Draft

[OCTOBER 08]

Managing WHO Humanitarian Response in the Field

Acknowledgements

This handbook is an initiative of the Health Action in Crises Cluster of the WHO Headquarters in Geneva in collaboration with the Emergency and Humanitarian Action Programme of the WHO Regional Office for Africa, the Emergency Preparedness and Humanitarian Action Programme of the Regional Office for the Eastern Mediterranean (EMRO), the Disaster Preparedness and Response Programme of the Regional Office for Europe (EURO), the Emergency Preparedness and Disaster Relief Programme of the Pan American Health Organization, Regional Office of WHO for the Americas (PAHO/AMRO), the Emergency and Humanitarian Action Programme of the WHO Regional Office for the Western Pacific (WPRO), and the Emergency and Humanitarian Action Programme of the WHO Regional Office for South-East Asia (SEARO).

The original draft was compiled and edited in June 2008 by Giuseppe Annunziata and Ron Ockwell supported by an editorial working group comprising Usman Abdulmumini (AFRO), Sacha Bootsma (EMRO), Rodger Doran (WPRO), Åsa Holmblad (EURO), Qudsia Huda (EMRO), Trine Ladegaard (SEARO), Dana Van Alphen (AMRO/PAHO). Other contributors include David Bradt and Alessandro Loretti. Comments were provided by Jon Carver, Xavier de Radiquez, Richard Garfield, Michelle Gayer, Rob Holden, Erin Kenney, Peter Koopmans, Dominique Legros, Tony Laurence, Dudley McArdle, Altaf Musani, Art Pesigan, Jules Pieters, Heidi Schmidt, Paula Soper, Michel Tomaszek, John Watson, Zita Weise Prinzo, Nevio Zagaria, Stuart Zimble.

> The present electronic version was posted on the web in October 2008 and is subject to continuous peer review. Comments will be regularly consolidated by HAC.

> Send all comments on this draft to hac@who.int. Please specify in the subject line "Field Handbook"

© World Health Organization 2008

This document is not issued to the general public.

All rights reserved. Publications of the World Health Organization can be obtained from WHO Press, World Health Organization, 20 Avenue Appia, 1211 Geneva 27, Switzerland (tel.: +41 22 791 3264; fax: +41 22 791 4857; e-mail: bookorders@who.int). Requests for permission to reproduce or translate WHO publications – whether for sale or for non-commercial distribution – should be addressed to WHO Press, at the above address (fax: +41 22 791 4806; e-mail: permissions@who.int).

The designations employed and the presentation of the material in this publication do not imply the expression of any opinion whatsoever on the part of the World Health Organization concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries. Dotted lines on maps represent approximate border lines for which there may not yet be full agreement.

The editors alone are responsible for the views expressed in this publication.

Contents

About this handbook 5

Acronyms and abbreviations 6

Aide-mémoire for a WR (or head of country office) leading WHO humanitarian response

- Principal responsibilities of a WR /head of country office 7
- Format for allocating emergency-related responsibilities within the WCO 9

PART I – Framework for WHO Response

1. Objectives, key functions and principles 11

1.1 WHO objectives, role and core functions in humanitarian response 12
1.2 Overall guiding principles for WHO humanitarian response 15
1.3 Role in relation to the Health Cluster 17

2. The response planning and management processes 19

2.1 The emergency response process 20
2.2 Steps in emergency programme planning and implementation 22
2.3 Key internal planning & management functions 24

PART II – Planning and managing the WHO response

3. Determining whether – and what kind of – WHO response is needed 25

3.1 Preliminary contacts and actions 26
3.2 Preliminary assessment/enquiries 29
3.3 Establishing an initial working scenario 32
3.4 Making a judgement on the need for and nature of WHO action 34

4. Leading and enabling the WHO response 36

4.1 Organizing the office; building a team 37
4.2 Equipping the WCO for information management 40
4.3 Accessing and mobilizing resources 43

5. Assuring health information, assessment, situation analysis and monitoring 46

5.1 Ensuring good health information management 47
5.2 Organizing – and ensuring the quality of – assessments 49
5.3 Assuring surveillance of the situation 53
5.4 Analysing the situation 56

6 Defining objectives and preparing an action plan 59

6.1 Defining objectives 61
6.2 Selecting response strategies 63
6.3 Protecting and rebuilding national systems and capacity 67
6.4 Defining priority projects and preparing a WHO action plan (filling gaps) 68

7. Planning and implementing projects; preparing appeals 72

7.1 Preparing project proposals 73
7.2 Identifying and working with partners 76
7.3 Preparing CERF applications 78

7.4 Providing inputs to UN appeals 79
7-5 Managing (and monitoring) project implementation 82
8. Assuring effective communications....85
8.1 Managing internal communications 86
8.2 Internal reporting 88
8.3 Managing external communications 90
8.4 Producing a health (cluster/sector) bulletin 92
9. Promoting coordinated health action and best practices 93
9.1 Facilitating coordination....94
9.2 Providing guidance and support to health sector actors....97
10. Planning and managing WHO programme support activities 99
10.1 Assuring security 100
10.3 Managing human resources....102
10.3 Mobilizing/recruiting national staff for field operations....104
10.4 Assuring admin. services 106
10.5 Assuring finance services....108
10.6 Procuring supplies....110
10.7 Assuring in-country transport & storage of supplies 113
10.8 Assuring ICT services (data systems & telecoms) 116
11. Phasing out 118
11.1 Planning to phase-out 119
11.2 Organizing an evaluation or "lessons" exercise....122

PART III – Annexes

Annex 1 Lessons learnt from WHO's humanitarian action 2005-2007 125
Annex 2 Effects of and responses to different types of disasters 126
Annex 3 Criteria for WHO emergency response....129
Annex 4 Emergency delegation of authority 130
Annex 5 Possible agenda for a first internal WCO emergency management team meeting 131
Annex 6 Format for a working scenario 132
Annex 7 The cluster approach....134
Annex 8 List of supplementary annexes on the CD-ROM **....136**

About this handbook

Its purpose

This handbook provides guidance for WHO Representatives (WR), Country Office staff and consultants in assessing and managing the response to health needs during humanitarian crises. These are key elements of WHO action in relation to Strategic Objective 5: *to reduce the health consequences of emergencies, disasters, crises and conflicts, and minimize their social and economic impact*.

The Handbook replaces the 1999 *Handbook for Emergency Field Operations* (EHA/FIELD/99.1). It complements and cross-references the WHO-HAC *Standard Operating Procedures* (SOPs), existing *technical guidance* on specific health-related interventions in emergencies, and the guidance expected from the *Global Health Cluster*. It focuses on management, defining the role and responsibilities of a WR and country office and providing the overall planning and management framework within which decisions have to be taken.

It provides comprehensive guidance for what to do in case of a major disaster or humanitarian crisis. The majority of natural disasters do not require such an intense or prolonged level of engagement by the international community but, in all cases, the WR (or head of the WHO country office) has specific responsibilities in relation to staff safety, information and analysis, coordination, determining what assistance (if any) might be needed from WHO and ensuring the efficient delivery of that assistance. The principal responsibilities are summarized in the panel on the next page.

Its structure

The handbook is structured in three parts. Part I (chapters 1 and 2) outlines the framework for WHO emergency response. *All* staff and consultants involved in an emergency operation *must* be familiar with the basics summarized in Part I.

Part II (chapters 3 to 11) provides guidance on planning and managing the WHO response. In Part II, the chapters provide specific management guidance on what to do, when and why.

The annexes (numbered 1, 2, etc.) in Part III provide additional information.

Supplementary annexes (numbered A1, A2, B1, etc.) providing more detail, cross-cutting material, and selected tools are included on the CD-ROM that accompanies the Handbook together with other documents that are cross-referenced, including the standard operating procedures (SOPs) for WHO humanitarian action.

Acronyms and abbreviations

AO	Administrative Officer (WCO)
CAP	consolidated appeal process (sometimes also “consolidated appeal”)
CERF	Central Emergency Response Fund (managed by OCHA)
CFSA	Chief Field Security Adviser (UNDSS)
CHAP	common humanitarian action plan (component of a CAP)
DO	Designated Official (for UN security, at country level)
EHA	Emergency and Humanitarian Action (WHO)
EMT	Emergency Management Team
FSA	Field Security Adviser (UNDSS)
FSCO	Field Security Coordination Officer (assigned by UNDSS to the Designated Official)
FSO	Field Security Officer (assigned by WHO or any individual UN agency)
HAC	Humanitarian Action in Crises (WHO)
HC	(UN/IASC) Humanitarian Coordinator
HCC	Health Cluster Coordinator
HeLiD	Health Library for Disasters (CD-ROM produced by PAHO and WHO)
IASC	Inter-Agency Standing Committee (for humanitarian action)
ICP	inter-country programme (WHO)
ICT	Information and communications technology
IHR	International Health Regulations
MOSS	Minimum operating security standards
MoH	Ministry of Health
NAF	needs analysis framework (used in a preparing a CHAP)
NGO	non-governmental organization
OCHA	U.N. Office for the Coordination of Humanitarian Affairs
PMR	project management, monitoring and reporting
PSC	programme support costs
RC	UN resident coordinator
RD	Regional Director (WHO)
RO	regional office (WHO)
sitrep	situation report (usually sent by email)
STP	short-term professional (WHO contract)
TOR	terms of reference
UNCT	UN country team
UNDP	UN Development Programme
UNDSS	UN Department for Staff Security
UNICEF	United Nations Children’s Fund
WASH	water, sanitation and hygiene
WCO	WHO country office
WFP	World Food Programme
WHO	World Health Organization
WR	WHO representative

Aide-mémoire for a WHO Representative (or head of country office) leading WHO humanitarian response

This aide-mémoire includes a brief synthesis of the principal responsibilities of the WR/head of country office in responding to an emergency and provides a format that can be used when assigning emergency-related responsibilities within the WCO.

The WR/head of country office and assigned staff must also be aware of the objectives, key functions and principles outlined in Chapter 1, and the response planning and management processes in Chapter 2, and refer to the relevant sections in Part II of this handbook, and to the other references provided there, for detailed guidance.

It may be particularly useful, at the onset of a crisis, to also refer to Annex 2 *Effects of and responses to different types of disasters*.

Principal responsibilities of the WR/ head of country office

Principal responsibilities	Action in all cases	*Additional* action in case of a major disaster or humanitarian crisis
Ensuring staff safety and security *Section 10.1*	Checking the whereabouts and safety of all staff and consultants. Ensuring that security plans exist, are adequate and known to everyone.	Ensuring minimum operating security standards (MOSS) compliance if in UN security phase 1 or above. Requesting and budgeting for field security officer (FSO) support, if needed. Briefing *all* UN FSOs on health action priorities.
Determining the scale of the emergency and whether WHO assistance may be required *Chapter 3*	Contacting the MoH, UNRC, other UN agencies and NGOs to get information on the scale of the emergency and what others are doing. Making a judgement concerning the need for WHO assistance and the role to be played by WHO.	Consulting immediately with RO and HQ-HAC
Ensuring office functioning and effective operational capacity *Section 4.1* *Chapter 10*	Ensuring that admin. and other office support systems continue to function. Re-deploying staff temporarily to emergency-related tasks. Requesting operational support from the RO, if needed.	Reorganizing the office, establishing an Emergency Management Team and operations room, defining responsibilities and lines of reporting, etc. Requesting the emergency delegation of authority from the RD, and staff and consultant support from RO and HQ. Ensuring adequate arrangements for

预览已结束，完整报告链接和二维码如下：
https://www.yunbaogao.cn/report/index/report?reportId=5_29368