified by demonstrating that all above recommended cash transfers could not be used) and indicates the amount to be transferred.
- IFRC head of finance confirms that the service will be provided by copying the IFRC country office finance officer and the respective zone finance unit.
- IFRC country office finance officer provides banking instructions to the ERU National Society headquarters.
- ERU National Society headquarters wires funds and informs IFRC country office finance officer of instructions as to who should pick up the funds.
- IFRC country office finance officer hands over funds to ERU staff, consistent with instructions, and obtains signed proof of handover.
- IFRC country office finance officer informs ERU National Society headquarters of completion of transfer of funds.

The provision of bank services may be subject to a service fee and may be restricted to the currencies in which the IFRC manages its country office accounts. Typically these include a Swiss Franc (CHF) account and a local currency account.

19.4) Running versus operational costs

The ERU National Society funds the ERU deployment costs (equipment, personnel and running costs); the IFRC's emergency appeal shall fund the operational costs.

Running costs

ERU running costs are those costs incurred by the ERU to make the ERU functional. The question to ask is *“would the ERU be functioning without this cost?”*

Examples (this list is not exhaustive):

- International staff costs including salaries, flight to assignment, insurance, per diem, etc.
- nationally hired staff costs – salaries and other benefits
- volunteers – per diems and other benefits
- Equipment including maintenance and spare parts, and replacement, etc.
- Equipment transport including airport charges, handling, custom fees to import the equipment into the country of operation and/or to its place of assignment, etc.
- Vehicles including fuel, rental, maintenance, spare parts, insurance, etc.
- Communication costs incl. satellite and mobile phones, internet connections, etc.
- Rental costs
- Delegates accommodations
- Training expenses
- Site preparation and management

In the case where an ERU needs to procure items or equipment it did not deploy with but that are necessary for the running of the unit, the ERU National Society can request procurement through the IFRC's global logistics services.

Operational costs

Operational costs are the costs incurred for goods and services which are part of the emergency appeal and which would be provided by the IFRC regardless of an ERU presence. The question to ask is “*would this cost be incurred if the goods and services were not provided by an ERU?*”

By the nature of their function some ERUs are a direct support to the implementation of the operational costs and will incur these costs in relation to this support (e.g. logistics, relief and IT and telecommunications ERU).

Examples:

- warehouse costs: the logistics ERU needs to rent a warehouse to store supplies before distributions
- custom clearance: the logistics ERU needs to clear Red Cross Red Crescent vehicles from customs
- connectivity: the IT and telecommunications ERU needs to establish an internet connectivity for the country office
- relief distribution: the relief ERU sets up distribution points (e.g. material and volunteers incentives for distributions)
- Base camp: the base camp needs to provide accommodation and other services to the operation (e.g. fuel, water, food items and local staff costs)

The examples above are not exhaustive and judgment may be required to differentiate running costs from operational costs. In case of doubt, advice is to be sought from the ERU desk.

Incurring operational costs

ERUs incurring operational costs on behalf of the IFRC country or field office should do so by following the IFRC secretariat expenditure policies and procedures: no commitment shall be made by an ERU staff without the approval of the emergency appeal's project manager

who will ensure that the cost to be made is within budget and available funding. All requisitions should therefore be submitted to the project manager for approval in writing prior committing the IFRC to the costs. ERU shall not make commitments that exceed in duration its expected deployment time.

Operational costs are funded by the IFRC's emergency appeal. ERUs' which are incurring operational costs should be reimbursed by the IFRC field office before the end of their deployment: ERUs shall not wait for their return to their headquarters and issue an invoice to the IFRC for operational costs while in the field.

When seeking reimbursement, the ERU shall provide all original invoices, receipts and authorisations to the IFRC field office to justify their reimbursement. ERUs claiming reimbursement for expenses incurred without prior approval run the risk of not being reimbursed.

In some cases where the ERU do not have sufficient cash on hand to incur operational costs a working advance may be requested. The request for working advance will indicate what the cash is intended for and be subject to approval by the emergency appeal's project manager.

19.5) Logistics ERU and finance

The logistics ERU is the team likeliest to be faced with both running and operational costs in terms of:

- the implementation of operational costs – as per examples above
- the support to other ERUs – for example to custom clear the ERU equipment (running costs), eventually procurement of goods or services for the well functioning of an ERU (e.g. spare parts for ERU equipment).

Any costs incurred by the logistics ERU on behalf of other ERUs shall be reimbursed locally. Any procurement by a logistics ERU that represent operational costs shall be in compliance with the IFRC procurement procedures and in the name of the IFRC and only made after approval of the designated IFRC operational manager in the field. Preferably procurement requests from other ERUS should be re-directed to the global logistics service.

19.6) Base camp and finance

The base camp plays a specific support role in the operation as it provides Red Cross Red Crescent staff engaged in emergency operations with appropriate living and working conditions. As such deployments may differ in shape and size the base camp's running and operational costs may also vary from deployment to deployment.

The running costs of a base camp include:

- all cost related to setting up and maintaining the camp (standard equipment and maintenance)
- all foreign staff costs related to the running of the camp (kitchen staff, management & administration)

Food

Food provided to staff is not considered a running costs and as a rule is to be recovered by the base camp from the staff who consume it.

The base camp ERU should therefore recover food-related costs by:

- pre-financing the purchase of food, which is prepared/cooked by the base camp staff;
- establishing meal prices per deployment (as direct costs associated with the food preparation may be different from one country to another) and ensuring agreement between base camp and IFRC country office manager;
- establishing a context-specific and appropriate ticketing system for Red Cross Red Crescent staff, allowing for payment for meals using per diem, salary or allowances (similar to going to a local restaurant);
- under exceptional circumstances, the IFRC country manager may decide to cover the cost of food as part of a direct cost of the operation instead of having each individual staff pay for their meal. In such cases:
 - a. food becomes an operational cost and budget line and needs to be included in the emergency appeal
 - b. an agreement shall be drawn up between the IFRC Head of Operation and the base camp on the settlement of food cost. The base camp shall issue an invoice to the IFRC country office for the costs of food and reimbursement should take place in-country on a regular (to be decided per operation) basis.

20) Working with local staff

We recognize that in many countries across the world volunteers are the ones on the spot, delivering services, both in normal times and when disasters and crises strike. They are often called on to help people in need in local or isolated places and difficult contexts, and are often as lacking in resources as the people they are to serve. When deployed, ERUs require local staff, either Red Cross Red Crescent volunteers or daily workers. In case of the health ERUs, health personnel are often seconded from local health facilities, in order to deliver the outputs required.

Where possible, the availability of such local personnel shall be discussed in advance with the Host National Society and suitable Red Cross Red Crescent daily workers identified. Scoping the possibilities of finding local labour is a task the IFRC's in-country office will have to undertake, in conjunction with the Host National Society. The possibilities of hiring staff will depend upon the IFRC having a status agreement in the country and the rules and regulations concerning local labour hire. These regulations are then to be followed. In the absence of a status agreement, the team leader is to ensure he/she is briefed by the IFRC office in-country on the Host National Society's rules and regulations pertaining to hiring local labourers and to only work through the National Society and its local branch in case the hiring of people is necessary.

In the unlikely case that there is no existing IFRC presence in-country, the ERU shall consult the Host National Society regarding the availability of volunteers and local labour or the National Society's own staff that may be available. In such cases:

- Ideally the Host National Society should manage the deployment of volunteers.

- If there are no local Red Cross Red Crescent volunteers, the Host National Society's branch is to find and pay daily labourers with ERU re-imbusement of these costs to the Host National Society. (The team leader is to verify this option with the National Society depending on the country context.)
- Insurance of daily labour is a matter of local law and needs to be verified and documented by the first ERU team leader; there may be an obligation in particular countries to provide for some sort of insurance even for daily labour. The Host National Society would be best informed on this and as such any contracts should be drafted in its name. As for volunteers, the IFRC offers all member National Societies a volunteer insurance at times of operations. For the cost of CHF 1 per volunteer per year²⁷ this insurance provides basic cover in the event of serious injury requiring emergency treatment or death. It is the obligation of the host National Society to register the insured volunteers with the IFRC insurance unit in Geneva. ERU team leaders are encouraged to remind their National Society counterparts of this insurance possibility.
- In situations when an ERU is in need of local labour but the Host National Society does not have a branch in the area of assignment and the IFRC does not have a status agreement, then neither the ERU nor the IFRC has legal personality in country. This means that hiring someone would be illegal. In this case it is recommended to take someone from the Host National Society along with the ERU to the affected area who can hire (and on behalf of the ERU pay) daily labourers.

21) Coordination, communication and representation

21.1) Coordination

Coordination during the ERU mission takes place at different levels, inside and outside the RCRC operation. Factual reporting lines are outlined in the ToRs as provided on the onset of the deployment and amended as the operation moves from month to month. Apart from the hierarchical reporting lines, however, there is an important lateral coordination to be undertaken, with other RCRC-assets in general and with other ERUs deployed to the same country and working in the same technical area in particular. This lateral communication and coordination is critical for the success of a unified response approach and the ERU team leader is expected to carry this through successfully.

Externally, an ERU team leader may be tasked by the IFRC FACT team leader or Head of Operations to represent the operation for the technical area in which the ERU is deployed at inter-agency coordination meetings, i.e. at (field level) cluster²⁸ meetings or other coordination fora deemed important.

21.2) Media, donors and National Society visibility

In large operations, the IFRC usually appoints a communications delegate to represent the Host National Society's operation and the supporting activities of donor National Society in

²⁷ For example covered out of a DREF allocation.

²⁸ For information on the Cluster system, see: <http://humanitarianinfo.org/iasc/pageloader.aspx>. At present the info can be found by choosing the page 'products' on this home page, followed by using the 'search product catalogue' at the bottom of that 'products' page.

international media. In this capacity, the communications delegate may visit the ERU, as its work is important for both internal and external visibility. It is welcomed and expected that ERU team leaders (and the members) liaise with communication delegates who in turn can give guidance in dealing with local and international media and can offer key messages about the operation beyond the ERU intervention.

In parallel, ERUs are regularly visited by donor agency's representatives as well as the deploying National Societies' own management (at times from their own, in-country offices or from headquarters). Therefore, it is up to the ERU team leader to manage these external relations and decide or nominate his/her team member to be the main ERU focal point for dealing with the media. All ERU team members may be required to deal with media as representatives of the Red Cross Red Crescent and shall act accordingly.

Larger ERU's (BHC, Hospitals) are encouraged to include communication delegates in their units. These ERU communication focal points or communication delegates should without delay liaise with the Host National Society and IFRC communication staff in the country and ensure, in close cooperation, that the Movement's total communication resources in the operation are used in an as efficient way as possible.

21.3) Social media

The IFRC has developed guidelines on the use of social media during operations. Any delegate going to the field and using social media tools such as facebook, twitter, flickr, YouTube, among others or having his/her own blog or is posting comments on other people's blogs should know these guidelines²⁹. It is important they are shared with ERU staff prior to deploying, ideally as part of their briefing pack.

22) Transition of services, handover and exit from the country

22.1) General

The reasons for an ERU alert and subsequent deployment are often evident, in particular in sudden onset disasters. However, it has proven to be challenging to define the right moment and manner in which to conclude an ERU operation, transit the services to some other entity as applicable, and to exit a country. The challenges faced are not the same for each ERU.

The ERU team leader of the second and third team is expected to prepare for the eventual transition and exit-planning³⁰. It is his/her responsibility to develop the exit strategy inclusive of phase-out plans for both the service provision and, where appropriate, equipment of the ERU. In preparing this exit focus should be placed upon capacity building of the National Society in-country. All possibilities to ensure long-lasting effects,

²⁹ The Social Media Guidelines can be found on Fednet: <https://fednet.ifrc.org/PageFiles/84904/304500-IFRC-Social%20Media%20Guidelines-2011-LR.PDF>. One quote from the document: *Why "personal" and "private" are not the same: while communication through social media networks is primarily a personal matter, this is not the same as it being private. In a lot of cases, written conversations inside these networks can be found through search engines such as Google. Even in cases where only your contacts can see what you write, there is a possibility that one of them will forward what you say and make it visible to a wider audience. As a result, personal conversation within social media networks should be considered public rather than private.*

³⁰ The length of an ERU deployment may vary widely from unit to unit, so this is merely an indication; in the case of an IT/Telecom ERU for instance it may be the first team leader who needs to factor in a hand-over planning as there may not be any rotation of staff.

contributing to strengthening the National Society's response capacity-building and to reducing vulnerability should be undertaken. The level of knowledge and skills transfer may vary from one ERU type to the other, but should nonetheless be an integral part of the team leader's mission outputs.

In working on the exit, there will be a range of stakeholders the team leader will consult with. These are the Host National Society counterparts (at branch, regional and headquarters level, as the whole management line of the Host National Society may well get involved), the team leader's counterpart in the IFRC's operation (by the second and third month that will usually be a technical coordinator at country or zone level) and the deploying National Societies' own headquarters. With the latter in mind it is important for the deploying National Society to thoroughly brief the team leader on any specific donor conditions that apply to the ERU's equipment handover.

What should be avoided at all times is to burden the Host National Society with physical assets and responsibilities it will not be able to handle and maintain in the long-term. The team leader and the IFRC's technical counterpart are therefore responsible to weigh the benefits and threats before the handover of (in particular) expensive equipment (that needs maintenance) to the Host National Society is agreed upon.

22.2) Handover options

The ERU team leader, the Host National Society and the IFRC's Head of Operations are the ones to jointly review the options for a handover of services and equipment, which include:

- A handover to the Host National Society, whereby their staff and volunteers continue the service provision, with the donated ERU equipment. This often allows for the deploying National Society to continue and/or expand the cooperation with the Host National Society as a bi-lateral project, thus covering part of the identified activities in the emergency appeal
- A donation to the IFRC (country or regional) representation, including a DMU or zonal logistics unit for regional response use in the future
- A donation to an NGO or similar entity in the country of operation. This option is rarely used and only when the deploying National Societies' funding is limited to four months of ERU activity or alternatively when there is a need for the activity to continue but there is no or not enough capacity with either the Host National Society or the IFRC in-country to continue the activity and maintain the equipment
- Donation to local authorities in the country of operation (in case of health ERUs it shall normally be the local Ministry of Health)
- Repatriation to its country of origin (this may be subject to donor restrictions and local laws regarding re-export of goods, which may in some cases incur export taxes payable by the deploying National Society)
- Various combinations of the above for the more complex health ERUs

22.3) Inventory

All fixed assets and equipment (including its operating condition) shall be documented in the inventory and the deploying National Society shall ensure that all equipment is fully functional before the handover. The equipment shall be accompanied by sufficient spare

parts and any relevant technical or instruction manuals in a language understandable to those the equipment is being handed over to.

22.4) Training

The ERU team leader shall ensure that Host National Society personnel have received adequate training to enable a take-over of the functions of the ERU.

Any future commitments for training National Society volunteers shall be included in the handover document. It is expected that the deploying National Society which has handed over equipment in a state that allows it to be re-used by the Host National Society will provide a refresher or follow-up training within one year of the handover to contribute to the disaster preparedness of the Host National Society. This commitment to training is to be mentioned in the handover document.

22.5) Documentation

The handover shall be documented and signed before the departure of the last ERU expat. This is the responsibility of the last ERU team leader. A standard document exists for handovers.³¹ In case of any legal ambiguities, the IFRC's legal department shall be consulted through the ERU desk. When a joint deployment is undertaken there should be one, consolidated handover document for the ERU.

23) Completion of the ERU deployment

23.1) End of mission

All ERU team members should complete an EoM report for their deploying National Society. For the IFRC, one 'team report', a compilation by the team leader of the team's impressions in one document is expected, which shall be forwarded to the IFRC's in-country head of operations, zone disaster management office, the ERU desk and technical department in Geneva as well as the team's National Society.³² The EoM report shall be in English and shall include any lessons learned and specific recommendations for the future. An EoM report is not a platform to express personal opinions or criticise individuals.

23.2) Performance evaluation

As mentioned in section 3.3. point 12, the individual performance evaluations of ERU members is the responsibility of the ERU team leader and should be done as per the human resources regulations of the deploying National Society.

The performance evaluation of the ERU team leader is the responsibility of the IFRC and should be done by the FACT (first ERU team leader) and subsequently the technical counterpart (coordinator) and head of operations. For both levels a "Short term mission appraisal" format has been developed³³.

³¹ Handover document template – see Annex X

³² EoM report template – see Annex XI

³³ Short term mission appraisal template - see Annex XII

23.2) Debriefing

Where possible, the IFRC shall debrief the ERU team leader at field and Geneva levels. This may vary from zone to zone. Debriefings can take place in a field office, via telephone once back home or at the deploying National Societies' headquarters or in Geneva in person. The type of debriefing depends on the particularities of the mission and the comments and recommendations made by the ERU team leader in the EoM report.

23.3) Evaluation

Where possible, ERU missions shall be evaluated by both the deploying National Societies' and the IFRC.³⁴ This can be done by:

- The ERU National Society carrying out an evaluation at the end of a mission.
- The IFRC using external evaluators for evaluations of major operations. In case such operations included ERUs their performance will be covered in the evaluation.
- The ERU desk, in cooperation with the IFRC's technical departments may commission evaluations, either of individual ERUs or an operation as a whole, with an aim to both improve the service provision of the ERUs themselves in the future as well as their functioning within a multi-lateral federation-led operation.
- As part of an IFRC 'Real Time Evaluation' (RTE), conducted for medium to large size emergency operations necessitating the use of regional and global response tools.

Relevant findings shall be discussed at the appropriate technical ERU meetings as well as at the general ERU working group for lessons learned. Relevant documents shall be published as agreed to by the organizations involved.

24) Guidelines for the development of an ERU

Any National Society wanting to develop a recognised ERU shall meet the prescribed specifications and standards for ERU equipment, personal selection and training and agree to work within the framework of these SOPs.

In case of new types of ERUs, the development of a new prototype shall be presented and discussed collectively at the ERU/FACT working group and where possible fully field tested to determine the feasibility and any refinement of the internal processes and equipment specifications. The function of such an ERU shall meet a defined need, which can reasonably be demonstrated to exist in medium- to large-scale disasters. The function shall also be within the mandate of the Red Cross Red Crescent Societies.

Feasibility study

A feasibility study is to be undertaken prior to any decision on the development of a new ERU type. Such a study can be proposed by a National Society or the IFRC and is expected to cover at a minimum:

- The identification of an operational need for a new unit, based on a review of previous emergency operations to which ERUs have been deployed.

³⁴ Evaluations are posted on the ERU page on DMIS (https://www-secure.ifrc.org/DMIS/00_Home/login.aspx?epslanguage=en)

- The unit's purpose and function, its personnel set-up (draft position description, specifications for experience and qualifications, training and preparation required, the approximate number required to cover an availability roster).
- The unit's equipment: type, specifications, quantity availability, maintenance, refurbishment.
- A cost-benefit analysis, including overall costs, funding sources, approximate cost based on deployment of four months and a comparison of the costs and actions needed to find or purchase the relevant items or expertise locally with the cost (including running costs) of a complete new ERU.
- An analysis of its sustainability and likely frequency of use as well as how the new unit would fit together with existing ERUs.
- A risk analysis.

Technical review

The feasibility study is to be shared with a technical review group, comprising the relevant IFRC's technical department(s), the ERU desk and experienced National Society representatives who may act as a focus group for refining the initial concept.

Present concept to Working groups

An overview of the prototype shall then be presented to a wider audience for feedback – first at the relevant technical ERU working group and if endorsed there at the ERU/FACT working group.

Field test the prototype

Where possible, the prototype shall be first field tested to assess operational feasibility and use the opportunity for an evaluation of functions, processes and impact in order to refine the concept.

Confirm new type of ERU

The findings of the field test shall be documented and shared with the relevant ERU technical working group. The criteria to determine the usefulness of the prototype includes that it:

- has a measurable positive impact
- evidence based approach used to assess impact
- neither carries any legal impediments to be used, nor being environmentally hazardous
- is easy and practical to deploy and use
- is easy to replicate in a cost-effective manner
- has a high probability of use in future operations.

The new type of ERU shall then be confirmed first by the relevant technical ERU working group, followed by the ERU/FACT working group for use according to these SOPs and finally presented to the DMWG.

Annexes:

- I: ERUs: types and functions**
- II: Terms of reference for ERU and FACT working group**
- III: Letter of understanding on joint deployments between ERU National Societies (draft)**
- IV: Template “Personnel sheet”**
- V: Template “Announcement of ERU deployment”**
- VI: Template “ERU readiness”**
- VII: “On the reception of ERUs”**
- VIII: Template “Deployment order and terms of reference”**
- IX: Template “ERU sitrep”**
- X: Template “Hand-over document”**
- XI: Template “End of mission” report**
- XII: Template “Short-term mission appraisal”**

Annex I

EMERGENCY RESPONSE UNIT TYPES & FUNCTIONS



Types

- Logistics
- IT & Telecommunication
- Water & Sanitation:
 - Module 15
 - Module 40
 - Module Mass Sanitation 20
- Basic Health Care
- Referral Hospital
- Rapid Deployment Hospital
- Relief
- Base Camp

LOGISTICS ERU

Its function is to effectively manage the arrival of large amounts of relief goods, either flown in by air or trucked and shipped in, the clearance of these goods, their storage and subsequent forwarding to distribution points. Also, the unit is responsible for the reporting on these items (the unit tracks all incoming goods according to a so-called 'mobilization table'). In addition, the unit supports the clearance of other ERUs, often arriving with heavy equipment. The British, Danish, Finnish, Spanish and Swiss RC maintain a Logistics ERU. Staff: 4-6.



IT & TELECOMMUNICATIONS ERU

Function: to establish local communication networks and links to help ensuring the smooth flow of information in the operation. Furthermore, to assist the host National Society with its communication systems. The ERU has a range of technology using satellite phone systems, high-frequency and very high frequency radio systems and VSAT, depending on the geographical location and needs. Staff: 2-3. At present, the American, Danish, New Zealand and Spanish RC keep such an ERU.

WATER AND SANITATION ERUS - there are three modules available according to water volume and quality required and to beneficiary numbers and locations. WHO Drinking Water Guidelines and Sphere standards guide the modules' work. Personnel: on average 4 to 8 water engineers / technicians/ hygiene promoters with each module.

WATSAN MODULE 15

Function: to provide treatment and distribution of water up to 225,000 litres a day for a population of 15,000 people, with a storage capacity of a maximum of 200,000 litres a day. This unit can also provide basic sanitation and hygiene promotion for up to 5,000 people. The module is designed for response to scattered populations. It is flexible in the sense that it can deploy and be set up as several stand-alone units for up to five different locations. Integrated in this M15 is distribution and trucking capacity for the transport of treated water, with a capacity of up to 75,000 litres a day and the option to set up nine different storage and distribution points. App. weight: 20 MT, volume: 160m³. The Austrian, French, German and Spanish RC have this module.



WATSAN MODULE 40



Function: to provide treatment and distribution of water for larger populations. The unit can treat up to 600,000 litres a day for a population of up to 40,000 people. As with the M15 unit, the M40 has an integrated distribution and trucking capacity for the transport of treated water to dispersed populations with a capacity of up to 75,000 litres a day and the possibility to set up nine different storage and distribution points. App. weight: 25 MT, volume: 110m³. The Austrian, French, German and Swedish RC have this module. Croatian, Indonesian and Macedonia RC offer staff for the M15 & 40.



MASS SANITATION MODULE 20

Function: to provide basic sanitation facilities (latrines, vector control and solid waste disposal) for up to 20,000 beneficiaries and to initiate hygiene promotion programmes. Hygiene promotion activities include assessment, community mobilisation, hygiene information, education and communication targeted at promoting hygiene practices at the community and household levels, in addition to operation and maintenance of hygiene facilities.

Community participation in the immediate aftermath of a disaster ensures sustainable and incremental improvements in environmental health. App. weight: 14 MT, volume: 90m³. Austrian, British, German, Spanish and Swedish RC have this ERU module.

REFERRAL HOSPITAL ERU

This ERU functions as a first level field hospital, providing referral level multi-disciplinary care to a population of up to 250,000 people. The inpatient capacity ranges from 75-150 beds, providing surgery, limited traumatology, anesthesia, internal medicine gynecology, obstetrics and pediatrics. It consists of one or two operating theatres, a delivery room, inpatient wards and treatment areas, x-ray and a laboratory. It also provides an outpatient department and an emergency room to ensure the treatment of casualties as a referral facility. It is designed in a modular way to be adaptable to a given situation in the field and to best integrate into the existing local health system and structures. The unit needs to be self-sufficient and therefore includes supporting modules such as administration, IT & Telecom, water and power supply, staff accommodation and vehicles. The set-up can be in tents or move partly or entirely into existing buildings and the unit works on the basis of an agreement with the Health Ministry of the country affected, whose national health staff receives in-service training in the ERU and work in an integrated way alongside expatriate staff. Personnel: 15–20. App. weight: 60 MT, volume: 350 m³. The Finnish, German and Norwegian RC have this ERU while several other NS has staff trained for joint deployments.



RAPID DEPLOYMENT HOSPITAL

A specifically modified and lighter version of the Referral Hospital ERU is the Rapid Deployment Hospital ERU, which can deploy within 48 hours of alert and offers medical and surgical interventions such as triage, first aid and medevac as well as limited medical/surgical care, including an outpatient department. A 10 beds capacity is also available. It can function up to 10 days pending assessment and arrival of a more complete hospital or Basic Health Care ERU. Being flexible and mobile, requiring no loading equipment, the team works with limited equipment and resources. It can also be used as a mobile clinic if required at a later phase of operation. App. Weight: 10 MT, 90m³. Staff: 8-10. Canadian, German, Finnish and Norwegian RC offer this ERU.



BASIC HEALTH CARE ERU Function: to provide immediate basic curative, preventive and community health care for up to 30,000 beneficiaries, using a modular approach adjusting to local needs and according to WHO basic protocols. The unit deploys with the Inter Agency Emergency Health Kit. The unit can deliver basic outpatient clinic services, maternal-child health (including uncomplicated deliveries), community health outreach, immunization and

nutritional surveillance. It does not function as a hospital but has 10-20 overnight bed-capacity for observation only. In the event of therapeutic feeding or functioning as a cholera treatment centre, the water usage rate would be significantly higher. It must have a mechanism for referral of more serious cases for hospitalization, i.e. a hospital within reasonable distance, plus transportation (ambulance) facilities. This ERU also requires the availability of local health staff and interpreters to support services and should have the agreement of the local health authorities (Ministry of Health) for the ERU expatriate (doctors / nurses) to provide health care. Staff: 5-8. Approximate weight: 18 MT, volume: 90m³. The Canadian, Finnish, French, German, Japanese, Norwegian and Spanish RC offer this ERU. Various others, such as Australian and Hong Kong RC are offering staff to join the existing BHC ERUs.



RELIEF ERU

Function: to support the host National Society to undertake relief assessments, targeted beneficiary selection and to assist in the set-up for food and NFI distributions, as well as compile relief distribution statistics. This ERU can also assist in the setting of camps and works closely with the logistics ERU. Personnel: 4-6. The American, the combined BeNeLux, Danish, Finnish, French and Spanish RC all maintain this ERU.

BASE CAMP ERU

The Base Camp provides Red Cross Red Crescent staff (both host National Society and International Federation staff) engaged in emergency operations with appropriate living and working conditions. The Base Camp offers tented accommodation, conditioned for hot and cold climates, toilets, hot showers, recreational facilities, a kitchen, offices, administrative, IT/communication and coordination facilities in locations where these are not available for Red Cross Red Crescent staff. It comes with its own staff and is provided by Danish and Italian Red Cross.



Annex II

Terms of Reference

Emergency Response Unit (ERU) & Field Assessment and Coordination Team (FACT) Working Group (EFWG)

Mandate

- To advise the Disaster Management Working Group (DMWG) on the development of and use of ERUs and FACT in Disaster Response.
- To provide a mechanism for the collaboration and cooperation between National Societies, the Federation and the ICRC on the use of ERUs and FACT.
- To act as the forum for the ERU technical sub-working groups to report back findings and make relevant recommendations.

Note – This EFWG is not a statutory body, it has been constituted by request from the DMWG and functions as an ‘ad hoc’ advisory group.

Methodology

- The EFWG will meet on an annual basis (after technical ERU meetings and prior to the DMWG) and is to be hosted by the ERU & FACT National Societies on a rotational basis. In addition ‘ad hoc’ meetings can be called by the Federation or a NS when deemed necessary.
- The EFWG will report findings and recommendations back to the annual DMWG.
- The action points of the meeting will be circulated to the EFWG and posted on DMIS.

Constituency

Composition of the EFWG:

- National Societies having ERUs and supporting FACT – representatives should be vested with authority for decision-making on behalf of their National Society.
- National Societies with the stated intent of developing ERUs.
- Federation - participation from the relevant departments.
- ICRC.
- Representatives from recipient National Societies may be invited to the EFWG on an ‘ad hoc’ basis.

Tasks

- To contribute to ongoing FACT & ERU development, including revision of existing units and new types of ERUs.
 - To evaluate the deployment and use of FACT & ERUs, focusing on lessons learned to improve the FACT & ERU system, and actively work towards more creative use of the tools.
 - To contribute to the systems management of FACT & ERUs, including standardisation of equipment modules, training and specifications, and revision of the SOPs.
 - To organise technical sub-working group meetings on an ‘as required’ basis.
 - To promote greater awareness of the FACT & ERU concept in the RCRC Movement and other key stakeholders.
 - To strengthen the cooperation and collaboration across National Societies, including support to those National Societies who have demonstrated a serious intent to develop FACT capacity or an ERU.
-

Annex III

ERU Joint Deployment

–

Letter of Understanding (draft)

Purpose:

This letter of understanding seeks to outline agreed responsibilities, roles and procedures that apply when an ERU deployment is staffed by representatives of more than one National Society.

It is intended for guidance and, in the event of no other agreement taking precedence, will serve to clarify and resolve differing operational issues.

Primary procedures and policy:

It is recognised that different National Societies apply different policies and procedures with respect to staff deployed on their ERU. No one procedure or policy is either 'right' or 'wrong', it may simply differ from that of other National Societies.

This letter of understanding cannot accommodate all variations in these policies and procedures, and it would not be possible to resolve all such differences into one standard, acceptable to all. It is expected, however, that the National Societies deploying together must clearly indicate in this LoU which National Society is leading the joint deployment. This National Society formally takes on the final responsibility of the deployment, like a National Society deploying an ERU alone. This ultimate responsibility rests with this National Society and cannot affect the representation towards the IFRC. It is also expected that the leading National Society chooses the team leader and that therefore the policies and procedures of that National Society apply to all members of the ERU.

Specifics and exceptions are detailed as follows:

Lead National Society:

Team Leader: As with the existing ERU Standard Operating Procedures (SOP); the Federation's ERU Officer coordinates and communicates the ERU deployment order to National Societies. National Societies offering to deploy agree to accept the ERU Officer's decision which will include the selection of Team Leader in the event more than one is available.

Policies and Procedures: The policies and procedures of the leading National Society deploying the Team Leader will apply for the ERU and all members of that ERU, irrespective of their deploying National Society.

The applicable policies and procedures will include, but not be restricted to:

- Rest and relaxation (R&R)
- Personal use of communications equipment

- Financial reporting (including applicable software and systems)
- Communications with media policy applies but, where appropriate; ERU members may represent their deploying National Society – within the Federation context – in interviews. None of the above takes precedence over compliance with authorisation from HoD or FACT team leader where necessary.
- Visibility – the deploying National Society can fulfil donor visibility requirements whilst actively supporting and promoting the IFRC image as per the ERU SoP.

Joint Deployment Policies and Procedures: The following apply when offering, accepting and operating a joint ERU

A National Society offering members to join another National Society's ERU, where none of those members offered will be the Team Leader, agrees:

- All members offered and deployed will be managed by, and report to the Lead NS Team Leader, or other structure as determined by the Team Leader
 - To provide appropriate levels of Personal Field Kits (PFKs) and IT/communications equipment for each member offered in accordance with minimum standards and specifications for such items as defined in the Emergency Items catalogue 2009. In the event that such equipment is not available, in whole or in part, such information must be made available at the time of offering the member(s).
 - To provide appropriate funds for each member offered to allow self-sufficiency throughout the deployment period for expenditures covering both anticipated 'operational' and 'running' costs.
 - Such PFKs, equipment and funds to be considered 'pooled' immediately into the ERU and therefore to be managed under the direction of the Team Leader. This management will include asset handover decisions at the end of the ERU deployment or at integration. Complete financial accounts and asset records to be made available to the offering National Society
 - To provide appropriately experienced, trained and funded members to replace those deployed for the stated duration of the ERU deployment
 - The ERU team member can communicate directly with his/her National Society.
 - The appraisal of the ERU team member will be sent to his/her National Society
 - All ERU team members will be required to complete End of Mission (EoM) reports. Such reports to be made available to all National Societies supporting the ERU in addition to the IFRC / ICRC as appropriate.
 - In the event of any dispute which cannot be reasonably resolved in the field within the ERU, or resolved by reference to the FACT Team Leader or HoD (as appropriate), the details of such dispute will be communicated to both the primary contact points in the National Societies of the Team Leader and team member for resolution
-

Annex IV

PERSONNEL SHEET

XXX RED CROSS		First Team			Mission dates		Contact:		Comments:
ERU	Nationality	First name	Last name	Function	Start	End	Phone:	E-mail:	
1									
2									
3									
4									
5									
6									
7									
8									
9									
10									
11									
12									
13									
14									
15									

NB. This originally Excel sheet is available from the ERU desk in Geneva.

Annex V

ANNOUNCEMENT OF ERU DEPLOYMENT IN RESPONSE TO A FEDERATION EMERGENCY APPEAL

This form is to be submitted to the ERU Coordination Team, Geneva

Deployment Cost Estimate Final Costs ERU Deployment

A. EMERGENCY APPEAL

1. Appeal Name		2. Appeal Code	
3. National Society		4. Funding Source	
5a. Deployment from		5b. Deployment to	

B. TYPE OF ERU

Select the type ERU deployed (tick correct box)

<input type="checkbox"/> Logistics ERU	<i>Health ERU</i>	<i>Water & Sanitation ERU</i>
<input type="checkbox"/> IT & Telecom ERU	<input type="checkbox"/> Basic Health Care	<input type="checkbox"/> M15
<input type="checkbox"/> Relief ERU	<input type="checkbox"/> Field Hospital	<input type="checkbox"/> M40
<input type="checkbox"/> Base Camp ERU	<input type="checkbox"/> Rapid Deployment Hospital	<input type="checkbox"/> MSM20

C. ERU VALUE / CONTRIBUTION TO APPEAL

Complete with the value of the ERU Contribution

	Currency	Value
1. ERU Equipment (as per Goods Certificate)		
2. ERU International Transport <i>SSHIZFCH003</i>		
3. ERU Service (Staff Costs, Running Costs etc.) <i>SSERZFCH004</i>		
TOTAL ERU VALUE		0

D. NATIONAL SOCIETY SIGNATURE**Signatory:****Date:**

N.S. Signatory Name		N.S. Signatory Position	
N.S. Contact Name		N.S. Contact Position	
N.S. Contact Email			

Section E. to be completed by Federation RLU

E. IFRC REGISTRATION

CTN #		IKD #	
-------	--	-------	--

Signatory:**Date:**

RLU Logistics Officer Name	
----------------------------	--

Annex VI ERU READINESS TABLE

ERU STATUS

National Society:

Date:

ERU TYPE	AVAILABLE NOW		AVAILABLE LATER		COMMENTS
	STAFF	EQUIPMENT	EQUIPMENT EXPECTED TO BE READY BY:	STAFF EXPECTED TO BE READY BY:	
LOGS					
RELIEF					
BASE CAMP					
IT & TLCOM					
BHC					
REFERRAL HOSPITAL					
RAPID DEP HOSPITAL					
W/S – M15					
W/S – M40					
W/S – MSM 20					

Annex VII



THE RECEPTION OF ERUS

This document is intended for National Societies who may be future recipients of ERUs in the immediate aftermath of an emergency response operation in their country.

1. General

ERUs are most frequently called upon in large emergency response operations, when global assistance is needed. These are situations in which the Federation's in-country representation and the affected National Society cannot respond alone. ERUs provide specific services where local infrastructure is damaged, temporarily out of use or insufficient to cope with the needs. ERUs can assist an affected sister National Society for a maximum period of four months, after which the service-provision and equipment are traditionally handed over to the Federation's ongoing operation, the affected National Society itself or the local government.



2. Coordination & Management

The deployment of ERUs is coordinated by the Federation's Secretariat in Geneva in support of the affected National Society. The ERU Officer in charge acts as focal point for the National Societies deploying the requested ERUs.³⁵

Once the decision to deploy ERUs has been taken, a Logistics unit is nearly always deployed first, particularly when, as part of an Emergency Appeal, the arrival of international aid is expected by air or sea. More and more frequently, a Relief ERU will accompany the Logistics ERU and an IT & telecommunications ERU is often the third support unit deployed. These three ERUs consist of little equipment and a team of up to five expatriate members, including a team leader.

The larger ERUs, notably the Health and Water and Sanitation units, comprising more staff (from six to 25) and bring along considerable quantities of equipment (12 to 160 m3), will generally only be deployed after an in-depth assessment in the country affected.

3. What the host National Society can do to facilitate the work of ERUs

General

- When in contact with the nearest Federation counterpart / office agreeing to accept ERU deployments and do so as early as possible.

³⁵ See the International Federation's public webpage for more information on who maintains and provides ERUs (<http://www.ifrc.org/what/disasters/responding/drs/tools/eru.asp>)

Human Resources (all ERUs)

- Informing your Federation country representative of the availability of Red Cross Crescent volunteers (logisticians, translators, health staff), who can assist the incoming ERU, without taking key staff away from your ongoing operations. Most ERUs will require local staff, yet ERU team leaders are advised not to enter into local employment contracts as the ERUs have no legal



status in the country affected. Instead, the host NS's and IFRC in-country HR support is vital to the success of the ERU. If there are no Red Cross Crescent volunteers available, the host NS and the in-country IFRC office play a critical role in sourcing local personnel, hiring that personnel and advising the Federation on salary or indemnity reimbursements as well as local insurance regulations. In the case of health ERUs the needed personnel are local nurses and doctors, usually seconded by the Ministry of Health. The host NS can facilitate the contacts between the ERU and the Ministry (or local health authorities). In the case of refugee camps, ERUs are encouraged to engage staff from among the refugee population, in which the host NS and the in-country IFRC office can again play an advisory and support role.

Logistics ERU

The host NS may:

- have a logistician available who can be the counterpart for the Logs ERU.
- help identifying warehouse options and/or offer direct transport to distribution site(s) where possible.
- help by identifying local vehicle-hire options.

IT & Telecommunications ERU

The host NS may:

- make an IT & Telecom staff member available as counterpart for the incoming IT & Telecommunications ERU.
- help by contacting and working with the local authorities regarding the use of telecommunication equipment, as the use and transport of it may be subject to restrictions (HF radio and satellite phones in particular). Similarly, a local licence may be needed to access frequencies.

Health ERU

- The host NS may support by as early as possible getting the green light from its Ministry of Health for the reception of health ERUs. This may also serve the inclusion of local health personnel in the ERU so as to create as much as possible joint health teams.
- The host NS may be able to provide, depending on the available expertise and profiles, the ERU with your own health staff.



Water and Sanitation ERU

- The host NS may help by as early as possible getting the green light from its National Water Board /Authorities for water & sanitation ERUs to access water sources, and subsequently to treat and supply drinking water.

- If available, the host NS may make a staff member available to be the counterpart for the incoming ERUs.

Relief ERU

- The host NS will work closely with the Relief ERU and it is therefore critical it assigns counter parts to the expat team, ensuring the closest possible cooperation, appropriate coordination and coherence in the relief operation.
- The host NS will be key in determining the actual place of operations in-country, assuring introduction to the local branch(es) and providing volunteers to work alongside the ERU team.

4. What advantages are there for the affected National Society?

Depending on the traditional role of the host National Society and its activities in the community, the arrival and work of ERUs can potentially enhance the recipient National Society's own disaster response and preparedness capacity. Experience has shown that the benefits of the different ERU modules vary:



- Apart from the Hospital ERU (see below), all other ERUs offer considerable and useful knowledge-transfer to the National Society's volunteers and staff working alongside the ERU. Follow-up training to your volunteers during the year following the actual deployment of the ERU is part of the hand-over.
- The Hospital ERU traditionally hands over to the Ministry of Health. Water & Sanitation ERUs require specialised knowledge which is not always available within the recipient National Society and may therefore hand-over to the ongoing Federation operation in your country (with a watsan delegate as a manager) or your local Water Board.

NB. It is critical that the recipient National Society's honest and fair self-assessment and a realistic projection of what it could take on once the ERUs have left and their service has been handed-over. Experience shows that whilst most host National Societies are keen on the idea of receiving ERU equipment, it does need to take time to reflect on the ensuing financial, human and technical commitments necessary to meaningfully maintain and use this equipment once the ERU team has left. A hand-over of ERUs should not overburden the host-National Society and solely be considered an option when it can realistically be expected that the benefits outweigh the constraints.

Annex VIII

DEPLOYMENT ORDER & TERMS OF REFERENCE

EMERGENCY RESPONSE UNIT

1. DEPLOYMENT ORDER:

To: XX Red Cross.

Request: Please make arrangements to deploy a X ERU to X.

Background:

Please see the X Emergency Appeal for further background information ([web link](#)): This deployment is in support of the unfolding cholera operation in Chad. Additional Chad related briefing material will be shared separately.

2. TERMS OF REFERENCE:

Standard Operating Procedures for ERUs apply which are read and agreed upon by the Federation, the X RC.

Overall objectives:

Referring to and respecting the objectives of the Emergency Appeal mentioned above, the X ERU's objectives are:

1. To meet with the X (FACT team leader, the Federation Representative and with the X Red Cross Crescent) and establish appropriate relationships to allow for the application of these ToR.
2. Given the developing situation in the country affected, to provide support and activities relevant specifically to emergency health as elaborated in the a/m Appeal.
3. Where needed, support the ongoing assessment in gathering and analysing further emergency health related information for the development of a Plan of Action.

Duration: The ERU is deployed for a period of up to maximum of 4 months from the date of arrival in- country. After this period the functions of the ERU could be replaced by an agreed IFRC field structure to support any ongoing assistance to the National Society.

The port of entry: X

Place of assignment: X the place of assignment may change during the deployment period.

Contacts: The ERU team is to report to the (IFRC Office in X and to establish contact with the Team Leader of the FACT and IFRC Country Representative X) for an immediate general briefing.

Reporting lines:

- The reporting line of all ERU team members is to the designated ERU Team Leader.

- The ERU team leader will report to X (CONTACT DETAILS) on overall management, field coordination and security.
- The ERU team reports on technical relief issues to the (Federation's in-country / FACT X delegate (CONTACT DETAILS). At all times, the ERU team leader can contact the Senior Officer X in Geneva (CONTACT DETAILS).
- In the first two weeks the ERU Team Leader will ensure that regular reports of activities of the ERU, inclusive of statistical data, are forwarded to the (FACT Team Leader and X delegate (see above), the Zonal X, the FACT reporting delegate X) (so as to be included into the FACT and IFRC reports - and the Geneva based ERU and X desks (CONTACT DETAILS). After two weeks a weekly report will suffice.

Security: Overall security responsibility lies with the X (IFRC Representative X in X (CONTACT DETAILS)).

General Tasks Team Leader

- Ensuring the team will at all times respect and comply with the IFRC security rules.
- Ensuring the team is clearly identified as Red Cross/Red Crescent by using appropriate insignia, and by carrying IFRC identification cards.
- Ensuring that the fundamental principles of the Red Cross/Red Crescent are upheld – this is reflected in the coordination of activities with other humanitarian agencies, in particular the UN.
- Ensuring the team carries appropriate telecommunications equipment in working order and establishes a regular system for contacting other IFRC field structures.
- Be responsible for developing a Handover Document according to the ERU Standard Operating Procedures and with necessary inputs from the Federation in-country office, the host National Society and the team's deploying National Society.

Specific tasks Team Leader:

- The ERU team leader will, as possible, make contact with CRT, national and local authorities, and other actors on the ground as required for liaison and co-ordination purposes. The information should be provided back to FACT team leader in daily reports.
- The ERU team leader will make contact with UN Cluster X representatives or coordination meetings and any relevant Government X Coordination meetings as required on a regular basis (after coordinating the representation with FACT).
- The Team Leader is responsible for the allocation of tasks within the team, and will be responsible for adherence to SOPs, Rules of Conduct, and other standards by the individual team members
- The ERU Team Leader will be responsible for coordination of the respective tasks of the ERU and ensure sharing of information and good communications with the IFRC field structure.
- The ERU team leader may represent the work of the ERU with the media, embassies, and other organisations. The ERU team leader, or designated ERU team member, is authorised to speak with their respective international media and represent the Federation using their individual language skills.

Specific Tasks for the X ERU: (operation specific and to be filled in by the technical dpt.)

Outputs: (idem)

Administration: please inform the Federation Secretariat (ERU Officer) as soon as possible of:

- The total expected value of your contribution (“Announcement of ERU deployment” document).
- Composition of the team and names of all the ERU members.
- Composition of the cargo (weight and volume) and the different modules (packing lists)
- As this is a ‘phased’ deployment the order of deployment of staff and modules.

Departure: The ERU NS will make all arrangements for the speedy transport of material and personnel and keep the Secretariat duly informed.

We would be grateful if X RC could include one or two technicians /logisticians in the cargo flight to assist the in-country delegation with off-loading and onward transport of the cargo.

Finance/Admin: the X RC will cover the related expenses of the team’s mission and equip them with:

- a standard laptop/printer
- personal cash
- VHF hand-held (IFRC has a license in X)
- A tent (ideally with a rain fly) and a sleeping bag (for X). Accommodation in X and X has been secured.

X Simcards for mobile phones will be available locally. A Thuraya or Iridium satellite phone for X advised to be brought.

Please note that:

- hotels in X are expensive (around USD 100 per night).
- this is the rainy season, so it is wet and hot. Sun block is strongly advised to take. Medical advice will be sent separately.

Support in the field:

The Federation has deployed a FACT - which will provide the unit with all organisational support needed for the duration of the deployment.

Thank you once again for your state of readiness, and for the efficient and prompt response you have shown to our requests.

Yours sincerely,

Matthias Schmale
Under Secretary General
Programme Services Division
IFRC

Annex IX

ERU sitrep (informing daily and weekly Ops Updates)

Reporting period:

Location:

Type of ERU:

Deploying National Society/ies:

ERU Team Leader:

1. Preamble / Context: gives a short brief on the current situation
2. Main tasks / activities during the reporting period
3. Personnel issues
4. Security situation
5. Outstanding needs for the ERU operation
6. Recommendations/Plans for the future
7. Co-ordination with other agencies and Cluster / NGOs/ Meetings attended/ Visitors to the ERU
8. Conclusion

Statistics*

* Note that for statistical data, the following applies:

- 1) Logistics ERU – Humanitarian Logistics System software (HLS) and LOGIC
 - 2) Relief ERU – compilation of distribution data
 - 3) Health ERU – Health Information System (HIS) plus any specific morbidity/mortality data required by the Ministry of Health
-

Annex X

Hand-over

After completion of assignment of the Emergency Response Unit, the disposition of all or part of the ERU equipment shall be decided upon by the deploying National Society, depending on the donor funding requirements or restrictions of the grant and advice from the officer in charge of the operation.

The main options include:

- 1) donation to the host National Society;
- 2) donation to the Federation (country or regional) delegation;
- 3) donation to a NGO or similar entity in the country of operation;
- 4) donation to the Government or local authorities in the country of operation (in case of health ERUs it shall normally be the local Ministry of Health);
- 5) repatriation to its country of origin (this may be subject to donor restrictions and local laws regarding re-export of goods, which may in some cases incur export taxes payable by the deploying National Society).

Transition of services, handover and exit strategy

The ERU Team leader shall be responsible for developing a clear exit strategy inclusive of phase-out plans for the function and activities of the ERU. This shall be done well in advance of the departure of the ERU, and discussed and agreed upon by all parties, with the agreement of the deploying National Society, Federation and receiving National Society. The ERU Team leader shall be thoroughly briefed on any specific donor conditions that apply to the ERU; this shall be the responsibility of the deploying National Society.

Inventory

All fixed assets and equipment shall be documented in the inventory and the deploying National Society shall ensure that all equipment is fully functional before the hand-over. Where possible, the equipment shall be accompanied by sufficient spare parts and any relevant technical or instruction manuals.

Training

Wherever possible, the ERU Team leader shall ensure that any host National Society personnel have received adequate training to enable take-over of the functions of the ERU. Any future commitments for training National Society volunteers shall be included in the Hand over document.

Hand over document

The hand over shall be documented and signed before the departure of the ERU – this shall be the responsibility of the ERU Team leader and advice may be sought from the ERU Officer in the Federation Secretariat. For the hand over document format, see below. In case of any legal ambiguities, the Federation Secretariat Legal department shall be consulted (tel: + 41 22 7304 361)

(annex X cntd)

Handover Document

between:

..... Red Cross/Crescent Society *[the deploying NS]* and the
International Federation of Red Cross and Red Crescent Societies,

(or)Red Cross/Crescent Society [the host NS]

Place..... Date.....

BACKGROUND

Responding to the request made by the International Federation, the Red Cross (.....RC) deployed aEmergency Response Unit toon .../.../..., following the request made by the International Federation andRed Cross as described in the Appeal No/.....

TheERU has undertaken the following activities in support of theRed Cross. TheRed Cross will undertake to handover in working condition including both technical and non-technical equipment as specified in this document and attached inventory list (annex 1), toRC by/.../.....

This donation will strongly contribute to the strengthening of the Disaster Response capacities of the RC. To make this Hand-over document operational, the following Terms of Reference will be followed:

TERMS OF REFERENCE

...Red Cross guarantees that in its current state all handed over equipment is fit for use. The packing and transportation of this equipment fromto will be the responsibility of the RC.

TheRC hereby assumes the responsibility to keep all the equipment stored and maintained in theRC warehouse in in good condition (see attached inventory).

TheRC will provide all the facilities that will ensure that the equipment can be used in case of any future disaster response.

TheRC hereby commits to assist theRC in conducting further trainings in the use of the donated equipment to ensure the proper utilization of the equipment in the future. The value of the equipment is approximately CHF

It is implicitly understood that this agreement is a bilateral one between theRC and theRC, and the terms and conditions agreed to herein do not in any way oblige the International Federation of the Red Cross and the Red Crescent to support, maintain or finance the ERU equipment except as agreed to in existing or bilateral agreements between the Federation and the RC.

In case of any disputes that cannot be solved by the two partners, each National Society should select one representative and agree on an independent mediator.

X RED CROSS: *[Deploying ERU NS]* *[Name & signature of representative]*

INTERNATIONAL FEDERATION of RED CROSS and RED CRESCENT SOCIETIES

[Name & signature of representative]

X RED CROSS/CRESCENT: *[the host NS]* *[Name & signature of representative]*

Annex XII**Short mission performance review**

Staff member's name		Job title	
Technical manager		Job title	
Manager's name		Job title	
Country of mission		Mission type	ERU or FACT or Delegate
Mission period		Review date	

SECTION I – Objectives/Key Activities

Objectives/Key Activities	Results achieved					
Overall rating for objectives/key activities			4	3	2	1
Rating categories: 4: Exceeded expectations 3: Fully achieved expectations 2: Partially achieved expectations 1: Unsatisfactory						

SECTION II – Feedback on Competencies

Competencies	Applicable	Assessment			
National society relations	P	4	3	2	1
Building trust	P	4	3	2	1
Managing performance	P	4	3	2	1
Teamwork	P	4	3	2	1
Communication	P	4	3	2	1
Professionalism	P	4	3	2	1
Empowering others	P	4	3	2	1
Diversity	P	4	3	2	1

Judgement – Decision-making	P	4 3 2 1
Overall assessment for competencies (total rating/number of competencies)		
Assessment categories: 4: Exceeded expectations 3: Fully achieved expectations 2: Partially achieved expectations 1: Unsatisfactory		

Manager’s comments on overall assessment on competencies (please justify any extreme ratings given)

SECTION III – Staff member’s comments

SECTION IV – Signatures

Delegate:

Manager:

Second line manager:

Date:

Date:

Date:

(annex XII cntd)

Competencies as used in the short mission performance review

The identified competencies define the behaviours that will drive the achievement of team and individual objectives. These competencies are to be reviewed ideally during and at the end of a deployment, covering not only the achievement against agreed objectives but also the attitudes and mindset demonstrated in achieving the various tasks.

The competencies are measurable through observation with two practical indicators per competency / level and are unambiguous by not mixing technical skills and behaviour.

Competencies	Indicators
National Societies relations	<ul style="list-style-type: none"> ü Identifies National Societies' needs and matches them to appropriate solutions ü Plans and sets common priorities with National Societies
Building trust	<ul style="list-style-type: none"> ü Manages in a deliberate and predictable way and follows through on agreed upon actions ü Places confidence in colleagues, staff members
Managing performance	<ul style="list-style-type: none"> ü Discusses regularly performance and provides feedback and coaching to staff ü Makes sure that roles, responsibilities and reporting lines are clear to each staff member
Teamwork	<ul style="list-style-type: none"> ü Ensures clarity of roles and responsibilities ü Solicits input by genuinely valuing others' ideas and expertise
Communication	<ul style="list-style-type: none"> ü Asks questions to clarify, and exhibits interest in having two-way communication ü Shares information and keeps people informed
Professionalism	<ul style="list-style-type: none"> ü Demonstrates professional competence and mastery of subject matter ü Seeks actively to develop oneself professionally and personally
Empowering others	<ul style="list-style-type: none"> ü Values genuinely all staff members' input and expertise ü Holds others accountable for achieving results related to their area of responsibility
Diversity	<ul style="list-style-type: none"> ü Examines own biases and behaviours to avoid stereotypical responses ü Adjusts approach to cultures without sacrificing own or organisational values
Judgment – Decision-making	<ul style="list-style-type: none"> ü Gathers relevant information before making a decision ü Checks assumptions against facts