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CHECKLIST FOR REPRESENTATIVES FOR LEADING & COORDINATING REFUGEE EMERGENCIES

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This checklist is designed to assist Representatives in implementing the Refugee Coordination Model (RCM). In mixed situations, where the populations of humanitarian concern include refugees, IDPs and other affected groups and a Resident/ Humanitarian Coordinator has been appointed, both the RCM and Joint UNHCR-OCHA Note on Mixed Situations: Coordination in Practice are applicable.

The UNHCR Representative is responsible for <u>leading and coordinating</u> the broader refugee response which should be predictable, partner-inclusive and collaborative. *'Partners' is understood to refer to any agency or humanitarian entity that is involved in or supporting the refugee response.*

When to use the checklist: All operations need to implement the RCM and the Joint Note (if working in a mixed situation).

A comprehensive set of guidance is being developed, but for the interim, during a new or ongoing emergency with refugee out/inflows, the steps below should be followed, in addition to regular responsibilities.

Contact: The Inter-Agency Coordination Services (IACS) – DER is the focal point for issues related to refugee coordination

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ACTIONS YOU NEED TO TAKE AS REPRESENTATIVE :

1. SHARE AND REVIEW PRACTICE AGAINST RCM/JOINT NOTE

See: https://emergency.unhcr.org/entry/60930/refugee-coordination-model-rcm

- Share and review the RCM & Joint Note with staff of your office and partners; identify which elements are in place, which elements need to be adapted, and how gaps (if any) need to be addressed.

2. REQUEST BUREAU TO CONVENE A TELECONFERENCE WITH HQ

- Update and discuss with Directors and teams from Bureau, DER, DESS, DPSM and DIP and agree on how to apply the RCM, and identify the support needed from HQ.

3. ESTABLISH COORDINATION STRUCTURES

- Designate the **Refugee Coordinator** to deal with day to day coordination issues. The RC is a function, not a post. A colleague may be nominated or an additional person can be brought in.

- Set- up **Refugee Protection Working Group (RPWG) - always led by UNHCR or co led by Government/ if feasible)** and designate the Head of RPWG. Invite partners and protection actors. Analyse the protection situation and agree on strategic objectives, response and advocacy.

- Establish the **Multi-Sector Coordination Team** (This should include UNHCR and Partner staff: information management officer/s, Head of Protection Working Group; sector coordinators).

- Establish **Information Management Working Group**

- Invite partners to **co/coordinate sectors**

- Clarify when, where meetings will be held, who will chair and participate

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- Clearly delineate names, functions and reporting lines for the team and make this information publically available to all partners and actors

4. LEAD INTER-AGENCY CONTINGENY PLANNING AND PREPAREDNESS

See: https://emergency.unhcr.org/entry/35283/ppre-contingency-planning-refugee-situations

- Lead the development of the inter-agency refugee contingency plan (CP), with relevant Government entities, relevant partners, including development actors.
- Lead discussion on government/ UNCT meetings on Refugee Preparedness and Response and ensure coherence with the overall response.

5. AGREE MODALITIES WITH OTHER COORDINATION ACTORS

- Brief Government, Humanitarian Coordinator /Resident Coordinator/UNCT, HCT and partners about UNHCR's role and responsibilities in leading and coordinating the refugee response under the RCM.
- Meet the Resident Coordinator (RC) discuss and agree on working modalities, clarifying UNHCR's leadership role on refugee issues. See Resident Coordinator ToR and UNCT Conduct and Working arrangements
- Present updates on the refugee matters at UNCT.
- Ensure that UNHCR leads Cash coordination and programming for refugees in partnership with relevant actors.

6. ADVOCATE

See: https://emergency.unhcr.org/entry/49255/advocacy

- Maintain primary responsibility for advocacy with host government on refugee issues
- lead private / public advocacy on refugee issues
- Mobilize other relevant actors and involve them in advocacy strategy
- Support the overall advocacy efforts of the RC and UNCT on other humanitarian issues

7. INVITE RELEVANT GOVERNMENT ENTITIES AND PARTNERS TO CO-COORDINATE SECTORS

See: https://emergency.unhcr.org/entry/60865/sector-coordination-in-refugee-emergencies

- Depending on the scale of the refugee crisis, establish sector working groups (Health/Nutrition, Shelter/NFIs etc.), and invite qualified partners who meet the established criteria to co-coordinate the sector (see above link for criteria).
- Ensure close linkage between the sectors and the RPWG at field and capital level.
- Determine how refugee coordination mechanisms between field and capital level sectors will take place.
- Communicate refugee sector coordination modalities to all partners and relevant actors.

8. COORDINATE NEEDS ASSESSMENT

See: https://emergency.unhcr.org/entry/50209/needs-assessment-for-refugee-emergencies-nare

- Coordinate needs and share analysis with sectors and RPWG.
- As much as possible encourage partners to hold joint needs assessments.

9. DEVELOP AND/OR UPDATE INTER-AGENCY REFUGEE RESPONSE PLAN (RRP) AND LAUNCH

See: https://emergency.unhcr.org/entry/61168/refugee-response-plans-rrps-interagency

The plan is based on the Protection and Solution Strategy, and outlines response strategy, planned activities, and funding requirements of partners and represents the collective vision and action for all actors involved.

- Lead and launch the **inter-agency Refugee Response Plan** (RRP) as soon as a new/escalating emergency starts. Inter-agency planning should take place for non-emergency situations takes place within the Inter-Agency Country Operations Plan.
- Hold planning sessions with Government, partners, HCT/UNCT and development actors to develop the RRP.
- Advocate for the refugee response plan with in-country donors and humanitarian stakeholders.
- Assign a focal point who will coordinate planning process, share information and liaise with partners to collect information on funding, and provide it to DRRM monthly.
- **Lead and launch** an inter-agency Refugee Response Plan (RRP)
- Consult Bureau and DRRM
- Support the Resident/Humanitarian Coordinator with country funding applications, management, and reporting procedures on refugee projects.

10. PRIORTISE, MANAGE AND SHARE INFORMATION

See: https://emergency.unhcr.org/entry/63478/emergency-information-management-strategy & Emergency IM Toolkit: http://data.unhcr.org/imtoolkit/

- Management, provision and exchange of information is a key part of UNHCR's coordination role and it is a common service for all partners.
- Outline the Information Management Strategy with Bureau and define activities and products about the refugee response that are to be developed and shared.
- Ensure that there is a forum and focal point for inter-agency information. The focal point should coordinate the collection and sharing of information and operational data with OCHA.
- Set up an operational data portal (website for the response). Include accurate and updated contact details and information about: UNHCR & partners, inter-agency coordination and sector meetings, assessments, strategic plans, 3Ws, reports, maps, population data, and analysis, monitoring and evaluation reports and voices testimonies of persons of concern.
- Hold regular briefings for donors, stakeholders and key partners.
- Establish an Information Management Group if needed

UNHCR staff should read and use the key documents and resources at:
https://intranet.unhcr.org/intranet/unhcr/en/home/protection_and_operational/refugee-coordination.html

For more on Resident Coordinator see https://undg.org/home/resident-coordinators/policies-guidelines/

Partners and stakeholders can be guided to: http://www.unhcr.org/pages/538dd3da6.html