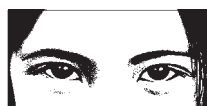




Policy for emergencies and humanitarian crises.



Terre des hommes

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Terre des hommes is the leading Swiss organisation for child relief. Founded in 1960, Terre des hommes helps to build a better future for disadvantaged children and their communities, with an innovative approach and practical, sustainable solutions. Active in more than 30 countries, Tdh develops and implements field projects to allow a better daily life for over 1.4 million children and their close relatives, particularly in the domains of health care and protection. This engagement is financed by individual and institutional support, of which 85% flows directly into the programs of Tdh.

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TELL ME WHY

Introduction.

In 2013, more than 100 million people needed humanitarian aid according to UNOCHA (2014). At the moment of writing, forecasts for 2014 suggest an increase of up to 200 million people in need by the end of the year.

Throughout the same period (2013-2014), 22 million people had to leave their homes due to natural disasters (e.g. flooding, hurricanes, earthquakes or drought) ; 18 million of them in Asia alone (UNOCHA 2014).

Millions of people are still forced to live in camps because of conflict or the increasingly unpredictable climate changes affecting the Caribbean, Asia and the Indian Ocean.

2013-2014 was a period of large-scale humanitarian emergencies: crisis in Syria that also affected its neighbouring countries, as well as in the Philippines, in Gaza, Iraq, the Central African Republic (CAR) and in South Sudan, not forgetting the Ebola epidemic that is still ravaging West Africa.

Today's crises are serious and occur more frequently ; each new disaster chases the last one out of the media focus long before the latter has been resolved.

The earth's demographic growth (especially in Asia and Africa), rampant urbanization in risk zones and makeshift housing conditions all contribute to increasing the vulnerability of the world's population.

The inability to adequately assist the more fragile States onto the road to significant progress in the fields of protection, gender equality and meaningful economic growth will lead to significantly increased needs in the near future.

The new wave of internal conflicts, political crises and the war against terrorism are equally key issues of concern.

Aware of these challenges and the fact that children are often among the most vulnerable victims of humanitarian crises, Terre des hommes Foundation, by updating this paper, is strengthening its ability to bring appropriate and timely responses, involving sound operational methods, specific skills and suitable decision-making mechanisms.

This paper aims at defining and institutionalizing the Foundation's anchoring in the sector of humanitarian aid. It serves as a reference for all the interventions of Terre des hommes in this sector.

It is addressed to the staff of Terre des hommes, in the spirit of sharing a clear, coordinated vision of the mandate and orientation of the organization.

I. Objective.

The overall objective of Terre des hommes in the field of Humanitarian Aid (emergency/rehabilitation/reconstruction) aims at expanding its capacity for rapid intervention, at professionalizing (setting up relevant projects with specialized human resources) and systemizing (tools and automatisms enabling the implementation of high-quality projects). Terre des hommes combines, whenever relevant, operational work with lobbying (advocacy) at a community, national and international level. Terre des hommes sets no geographical limits and is committed to working in large-scale high profile humanitarian crises, protracted crisis situations as well as in humanitarian situations that receive little or no media attention.

The response to emergencies also has the subsidiary purpose of furthering different institutional objectives, in particular in terms of communications and visibility.

In accordance with the Foundation's Strategic Plan, priority (long-term) countries for Terre des hommes are the first to be concerned by the responses to emergencies. The sector for humanitarian crises is both an operational sector (project implementation) and a resource sector (a pool for expertise and thematic and operational guidance for responses in the field of Humanitarian Aid).

II. Presentation.

2.1 History / decisions

- Tdh has always been involved in emergency settings, since the date of its founding (i.e. Algerian war, Biafra, Bangladesh, Rwanda, Kosovo, the tsunami in Asia, earthquakes in various countries, etc.) ;
- In 1999, the General Assembly of Terre des hommes and the Council approved the continuation of Tdh's interventions in emergencies ;
- This intention was confirmed at the meeting of the Roses in May 2000, p.3 of the minutes, in the strategic plan 2005-2010 (point 7.2.3, p.13), and in the strategic plan 2011-2015, point 3.2, page 13 ;
- Since September 2003, the Foundation is composed of an operational emergency unit.

2.2 Main justifications

- Immediate intervention is an imperative notion written in the Tdh Charter of 1960 ;
- Intervention in emergencies and post-emergencies holds an important place in the 2011-2015 strategic plan ;
- Children and their mothers are among the most vulnerable people in humanitarian crises ;
- Tdh's presence in a humanitarian crisis is a public demand, as well as by our donors and the great majority of our teams. It also means strengthening Tdh's image with regards to the Swiss public.
- It is also a source of funding for field activities ;
- Collaboration in humanitarian aid activities with one or more members of the IFTDH family is considered to be a strategic dimension of the critical mass of the projects.

2.3 Specific characteristics of Humanitarian Aid projects

Terre des hommes has acquired the means to take swift action from the first days after the onset of a crisis, so as to frame a short and medium term response (emergency / rehabilitation/reconstruction), to be positioned and quickly identifiable by the crisis-stricken community, other relief actors, donors and the general public through the media. This early presence facilitates the quality of the response, its gradual implementation (LRRD), partnerships with other stakeholders and, when appropriate, broadcasting messages of advocacy addressed to humanitarian actors.

This paper of operational guidelines is accompanied by four documents¹ of thematic guidelines specific to the work of Terre des hommes in humanitarian crises (i.e. Child Protection, Healthcare, Water, Hygiene and Sanitation, Basic Necessities and Shelters) and a five-year strategic plan for Emergencies and Humanitarian Crises.

All these reference documents have been approved by the Senior Management of the Foundation.

¹ Terre des hommes seeks synergie and complementarity with other humanitarian actors.

III. Definitions of emergency, rehabilitation, reconstruction and development.

With the primary mandate to 'protect the most vulnerable children', emergency activities are addressed first and foremost to children, their families, and the communities most directly affected. During the first weeks of the emergency, it is a matter of quickly identifying the children whose survival is at risk, and guaranteeing them conditions of safety, protection and access to healthcare.

Emergencies also highlight chronic or so-called 'silent' vulnerabilities exacerbated by the humanitarian crisis and which take on new dimensions within the families and/or communities.

Terre des hommes stands out amongst the 'first-aid' NGOs by subscribing to a longer-term view, right from the start, seeking to avoid replacing pre-emergency existing structures as far as possible, and aiming at sustainability of the results. Emphasizing its expertise in development contexts, its approach and its activities aim at a lasting re-establishment / strengthening of protection mechanisms and long-term healthcare which can be progressively assumed by the family, the community and public authorities.

Measures set up during an emergency thus become anchors for longer-term development.

IV. Levels of crisis and the duration of an intervention.

4.1 Levels of crisis

Terre des hommes defines three levels of crisis. These levels are determined by the scale of the emergency and its complexity (security, donors, local capacity, etc.) and upon these depends the operational method of the response given by the Foundation.

Level 1

A limited emergency situation of weak or low intensity, localized, of seasonal origin, unexpected or structural.

Local and/or national authorities ensure and/or coordinate the emergency response. Tdh's response is implemented directly by the delegation's teams or through partners, with remote advice from the humanitarian crisis sector ; the response is localized and limited in time. The volume of the response does not in general exceed the capacity of the delegation.

Level 2

A medium-intensity crisis, localized or extensive, of seasonal origin, unexpected or structural. Local and/or national authorities who ensure and/or coordinate the response are stakeholders and Tdh's response, implemented by the delegation's teams, can require a one-off increase of human and financial resources, with support and monitoring from the sector for humanitarian crises.

Level 3

A major humanitarian crisis, of natural or man-made origin (conflict), unexpected or complex, characterized by large-scale violence, displacement of the population, extensive damage to society and the economy, the need for large-scale multisectoral and multidisciplinary humanitarian aid, restriction on or complete obstruction of humanitarian aid by political and military constraints, security risks to humanitarian workers.

Local and/or national authorities can be stakeholders, the response of Tdh is implemented by the sector for humanitarian crises, and it is not of fixed duration. The cluster system is established by the United Nations and emergency funders are mobilized (ECHO, CB and others).

4.2 Duration of a humanitarian crisis intervention

Projects in humanitarian crises, whether run long-term by a delegation (Levels 1 and 2) or by the sector for humanitarian crises (Levels 2 and 3), last for between 3 and 24 months for natural disasters. For complex crises or conflicts (and/or when the targeted population is made up of refugees or IDP's), the term could exceed 24 months if the crisis continues and if the specific skills of the sector continue to be required (features of the jobs, important measures requiring expatriate staff and logistics, complexity of funding, insecurity coupled with an absence of perspectives for development) ; over 24 months, extension is made one year at a time.

V. Functions of the humanitarian crisis sector.

This sector has two main functions:

5.1 An operational function

Following a major humanitarian crisis (Level 3), the sector is responsible for the response:

- Situation analysis
- Fundraising
- Starting and coordinating assignments
- Implementing the projects
- Monitoring the projects
- Human resources management

5.2 A resource function

The humanitarian crisis sector offers our delegations its long-term expertise for emergencies of low (L1) or medium intensity (L2) for a maximum period of 6 to 12 months, in particular via its humanitarian specialists and desks, in the domains of:

- Protection of children in humanitarian crises
- Mother and Child healthcare in humanitarian crises
- Water, Hygiene and Sanitation in humanitarian crises
- Support for preparing the emergency and contingency plans
- Situation analysis, planning, monitoring, assessment and capitalization of emergency projects.

VI. the strategy of intervention.

6.1 Criteria for intervention

The Foundation intervenes in humanitarian crises of natural² and/or man-made origin.

From the very beginning it distinguishes between:

a. localized crises most often connected to natural disasters and that allow temporary interventions and **b.** armed conflict with the presence of refugees or displaced persons that often requires longer-term work and that in general poses the question, when projects are located in a country where Terre des hommes was not present prior to the crisis, of whether to transfer that country to a geographic sector after a certain number of years.

Because of the limitation of the number of long-term countries of intervention, such a transfer, involving the closure of another long-term country, should be anticipated at the same time as the decision is taken for intervention in such a crisis.

In addition to the predominantly humanitarian criteria to justify an intervention of emergency/rehabilitation/reconstruction (extent of the disaster, number of victims, the sufferings of children and their families, impact on humans and the environment, whether or not the country's public authorities are able to respond), a decision to intervene depends on many other criteria in connection with the background situation and security, the geographic zone affected by the crisis and the type of event.

Various factors must thus be taken into consideration, in particular:

- Tdh's capacity to respond: the Strategic Plan anticipates that the humanitarian crisis sector has the maximum capacity to handle Level 3 humanitarian crisis projects simultaneously in four countries (2 new interventions a year at most) ;
- The capacity to be absorbed by the delegations and geographic sectors when dealing with lesser (Level 1) and medium emergencies (Level 2) ;
- The capacity to be absorbed by the countries/population concerned in facing the crisis ;
- The deployment of other actors and the added-value of an intervention by the Foundation in the context ;
- The area where the country or the crisis occurs (presence in the country or in the area of Tdh, another member of the TDH Federation or a partner of Tdh) ;
- Access/Security: an assessment of the risks for the teams and goods (access guaranteed to the beneficiaries and assurance as to the physical safety protection of workers), acceptance by the authorities (e.g. obtaining permits, visas) ;
- Positioning of the donors and partners within the TDHIF and options for funding: budget, appeals for donations, visibility ;
- The capacity to be absorbed by the various departments of Tdh (Human Resources, Communications & Fundraising, Administration & Finances).

When a situation of emergency occurs, rapid deployment increases the options of the intervention, improves our strategic presence (definition of an area of intervention, assessment of requirements, contacts to funders, partnerships) and also enables media coverage at the time of greatest interest. This is why Tdh takes the necessary measures by having an earmarked amount so as to be able to cover initial expenses before having to secure the funds acquired from institutional funding instruments.

² Humanitarian crises of natural origin (earthquakes, seasonal emergencies = flooding, drought, storms)

Humanitarian crises of man-made origin (linked to conflict)

Complex humanitarian crises (multi-factor, a series of events or factors preventing a community to meet its fundamental needs, such as access to water, food, shelter, safety or health treatment)

6.2 Intervention scenarios

In humanitarian crises, as well as in long-term projects, Terre des hommes works both in the domains and subjects described in the Foundation's Strategic Plan as well as in conformity with its standard thematic policies.

Priority countries

In the case of a crisis occurring in a country where Tdh is already present, and after having identified its level, a decision is taken by the Programme Management as to the long-term absorption capacity by the delegation of the response. This decision is taken in close cooperation with the geographic sector concerned and the humanitarian crisis sector. The humanitarian crisis sector takes in hand the roll-out of the response if it concerns a Level 3 crisis, or plays a 'resource' role in a Level 1 or 2 crisis. In the case of a crisis necessitating response management by the humanitarian crisis sector, a task force is formed of the geographic sector concerned and the humanitarian crisis sector (supported by the other departments), so as to best coordinate any pre-existing development projects with the crisis response. The Management may, in exceptional cases (where the extent of the emergency response greatly exceeds the size of the development projects), delegate the management of the two sorts of co-existent projects to the humanitarian crisis sector for a limited period.

New countries

If a crisis situation requires specialized intervention in a country where Tdh is not present, the intervention will be managed by the humanitarian crisis sector. The geographic sector will be both consulted and closely involved, as far as its means allow, to strengthen the response to the crisis through its knowledge of the region, the regional actors and issues and, on a case-by-case basis, through making resources available, including expatriate staffers or national field workers already employed by Tdh in long-term projects, for a duration fixed and negotiated with the relevant geographic sector and its delegation.

The decision to launch projects in response to a humanitarian crisis in a new country does in no case imply an undertaking of Terre des hommes to later establish itself for a longer term in the respective country, even if the needs persist after the emergency, rehabilitation and reconstruction phase there. The decision to continue the presence of Terre des hommes in a new country after a major crisis requires the transfer of this country to a geographic sector and is taken on a case by case basis. The capacity for properly monitor by the geographic sector is essential.

6.3 Decision mechanisms

In a Level 1 or 2 crisis in a priority country, an exploratory mission may be launched by the Head of Department. This mission can be conducted by the supported geographic sector (in the field or at a distance) by the humanitarian crisis sector. In a major crisis (Level 3), the exploratory mission is conducted by the humanitarian crisis sector.

For a crisis occurring in a country where Tdh is not present, the Head of Programmes, in cooperation with the Head of the humanitarian crisis sector and after consultation with the Director General (who confers with the President of the Board), may decide to arrange an exploratory mission.

The DG in the CODIR decides to undertake an operation on the basis of one or more appeals for decision. The Board of the Foundation is informed. In the case of intervention in a country where Tdh is not present, the DG and the President of the Board must give their authorization.

VII. Areas of intervention.

Among the activities developed during the course of humanitarian operations in line with the subject areas, those that are advocated first are those that have a rapid impact on the improvement of the living conditions of children and their families.

7.1 Non Food Items and shelter³

In its response to humanitarian crises, the Foundation's assistance often begins with the distribution of non food items and shelter, physically, by means of cash-based assistance or in-kind relief.

This distribution phase enables Tdh to respond very quickly to the most urgent requirements. It enables rapid access that is well received by the affected communities. This phase then enables a response in the other areas of operation (e.g. health, protection, WASH, nutrition, livelihoods) appropriate to the needs of these same communities (conducting a more detailed situational analysis within the Foundation's priorities). Furthermore, the rapid distribution of basic necessities provides rapid visibility to the actions of Tdh among the recipients as well as in Switzerland for the purposes of fundraising. Rapid action in the field provides the best possible position with respect to requirements and other aid organisations.

7.2 Child Protection in Humanitarian Crises⁴

Child protection activities in humanitarian crises are based on 4 operational areas:

7.2.1 Collective protection

Collective activities that contribute to the strengthening of children's personal and social skills to make them more resilient after a crisis.

Mobilisation and instruction of communities to prevent separation, violence, exploitation and specific abuse of which children are the victims, favouring the reintegration of children.

Community level prevention of violence and support of social and family/level integration of marginalised adolescents.

7.2.2 Individual Protection

Children who have been the victims of abuse, neglect and exploitation in the family and in their care environment are to find protection in their development.

Prevention of the separation of children from their families. Protection and the reuniting of children who find themselves unaccompanied or separated from their families, support for alternative means of care

Security, support and the reintegration of children who have been the victims of sexual violence in the family or in the community.

Reintegration into the family or community of children associated with armed groups or children illegally detained during conflicts.

Protection of children from the worst forms of labour and exploitation and their reintegration into the community.

7.2.3 System of protection / partnerships / strengthening of skills

Strengthening of social and state institutions in their skills to participate in the shared responsibility for the protection of children

Strengthening of the protocols of protecting children in the operational areas of Tdh

Participation in the different means of coordination for the protection of children

Contribution to the strengthening of national policy and of the legal framework for the protection of children

³ See Terre des hommes NFI-Shelter framework document

⁴ See policy document and Child Protection in Humanitarian Crises methodology guides

7.2.4 Advocacy

Advocate to local and national authorities, communities, humanitarian organisations, international organisations, donors and the media on the needs of protecting children, those at risk or marginalised in a crisis

7.3 Children's health ⁵

7.3.1 Activities among health-care organisations

Prenatal care for women nearing the end of the term of their pregnancy in operational areas.

Support for eutocic births, caesarean sections and other dystocic births.

Support and promotion of breast-feeding.

Care for new-borns and clinical support for illnesses in children aged less than 5 months (respiratory infections, diarrhoea, simple and complex severe acute malnutrition, malaria), vaccination (measles + expanded immunisation programme).

Water, hygiene and sanitation activities in health-care facilities.

Prevention and protection of children who have been the victims of abuse, neglect and separation from their families in health-care facilities.

7.3.2 Operations within the community

Community support of child illnesses (Community IMCI).

Vaccination (measles and expanded vaccination programme).

Strengthening and community instruction in child illnesses and good dietary practices.

Strengthening of the skills of community health-care institutions.

7.3.3 Advocacy

Priority given to advocate for the right to health, and in certain cases, for the exemption from payment.

7.3.4 Strengthening of the skills of health-care institutions

7.4 Water-Sanitation-Hygiene (wash) ⁶

Tdh promotes an integrated approach in its operations. This integrated approach consists of both curative and preventative activities in Water, Sanitation and Hygiene and health (basic health-care, nutrition). WASH activities in humanitarian crises shall mainly focus on: household needs, the community, health-care facilities and WASH in school and WASH in Nutrition.

7.4.1 Support in providing water supplies

Availability of drinking water, chlorination of water access points, distribution of chlorine

Water distribution

Restoration of water access points, bore holes / wells or catchments

Restoration of gravity fed networks

7.4.2 Improved sanitation

Construction of individual or collective emergency toilets

Medical waste management

7.4.3 Strengthening skills and capacity

Creation of water committees

Promotion of changing common practices and behaviour through mass-campaigns

Distribution of hygiene kits

7.4.4 Advocacy

Networking (cluster approach)

Awareness campaigns through the media

WASH activities as a priority for women and children

⁵ See policy document and Mother-child Health methodology guides

⁶ See Water, Sanitation, Hygiene policy area document, framework guide and WASH in Humanitarian Crises methodology guide

7.5 Preparations for emergencies / contingency planning

In order to optimise the effectiveness of the response in countries of priority for Tdh where the risk of disaster or emergency are significant, delegations must have contingency plans to allow them to better anticipate and prepare for emergencies. In order for other Tdh delegations in the same part of the world to benefit from such expertise, delegations will be able to put together a pool of additional resources to carrying out needs assessments and to start responding to an emergency.

There is a contingency plan for delegations at risk. A framework for emergency preparedness, a development and user guide have been developed in 2011. The purpose of these tools is to be able to provide standardised models to plan for potential emergencies. This management process analyses possible events or new situations which threaten the beneficiaries of Tdh projects, communities, the environment and society in general. It establishes three modes of advanced action to enable, in a timely fashion, appropriate and effective responses by the Terre des hommes delegations, with or without the direct support of the humanitarian crises sector (HCS) in line with the intensity of the crisis (i.e. N1-N2-N3).

VIII. Human resources.

Exploratory mission

During a humanitarian crisis, an "exploratory mission" is sent into the field. Where possible and if the scale of the crisis justifies it (crisis level 3), this team is made up of a team leader, a logistics expert, an administrator and representatives of priority areas (health, WASH, humanitarian crisis protection). The possibility of sending a communications specialist to manage relationships with the media is evaluated on a case by case basis. In crises of a medium level impact, the utmost is done to send at least a generalist and a specialist in each area. This team has to be able to carry out an evaluation and suggest an intervention strategy (assessment of the situation / assessment of the institutions / assessment of the risks / recommendations). It must also be able to provide reliable results to inform the public, the media or donor community (i.e. uncovered needs, testimonies, photos, information on the situation) on a weekly basis. The project proposal to the potential donors comes at a later stage which can be produced by the same team and/or by an enlarged team.

Human resources at headquarters

Subordinate to the head of department 2 humanitarian desk positions

- 1 specialist in humanitarian crises child protection
- 1 specialist humanitarian crises WASH
- 1 specialist humanitarian crises health
- 1 administrator humanitarian crises
- 1 logistics expert humanitarian crises
- 1 financial administrator dedicated to the countries and projects managed by the humanitarian crises department

This composition can vary according to the intensity and the number of crises managed by the HCS.

Humanitarian crisis specialists and advisors

The humanitarian crisis specialists are systematically involved in the development⁷, monitoring and evaluation of projects in this department when a response of levels 2 and 3 is required. The 2 coordinators of the Health and Protection teams are, for reference, Humanitarian Crisis Specialists in the department.

Humanitarian crisis specialists and regional emergency coordinators

The regional emergency coordinator (REC), in a given geographic area, benefits from the support, advice and training of the humanitarian crises department in the preparation of emergencies (contingency planning) and in the carrying out of emergency responses of types level 1 and 2.

⁷ Productions and documents associated with the area of Tdh intervention in the humanitarian crises:
Policy document and Child Protection in Humanitarian Crises methodology guides
Policy document and Mother-child Health methodology guides
Water, Sanitation, Hygiene policy area document, framework guide and WASH in Humanitarian Crises methodology guide
NFI-Shelter framework document and NFI/Shelter in Humanitarian Crises methodology guide
Five-year strategic plan for Emergencies and Humanitarian Crises.

Framework and manual under norma KIT – Emergency - General

IX. Personnel management.

The humanitarian crisis projects are managed by multi-disciplinary teams with adequate training and experience. Apart from the technical skills required, some specific skills are in demand such as those concerning emergency environments, the ability to establish positive relationships in constantly changing teams, the ability to manage stress, good knowledge of oneself and, where possible, about Tdh.

Expatriate human resources

Often, recruitment has to be carried out rapidly. In order to alleviate delays brought about by classic external recruitment, in partnership with Human Resources, the department is developing:

- A pool of rapidly mobilisable resources for predefined periods
- A network of contacts of previous employees/partners on whom Tdh can call to propose new emergency assignments for variable periods of time.
- Collaborators already involved in on-going humanitarian aid missions, even development delegations, will be able to be mobilised in order to bring a certain amount of support at the start of a new mission or to respond to the requirements of one-off missions.
- The coordination of these different recruitment sources is carried out jointly by Human Resource Department and the HCS.

In the field of operations, all local and international human resources are placed under the responsibility of the humanitarian crises sector or the geographical zone according to higher operational scenarios (operations managed by one of the so-called zones or by the humanitarian crises department)

X. Procedures.

The humanitarian crises operations respect all the Terre des hommes procedures in terms of logistics, administration and human resources.⁸

XI. Logistics.

For major crises (L3), Tdh has a partnership with the International Federation of the Red Cross providing access to pre-positioned and packaged equipment ready to be deployed to all areas of the world. This equipment is made up of WASH kits and Non Food Item KITS. When mobilised, this equipment will enable 5,000 people to be assisted in the first few days of a major crisis.

For the provision of supplies in the field, the department seeks additional collaboration with other aid agencies and in some cases develops partnerships.

When responding to an emergency, supply solutions available on the local and/or regional markets will have to be preferred.

Experience in the latest fields of operation has shown us that it is also possible to rapidly acquire (via UN agencies, DDC, civil protection agencies including via other Tdh agencies) NFI and WASH equipment at the time of major disasters, positioning Tdh, from the start of the emergency, as a well established organisation among the affected communities.

The Tdh logistic and administrative procedures and training/induction of newly recruited staff are reinforced from the start of the induction process at headquarters.

⁸ See manual Tdh Administration and Logistics and Human Resources

XII. Scale of the department's operations.

The management capacity of the department (operational function) is one of 4 level-3 humanitarian crisis missions per year plus 2 in support of level 2 humanitarian crisis programmes among long term delegations, managed by the geographical areas.

Total funds of the additional budget managed by the department varies between 5 and 15 million Swiss Francs per year. A large variation of this total, year on year, according to the media coverage of crises, is considered normal on account of the unpredictable nature of humanitarian assistance work.

Given a crisis, when the decision to respond has been taken, operational reserves are committed to enable a rapid start to operations independent of the decisions taken by institutional funding instruments, to allow for the initial expenditures undertaken by the team sent. The amount available can reach CHF 200,000 according to the scale of the crisis and the amounts still available in this reserve and can be increased by CHF 200,000 when deploying relief supplies. Where possible, this advance must be 100% covered during the entirety of the project by institutional funds. In parallel, the Communications and Fundraising department makes an appeal for donations among the public.

The department is developing its ability to manage "multi-donor" projects, monitoring costs and revenue over time. It organises itself to deal with donor-requirements for individual reports and audits.

SFR, PBU and Tdh teams, November 2014



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