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RESOURCES FOR REFUGEE EMERGENCY MANAGERS
PRESENTED TO THE
UNHCR EMERGENCY MANAGERS TRAINING PROGRAM
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The purpose of this paper is to identify the resources available to the UNHCR, other IOs, NGOs, and governments for refugee emergency management. These resources are rapidly increasing in number, scope, and format. Consequently, this paper can only introduce some of the principal resources of programmes in emergency management and refer the reader to other sources of information on the subject.

The resource materials in emergency management can be classified into several categories:

- texts
- manuals
- bibliographies
- periodicals
- information sharing systems and networks
- specialized resource organizations
- professional expertise/consultants
- training programs
- videos
- computer uses
- resources available through UNHCR

Texts

Textbooks and other publications are a very accessible form of resource material. The problem for the emergency manager is to identify and obtain the best publication for a specific need. The number of general publications available is so vast that it is not possible to list them all within this paper. Several important ones, however, are listed below and included in the appendix.

Manuals

Many agencies have written manuals on emergency operations. These manuals serve several functions and may include

- organizational policies on emergency operations
- guides to decision-making
- standards of performance or minimum requirements
- checklists of actions to be taken and materials to be acquired
- definitions of staff roles and responsibilities
- contingency plans
- technical information for generalists
- references to other resources

Some manuals have been written by an organization for its own use but also made available to other agencies for their information. Some manuals, written exclusively for an agency, often serve as a useful model for other agencies which wish to develop their own.

The following list of texts and manuals is suggested as the contents of a portable library that refugee emergency managers should take with them to the field during an emergency.

ABC, Analysis Bar Charting, John Mulvaney, (text on project management using CPM). 1969.

Commodity Distribution and Monitoring in Refugee Camps, Relief and Development Institute, London, 1986.

Food Logistics Manual, World Food Programme, Rome.

Food Protein and Vitamins List.

Emergency Preparedness and Response Resource Index, UNHCR, Geneva, 1981.

Emergency Health Management, PAHO, Washington, D.C.

Emergency Vector Control, PAHO, Washington, D.C.

Environmental Health Management, PAHO, Washington, D.C.

Epidemiological Surveillance, PAHO, Washington, D.C.

Health Services Organization, PAHO, Washington, D.C.

INTERTECT Refugee Assessment Manual, INTERTECT, Dallas, TX, 1985.

Issues in Refugee Emergencies, INTERTECT, UNHCR, Disaster Management Center, University of Wisconsin, 1986.

Refugee Camps and Camp Planning, Disaster Management Center, Self-Study Course Textbook, University of Wisconsin, 1987.

Refugee Camp Management, Disaster Management Center, Self-Study Course Textbook, University of Wisconsin, 1987.

Refugee Health Care, London School of Hygiene and Tropical Medicine, London.

Supplementary Feeding for Refugees, Disaster Management Center, Self-Study Course Textbook, University of Wisconsin, 1987, or by OXFAM, Oxford, United Kingdom.

UNHCR Emergency Management Training Manual, Disaster Management Center, University of Wisconsin, 1986.

UNHCR Handbook for Emergencies, United Nations High Commissioner of Refugees, Geneva, 1982.

UNICEF Emergency Handbook, United Nations Children Fund, New York, 1986.

Village Distribution of Food, Catholic Relief Services, New York.

In the appendix is an additional bibliography of manuals and other publications that may be useful to an emergency manager.

Periodicals

Appropriate Technology for Health Newsletter
SHS Division, World Health Organization
1211 Geneva 27, Switzerland

General resource for innovation in primary health care management. Includes interviews and brief reports on community health projects, plus news of relevant publications.

Computers in Development and Relief Newsletter
106 Park Road, Loughborough
Leics., LE11 2HH, U.K.

Three issues per year, focused on new software and hardware, including notes on usability in the field, practicality for relief management, resources for public domain software, etc. Excellent informal resource for international networking in an area of increasing interest.

Development Forum
Division of Economic and Social Information
United Nations
1211 Geneva, Switzerland

Primarily devoted to development issues but some relief-reconstruction information. Excellent resource for publications and contacts. Includes articles on non-governmental organizations as well as U.N. agencies, on technology, desertification, ecology, virology, development education, etc.

Disaster Preparedness in the Americas
Pan American Health Organization
Emergency Preparedness & Relief Coordination Unit
525 Twenty-Third Street, N.W.
Washington, D.C. 20037

Newsletter giving information on PAHO, WHO, U.N. and other agencies. Reviews current literature and reports on member country projects, as well as including short articles on disaster-related topics. Excellent resource.

Disasters: The International Journal of Disaster Studies and Practice
Relief & Development Institute
1, Ferdinand Place
London NW1 8EE, U.K.

Quarterly devoted to articles and information concerning all facets of refugee and natural disaster relief (pre-disaster planning and mitigation, case studies, epidemiology, etc.). Excellent resource for publications, contacts and evaluations.

ICVA News

International Council of Voluntary Agencies
13 rue Gautier
1201 Geneva, Switzerland

Periodical giving information on programs, policies, publications, etc., of interest to agencies and individuals in the fields of development, refugee assistance, disaster relief and preparedness. Excellent resource for volag information, both organizational and operational. Includes international employment registry, personnel and address changes, list of upcoming conferences/meetings, etc.

International Migration Review

Center for Migration Studies
209 Flagg Place
Staten Island, New York 10304

Quarterly journal, especially useful for information on legal aspects of refugee/displaced person situations, resettlement, etc.

Migration Today

Center for Migration Studies
209 Flagg Place
Staten Island, New York 10304

Variety of articles and resource listings.

Refugees

Commission on Inter-Church Aid
Refugee & World Service
World Council of Churches
150 Route de Ferney
1211 Geneva 20, Switzerland

Good resource for special articles on various dimensions/issues of international refugee situations.

Refugees

U.N. High Commissioner for Refugees
Palais des Nations
CH-1211 Geneva 10, Switzerland
(USA only: 1718 Connecticut Avenue, N.W., Washington, D.C. 20009)

Monthly magazine focusing on refugee and displaced person situations throughout the world. Reviews of refugee-related publications, interviews, articles on special topics, etc., are included.

Refugees & Human Rights Newsletter

Immigration & Refugee Program
Church World Service
475 Riverside Drive
New York, New York 10115

Quarterly with interviews and articles on refugee problems worldwide, plus list of resources.

Information-Sharing Systems and Resources

Disaster Information Dissemination Unit (DIDU)
Disaster and Settlements Group
Oxford Polytechnic
Headington, Oxford OXX3 OBP, U.K.

Housing, General Disaster Relief (Library; Information-sharing System;
Linkages with INTERTECT, RDI, Louvain)

Emergency Preparedness & Disaster Relief Coordination Unit
Pan American Health Organization
525 Twenty-Third Street, N.W.
Washington, D.C. 20037, U.S.A.

Health, Sanitation (Library; Information-sharing System)

Environmental Sanitation Information Center
Asian Institute of Technology
P.O. Box 2754
Bangkok, Thailand

Sanitation (Library; Information-sharing System)

International Council of Voluntary Agencies
17 Avenue de la Paix
1202 Geneva, Switzerland

Administration, Volag Activities (Library; Information-sharing system)

International Reference Centre for Community Water Supply
World Health Organization
P.O. Box 140
2260 AC, Leidschendam, The Netherlands

Water, Sanitation (Library; Publications)

INTERTECT Disaster Information-Sharing System (DISS)
P.O. Box 10502
Dallas, Texas 75207, U.S.A.

All Facets Disaster Relief/Recovery/Preparedness (Library; Publications;
Information-sharing system; Linkages with other networks)

Relief and Development Institute (RDI)
1 Ferdinand Place
London NW1 8EE, United Kingdom

Volunteers in technical Assistance (VITA), Inc.
3706 Rhode Island Avenue
Mt. Rainier, Maryland 20822, U.S.A.

Water, Sanitation, A.T. (Library; Information-sharing; Publications;
Setting up A.T. network)

Specialized Resource Organizations

Center for Disease Control (CDC)
Atlanta, Georgia 30333, U.S.A.

International Committee of the Red Cross (ICRC)
17 Avenue de la Paix
CH-1211, Geneva, Switzerland

International Council of Voluntary Agencies (ICVA)
17 Avenue de la Paix
1202 Geneva, Switzerland

International Social Service
General Secretariat
15, Rue Charles-Galland
1206 Geneva, Switzerland

International Society on Disaster Medicine
10-12 Chemin de Surville
1213 Petit-Lancy
Geneva, Switzerland

INTERTECT
P.O. Box 10502
Dallas, Texas 75207, U.S.A.

League of Red Cross Societies
17 Chemin des Crets, Petit-Saconnex
P.O. Box 276
1211 Geneva 19, Switzerland

Office of the United States Coordinator for Refugee Affairs
Department of State
Washington, D.C. 20520, U.S.A.

Pan American Health Organization (PAHO)
525 Twenty-Third Street, N.W.
Washington, D.C. 20037, U.S.A.

Relief and Development Institute (RDI)
1 Ferdinand Place
London NW1 8EE, United Kingdom

Swedish International Development Authority (SIDA)
Birger Jarlsgatan 61
S-105 25 Stockholm, Sweden

United States Committee for Refugees
20 West 40th Street, 7th Floor
New York, New York 10018, U.S.A.

World Food Programme (WFP)
Food & Agriculture Organization
Via delle Terme di Caracalla
Rome, Italy 00100

Professional Expertise/Consultants

The emergency section keeps a roster of emergency consultants on a data base programme. Information on the minimum requirements for a particular job may be entered into the system which will then print out the names of all consultants with those qualifications. Selection criteria include: Function, i.e. Logistics, Health, Sanitation, etc; language; Field experience and Nationality. The same system also keeps data on various relief organizations, private companies and firms that can provide assistance in specialized areas during an emergency. The emergency manager may contact the Emergency Section of UNHCR for a copy of the roster.

Training Programs

There is a growing number of training programmes for emergency management and many training materials have been produced for specific training programmes. Emergency management training takes several forms: seminars, workshops, independent study, distance education. Some are regular and scheduled, others are irregular and more ad hoc. Some are open to any interested person, others are limited to personnel of a specific agency. The following is a list of emergency management training programmes that may be of interest to the emergency manager. For the most part they are institutions that include training as an ongoing part of their activities available to IOs and NGOs. The list does not include references to examples of training by NGOs.

- o Asian Disaster Preparedness Center, Asian Institute of Technology, P.O. Box 2754, Bangkok 10501, Thailand. This center offers courses in disaster management oriented towards the training of people who will in turn be trainers in their own countries; develops curricula and teaching materials; and disseminates reference materials in disaster management.
- o Centers of Disease Control, International Health Program Office, Building 14, Atlanta, Georgia 30333 USA. The CDC offers irregularly scheduled seminars and conferences on refugee health care and epidemiological surveillance.
- o Disaster Management Center, University of Wisconsin, 432 North Lake St., Madison, Wisconsin 53706, USA. The DMC organizes and conducts specialized emergency management training workshops for agencies such as UNHCR and UNICEF. The DMC also gives irregularly scheduled workshops open to the general public on specialized topics of emergency management.

Most students of emergency management, however, do not have access to a classroom based programme in training. In fact, most potential students do not recognize themselves as students of emergency management until they are caught up in the midst of an emergency. They are not able at that time to leave their posts to learn new skills nor can the agency afford to send them. However, self-study courses that are focused on the management or sectorial skills needed are now available and can be rapidly shipped to the people in the field. With increasing use of distance education the on-sight managers can study the materials at their convenience and when they are most motivated to use them. The Disaster Management Center offers courses available through distance education on several topics of refugee management. Participants who

complete a program of study may qualify for the disaster management diploma. The following is a list of the self-study courses offered by the Disaster Management Center:

- Aim and Scope of Disaster Management
- Principles of Management
- Emergency Health Management
- Emergency Vector Control
- Environmental Health Management
- Epidemiological Surveillance
- Health Services Organization
- Refugee Camps and Camp Planning
- Refugee Camp Management
- Sanitation in Refugee Camps
- Supplementary Feeding for Refugees
- * Durable Solutions to Refugee Problems
- * Famine Assessment and Relief
- * Food Logistics
- * Education , Psychological and Social Services
- * Introduction to Refugees and Displaced Persons
- * Leadership Development
- * Needs Assessment
- * Program Planning, Management and Implementation
- * Refugee Protection and Security
- * Refugee Relief Operations
- * Shelter
- * Unaccompanied Minors and Orphans

(*) Indicates courses in the planning or development stage

- o Experiment in International Living, Kipling Road, Brattleboro, Vermont 05301, USA. EIL conducts refugee assistance training for NGOs through workshops, management and organization development training.
- o INTERTECT, P.O. Box 10502, Dallas, TX 75207, USA. INTERTECT conducts on-site training for agencies, consisting of problem focused workshops and the development of training materials for the workshops or for the agency's in-house training programme. Training topics include needs assessments, logistics, planning and management.
- o London School of Hygiene and Tropical Medicine, Refugee Health Group, Keppel St. (Gower St), London WC1E 7HT, United Kingdom. This group has held week-long training programmes on various topics of refugee health and nutrition for non-professionals.
- o Oxford Programme of Development Workshops, Oxford Polytechnic, Oxford, OX3, OBP, UK. These workshops are intended for experienced professionals active in developing countries. Workshops are offered on Relief and Preparedness Planning, and Disaster Housing and Reconstruction Planning. They are held in Oxford annually and last from three to five weeks.
- o Pan American Health Organization, Disaster Preparedness and Disaster Relief Coordination, 525 23rd Street, N.W., Washington, D.C. 20037, USA. PAHO is an agency of WHO and holds scheduled workshops on emergency health care some of which utilize their five manuals on emergency health and the self-study guides prepared by the University of Wisconsin-Disaster Management Center.

o Relief and Development Institute, 1 Ferdinand Place, London NW1 8EE, United Kingdom. RDI runs workshops, seminars, and conferences addressing practical issues of disaster prevention and relief. RDI is also involved in the development of training materials covering all areas of disaster relief.

Audio and Video Tapes

Some materials lend themselves to be communicated more effectively on audio or video tape. Similarly, some emergency managers learn more readily from audio or video media rather than from print. A limited number of training materials in emergency management are available in these media from some of the above institutions. It is easily imaginable that, even in an emergency, a field officer charged with oversight of the health programmes in a new refugee camp, for example, will take the time to view a 45 minute video tape on the basics of refugee community health care. Applying the information conveyed on the tape may well help him or her to avert fatal mistakes in the early stages of an emergency.

The following is a list of videos on refugee emergency management currently being produced at the Disaster Management Center.

- Needs Assessment
- Logistics
- Logistics of People Movement
- Protection
- Nutrition
- Social Services
- Early Warning
- Media Management
- Refugee Health Programs
- Refugee Community Health Care
- Emergency Planning
- Physical Planning
- Water and Sanitation
- Issues in Emergency Management
- Emergency Administration

These tapes will soon be available through the Emergency Section.

Computer Uses

The computer will soon attain the status of indispensable equipment for the emergency manager. Similarly, having access to the resources that take full advantage of the capabilities of the computer will be indispensable.

Applications of the computer to emergency management include utilization of the basic programmes such as word processing, data base management, spread sheet, project management (critical path analysis) and others. It can also be an integral part of the manager's communications system with linkages to information bulletin boards, a telex system, and low orbiting satellite communications networks.

There is also a growing inventory of programmes designed specifically for the refugee worker. A short list of emergency management related computer software includes the following:

- an expert system for epidemiological surveillance
- optimization of a logistics system
- climate monitoring and famine prediction
- a database of nutritional anthropometric data
- planning and desing of water supply and waste disposal systems

Just as significant as the software to the field officer is the hardware. The modest cost and true portability of lap-top computers makes them very useable in even remote areas. With some computers able to run for up to 8 hours on rechargable batteries they can function successfully independent of an undependable inaccessible power supply.

Resources Available Through UNHCR

The Emergency Section can make available many important resources. The following items are available to emergency managers:

1 - Emergency Handbook

The Emergency Handbook has lots of practical advice but does not teach us how to manage all the related elements of a refugee situation. It is a source of sound advice on how to proceed, what steps to follow, it tells us what the pieces of the puzzle look like or should look like but it's not much help in putting the puzzle together. Nevertheless, it is a very valuable tool that we hope this course will teach you to use if you have not done so already. (How many people have used it recently? - read it at all?)

2 - UNHCR Health Kit, p. 253 of Handbook

There are three parts: two drug lists (A and B) and one equipment list (C).

The purpose of the kit is twofold:

1. to encourage a standardization of drugs and equipment
2. to enable swift initial outside supply in an emergency if local supply is not immediately possible.

The kit provides standard drugs and clinic equipment for 10,000 persons for 3 months. The drugs are intended to cover initial needs only pending a proper assessment of the caseload.

Lists A and B do not include vaccines, nor drugs to control certain communicable diseases. For example, those that might fall under a local EPI programme. For these the best procedure is to discuss supplies with the National Health Authorities.

Health Kit - three parts *253*

A	9 cartons	400 kg.	General med. no doctor required
B	1 carton	40 kg.	For doctors only.
C	7 cartons	203 kg.	<i>CLINIC</i> Surgical supplies.
Health cards	<u>9 cartons</u>	<u>179 kg</u>	
	26 cartons	822 kg.	

3 - Field Kit *pg 288*

4 - Nutrition Survey Kit

The Nutritional Survey kit is packed in an easy to carry backpack and contains all the equipment necessary to do an effective nutritional survey of a refugee camp. (Not in Handbook. Philip should have list of bags contents.)

5 - Office Kits (for opening new office only) *278*

Emergency office kit for opening new UNHCR offices. Annex 2, pg. 278 of the handbook lists the contents of the emergency office kit, which weighs approximately 30k. etc. See Page 272, Paragraph 3 and 4 of the handbook.

6 - Water Purifier

7 - Profiles of refugee-prone countries

8 - UNHCR Guide to in-kind contributions in emergency situations

9 - Roster of Experts-referred to above

10 - Reference library catalogue

Again available knowledge when we know we may be facing a particular problem.

11 - Emergency section resource library

The Emergency Section updates and maintains a small reference library of emergency related books, periodicals, studies and reports which anyone can consult. The emergency section library catalogue lists all the reference works presently available. Copies of learning and reference materials produced for as used in all EMTP workshops and seminars are available upon demand. Video tapes produced on the various subjects taught in the EMTP will also soon be available for viewing.

12 - Computer Programmes *Contingency plan - Pato Bas. Communities list*

Emergency housing

13 - Immunization Kit (OXFAM)

This kit is still in the development stage.

14 - Handbook for Social Services