Part 2: Risk Analysis and Scenario-Based Planning
Preparedness Package for Refugee Emergencies

Minimum Preparedness Actions (MPAs)
Done all the time by country offices, and Regional Offices / HQ, as a foundation for emergency preparedness

Scenario-Based Contingency Plan
Serves as the basis for the response plan and the (inter-agency) appeal at the outset of the emergency

Advanced Preparedness Actions (APAs)
Considered when analysis shows medium risk and mandatory when analysis shows high risk

Risk Analysis
CP Process 2-4 Weeks
Review of the PPRE preparedness process ...

Refugee Emergency
TO APPEAL
TO OPS PLAN
One of the actions to be taken per the MPA checklist is *risk analysis*...

“Undertake regular *refugee movement risk monitoring*, and engage with the inter-agency risk monitoring processes in-country, including those led by the RC/HC ...”

See Handout: PPRE Guidance Note – pages 6-8 dealing with risk analysis
**IMPACT**

5. Critical – 1,000+ /day influx, massive resources required.

4. Severe – large influx up to 1,000/day rate, and exceeds national capacity

3. Moderate - substantial influx up to 500/day rate, and required full national capacity

2. Minor – small influx, and does not require full national capacity

1. Negligible – no emergency
Very Unlikely
Up to 20% Chance within 6 months

Unlikely
Up to 40% Chance within 6 months

Moderately Likely
Up to 60% Chance within 6 months

Likely
Up to 80% Chance within 6 months

Very Likely
Greater than 80% Chance within 6 months
Preparedness Package for Refugee Emergencies

IMPACT

LIKELIHOOD

LOW

MEDIUM

HIGH

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Quick Exercise: Risk Matrix (15 min.)

1. Pick a country with risk of a possible refugee emergency.
2. Write three refugee emergency scenarios, that might occur in the country. Include scale of the event, (how many refugees) and location.
3. Write the scenarios legibly on the large sticky notes provided—use one per each scenario.
Now move your scenarios to the prepared risk matrix...agree where they should fall on the matrix.

Which one do you prepare a contingency plan for? Why?
One of the actions to be taken per the APA checklist is *contingency planning*...

“Initiate and manage the development or updating of the refugee Contingency Plan (CP), including a practical and action-oriented response strategy (also see CP process guidance and templates in the PPRE), **together with partner agencies. ..**”
Effective contingency planning for refugee emergencies:

- Is led by UNHCR
- Is an inclusive process with key operational partners
- Identifies key response strategies for protection and assistance – related to the specific planning scenario identified
Contingency Planning Tools

The basic components:

1. National - Level CP Template
2. Regional - Level CP Template
3. CP process guidance
4. CP Tool-box (various practical templates)
1. CONTEXT AND SCENARIOS

1.1 Current context

Situation in the country of origin [name of country]

✓ Briefly describe country situation in one or two paragraphs;
✓ Briefly describe the profile of the population which may become refugees (for example: urban or rural, cultural context, language, ethnic, religious affiliations, etc.);
✓ Briefly describe the profile of third country nationals in the country of origin that may be affected, including statistics (1. Refugees hosted by the country of origin, 2. Labour migrants).

Response capacity and operational context in the refugee receiving country [name of country]

✓ Briefly describe your country context (one paragraph);
✓ Briefly describe the existing response capacities in the refugee-receiving country (including, for example, government and NGO partners);
✓ Provide an overview of existing laws and norms relating to refugee asylum procedure and established procedures for reception of mass influx under national legislation, precedent, or recent practice, as appropriate (one paragraph).

1.2 Planning Scenario

See Handout: Country level CP Template
Note on using the annotated CP templates

Blue text = Annotations for planners, (template users will delete the blue script and replace it with their own when creating their actual CP)

Black text = CP structure, main headings, key tables and matrices.
Section 1.2 Planning Scenario

Briefly describe your chosen planning scenario. Include the following elements, within 4 paragraphs, maximum:

- Key reason(s) this scenario was chosen for CP.
- Profile of the arriving refugees
- Likely border entry points;
- Estimated daily arrival rate and the total number of refugees expected
- Key features of expected arrival area(s)
Section 2.  (REGIONAL) STRATEGIC RESPONSE OBJECTIVES:

Develop up to five macro-level Strategic Objectives (no less than three) for the response plan in bullet-point form. All activities proposed under the plan need to be consistent with these overall objectives.
SECTION 3. COORDINATION STRUCTURE FOR THE RESPONSE

- Summarise existing response coordination arrangements (one para. max.)
- In support of the host government lead, describe national level coordination
- Specify which existing (sector) working groups will be used, which additional ones should be established, and who will coordinate each working group
## SECTION 4. RESPONSE STRATEGY

Develop a macro-level response strategy narrative (1 page max), and complete the sectoral strategy table as required.

<table>
<thead>
<tr>
<th>Response Strategies by Sector</th>
<th>for refugees living in non-camp situations (if applicable)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objectives</strong></td>
<td><strong>Activities</strong></td>
</tr>
<tr>
<td><strong>Protection (including Monitoring, Registration, SGBV, Child Protection, PWSN)</strong></td>
<td></td>
</tr>
<tr>
<td>• Objectives in bullet points</td>
<td>• Short List in bullet points</td>
</tr>
<tr>
<td>• …</td>
<td>• …</td>
</tr>
<tr>
<td><strong>Shelter, Housing and Other Infrastructure</strong></td>
<td></td>
</tr>
<tr>
<td>Example:</td>
<td>Example:</td>
</tr>
<tr>
<td>• Assist new arrivals in renting urban shelter space</td>
<td>• Distribute US $75 (once) to all newly arriving families at way stations</td>
</tr>
<tr>
<td>• Protect vulnerable refugees in rental apartments from eviction (see attached vulnerability criteria);</td>
<td>• Identify vulnerable refugees at risk of eviction;</td>
</tr>
<tr>
<td></td>
<td>• Distribute US $75/month</td>
</tr>
</tbody>
</table>
SECTION 5. RESPONSE MATRIX

Who will implement the immediate response measures, and participate in needs assessment, during the first month of the operation?

<table>
<thead>
<tr>
<th>Refugees Living in non-camp situations (if applicable)</th>
<th>(Co-) Coordinator</th>
<th>First Responder(s)</th>
<th>All Responders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Protection in cl.: Monitoring, Physical Security, Registration, SGBV, Child Protection, PWSN</td>
<td>UNHCR, Government</td>
<td>(May include multiple partners)</td>
<td></td>
</tr>
<tr>
<td>Shelter, Housing and Other Infrastructure</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Basic Domestic and Hygiene Items (NFi's) incl. distribution services</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
“First Responder” is a commitment of engagement by partners. In case there are no other first responders for a sector (incl. government agencies), UNHCR commits to this role.

“Co-coordinator” corresponds to the sector coordinators identified above in section 3 “Coordination Structure”.

6. STAFF SAFETY AND SECURITY IN THE OPERATIONAL CONTEXT

✓ Briefly describe the safety and security context for humanitarian workers in the operational area;
✓ Summarise the main recommendations for mitigating measures.

7. DATA, COMMUNICATION AND FUNDRAISING

7.1 Operational Information Management (Data)

Draw on the refugee Emergency Information Management Strategy and Toolkit (available from UNHCR HQ DPSM-FICCS) to describe the IM plan and structure.

✓ Describe the macro-level information management strategy, including if an IM web-portal will be required (available online at http://data.unhcr.org/imtoolkit/)
The CP Toolbox includes:

- Automatic Meetings Calendar
- Contact List
- Budget Templates (UNHCR, and inter-agency)
- Site planning and coordination matrix
- Inter-agency NFI stock-gap analysis chart
- Tracking list for local frame agreements with suppliers
- Regional Contingency Planning Overview Matrix
- Standard Operating Procedures (SOP) Template
- 3W Template (Who does What Where)
For more information and support
Please use the Online Refugee Emergency Preparedness Hub:


- **Access**: Standard computer log-in + password

- **Not yet migrated to MS Outlook?**: Special procedure, go to:
  
  https://acctmgmt.unhcr.org/
Using the CP Template and tools will facilitate:

- Setting a context-specific response strategy;
- Analysis of needed resources;
- An appropriate and timely protection response for refugees (incl. assistance);
- Capturing the decisions taken during the UNHCR-led planning process with multiple partners;
- A concise document, of 20 pages or less;
- Consistency across different countries.
Questions or Comments?

Thank you.