**EMERGENCY RESPONSE OPERATION START UP – EROS**

**(Version date – 18 August 2021)**

**Purpose**: The EROS intends to guide decision makers at country and regional level in the first 2 to 3 weeks period following a disaster event of a significant magnitude to make informed decisions on critical Operations related issues. The questions below, based on learning, field observation and best practices, are provided to remind senior management, as well as HRD, of key actions and considerations that should speed up implementations, while maintaining compliance with agency policies and procedures.

**Note**: All the questions below may not be relevant to a given response context immediately or at all within the time period noted above. However, HRD does advise careful and periodic review. HRD is also available to review with key CP team members – either when deployed as part of the response or remotely. For any questions, please see the HRD points of contact at the end of this document. ***Remember that HRD is always available to help – even if we don’t have a team member in country!***

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| **1** | **Have we taken into account any access and/or security constraints?** |
|  | 1. Meet with knowledgeable organizations before traveling / when arriving to new locations to gather security and access information (local NGOs, Church Officials, Other INGOs, NGO association or coordination bodies, UN Agencies, Government agencies) (**See** [**Questions to ask before you go**](http://efom.crs.org/wp-content/uploads/2012/09/Security-Questions-to-Ask-Before-You-Go.pdf)).
2. Make sure our operations are integrated into a larger security platform that is managed by relevant stakeholders (may vary by country - government, UN, NGO security forum and/or Caritas network) and identify a security focal point to attend security coordination meetings.
3. Ask for access and security information from local community / partners while traveling to new areas or areas with difficult road conditions.
4. Ensure that the CP has an updated Field Security Plan (FSP) that considers new access and security created by the emergency, and that all staff have reviewed. This may include the need for SOPs for travel approval/communications during travel.
5. Assess cell phone network coverage and communication equipment needs (e.g. Sat phone)
6. Contact **RMSS (security@crs.org)** for security related support and guidance.
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| **2** | **Are we involving key Operations staff in internal and external planning processes?** |
|  | 1. HoOPS and Operations Department Heads participate in internal planning/coordination meetings from the early stage, including DRD MQ and HRD Operations TA.
2. Identify a focal point to attend Logistics Cluster meetings (experienced logistic staff to attend in early stage – gather information on log services and plan, country regulation, clearing process, Gaps, SOP, information sharing …) – consider using relevant services provided by the cluster in planning SCM response or when looking for support for emergency communication support.
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| **3** | **Will our response lead to a significant need for increased Operations staffing (is our program value expected to grow by more than 50%, are we opening a new field office, having complex supply chain, significant recruitment working with new/inexperienced partners)? Does the context require changes or new HR polices for Per Diem, Hazard Pay and/or R&R?**  |
|  | 1. Quickly Identify/define additional Operations staff needs and develop a [staffing plan](http://efom.crs.org/efom/human-resources/define-team-roles-and-structure/make-a-staffing-plan/) and ensure Key Operations positions are filled at all time – Operations staff needs identification shall be performed by senior staff (HoOps / CR / DRDMQ / RD).
2. [Draft Org chart](http://efom.crs.org/efom/human-resources/define-team-roles-and-structure/draft-an-organization-chart/) to ensure Operations functions are adequately staffed (finance, administration, logistics, fleet management, HR, IT, Supply Chain Management, partner support / secondment). Update regularly the Org chart.
3. Fill in identified Operations staff positions immediately (int’l and national level) with TDYers/Consultants (through TDYers from the Region, HRD, HRD Roster) while recruitment is initiated for longer team needs ***(See*** [*EFOM for JDs*](http://efom.crs.org/efom/human-resources/fill-staffing-gaps/get-permanent-staff/the-hiring-processes/hiring-national-staff/develop-job-description/job-descriptions/)*,* ***HRD can help with TDYers/Consultants, identifying staff needs, Recruitment – See HRD Points of Contact).***
4. Change/adjust Operational staff roles and responsibilities to ensure best possible operational efficiency (this may include changes in supervision/ reporting structures and temporary loaning of staff between departments).
5. Modify recruitment processes for greater speed: start recruitment before funding is approved; develop and post generic JDs for core functional positions - even if the structure and exact staffing needs are not yet finalized; adjust types of contracts as needed; shorten posting period. Don’t bypass testing!
6. Modify and / or develop temporary R&R, Compensation Day, Hazard Post and/or Per Diem policies by referring to the [Emergency Response Employee Benefits Policy](https://crsorg.sharepoint.com/%3Ab%3A/r/sites/Policies-and-Procedures/Human%20Resources/EMERGENCY%20RESPONSE%20SPECIAL%20BENEFITS%20GUIDELINES.pdf?csf=1&web=1&e=bgoLgb) ***(Developed by CP, reviewed by RD/HRD Vice President, approved by EVP OO and HR) HRD can also help in temporary policy development as needed.***
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| **4** | **Will our response require changes / adjustments in Operations systems?** |
|  | 1. Review current Operations systems ability of meeting increased demands, Review:
	* Petty Cash policies,
	* Authorization Matrix,
	* Threshold level for approval,
	* Threshold for STOA 110061, (particularly relevant for Cash base programming)
	* Threshold for bid committee,
	* Threshold for 3 quotations,
	* Threshold for sealed bids,
	* Number of signatures for RFGS,
	* Number of signatures for payment request,
	* Setting up OCH or changing OCH thresholds,

***(List what can be adjusted with CR and RD approval only while remaining within CRS Global Standards. Most adjustments are related to Authorization Matrix, CP Procurement Manual / Annexes documents).***1. If agency global thresholds are too restrictive to support program needs, consider need for and submit Waiver for CRS Global Procurement Policies / internal control / Advance management waiver***(see Procurement Manual –*** [***ERRWR template***](https://efom.crs.org/operations-systems-errwr/) ***– (validity period of 90 days; resubmit to extend period; consider using earlier date for waiver activation if needed)***
2. Request a waiver to allow a person to have multiple 110061 advances (STOA/TA) if many cash payments ongoing. ***Requires Director Overseas Finance*** ***approval (request to go from CR to RD/DRD MQ and then to Director Overseas Finance).***
3. Establish/hold emergency cash for use in the event of evacuation (need to immediately pay staff salaries), risk of loss of access to banks? ***Requires CR and RD approval and should be coded as 110061.***
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| **5** | **Do we have the sufficient infrastructure to run our operations?** |
|  | 1. Search early for offices, guest houses, warehouses, vehicles, trucks, communication material, clearing and forwarding agent ***“Think big rather than conservative”***
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| **6** | **Have we requested Start Up funds for immediate needs / startup funding?** |
|  | 1. Ask Regional Director and HRD Vice President for startup funding (proposal development / assessments / TDYers / office set up / supplies / to cover costs not anticipated in proposals to donors…)
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| **7** | **Do we have new funding coming on line that we are very certain of approval (OFDA, UN, Private Donor, Caritas MO Private Funds or Funds from CI MO Back Donors, etc..)?** |
|  | 1. If funding has high degree of certainty and/or a PAL (or similar document), request approval to establish a Project/Task and threshold spending amount (until final agreement is signed)
* If PAL, requires ***approval from RD******and follow up with HQ Overseas Finance.***
* If no PAL, please reach out to ***HRD VP*** for guidance on seeking approval for Project/Task set-up.  This will also require ***RD approval.***
1. Consult [ICR Matrix for non USG donors](https://crsorg.sharepoint.com/%3Aw%3A/r/sites/Global-Finance/Global%20Finance%20Policy%20Documents/ICR%20Waiver%20Request%20Form%20-%20Appendix%202.docx?d=we2e16dfba5a144cf8e977152c1dfabf9&csf=1&web=1&e=NBk9WU) as this is being updated regularly and request input from HRD VP on precedent on ICR for common emergency donors to support [ICR Waiver Request](https://crsorg.sharepoint.com/%3Aw%3A/r/sites/Global-Finance/Global%20Finance%20Policy%20Documents/ICR%20Waiver%20Request%20Form%20-%20Appendix%202.docx?d=we2e16dfba5a144cf8e977152c1dfabf9&csf=1&web=1&e=NBk9WU).
2. Remember that there are vetted grant agreement and Sub Recipient Agreement templates for USG and other common donors ([Form Agreement Library (FAL](https://crsorg.sharepoint.com/sites/OGC/SitePages/Form-Agreement-Portal.aspx)). ***Don’t start from zero when vetted templates exist!***
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| **8** | **Will our response require significant procurement / large NFI distribution – for CRS or on behalf of our partner?**  |
|  | 1. Review [Procurement Manuel – Section Procurement in Emergency](https://crsorg.sharepoint.com/sites/GSCM/Shared%20Documents/Procurement/P2P%20Procurement%20Manual).
2. For **Prepositioned Goods**, please click on the following [EFOM Prepositioned Goods](https://efom.crs.org/efom/purchasing-introduction/prepostioned-items/) link for the instructions for accessing prepositioned relief supplies, such as tarps, WASH materials and Mobile Storage Units (MSUs) and more.
3. Check [HRD EFOM NFI Specifications page](https://efom.crs.org/purchasing-introduction/emergency-specifications/nfi-specs/) for guidance/specifications for common emergency supplies and equipment (NFI and office items…)
4. Ensure transport, warehousing, logistics coordination, commodity accounting functions (LMIS) are adequately filled,
5. Ensure commodity tracking systems and documentation are in place (GRN, GDN, Master ledger, Bin cards.).
6. Review and adjust the types of contracts used, as necessary: contracts based on rates for services rendered, rather than fixed amounts; contracts/agreements in place with multiple vendors for a service (offer alternative if one fails); etc.
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| **9** | **Is our programming team planning a cash/voucher program?** |
|  | 1. Review [Operations Guidance for Cash/Voucher Based Interventions](https://efom.crs.org/market-based/operations-guidance-for-cash-based-programming/)
2. Complete [Rapid Risk Checklist](https://efom.crs.org/wp-content/uploads/sites/4/2016/05/MBRRR-Risk-Checklist-for-Cash_Feb-2016.docx) for Cash Based Programming
3. Remind all to use proper Expenditure Type for cash/voucher programs: 655021 for Direct Cash Aid to participants, 655031 for Direct Voucher Aid to participants and 661181 for subrecipients / partner cash Aid to participants and 661185 for subrecipients / partner Voucher Aid to participants.
4. CRS should take the lead on paying vendors for C&V program if working with new and/or high risk partner(s),
5. Review and address staffing to ensure sufficient operations/finance support is available for such activities and aim to engage staff with experience in cash-based programs;
6. Review vendor/beneficiaries cash disbursement methods and associated security and protection risks (See [Protection Mainstreaming Checklist for Cash/Voucher Programming](https://efom.crs.org/wp-content/uploads/2019/05/Checklist-for-ProtM_Cash_EN.docx)).
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| **10** | **Will we have new Partners?** |
|  | 1. Remember that under the SRFM Policy (section 2.3) it might not be feasible to conduct a SR assessment prior to signing a SR agreement for new partners. In such cases new partner(s) must be treated as High Risk. CP has 90 days, from the date of agreement signing, to conduct assessment~~.~~ Additional 90 days extension period can be ***approved by the RD***. Beyond 180 days extension requires the ***Director for Overseas Finance approval - request to go from CR to RD/DRD MQ and then to Director for Overseas Finance.***
2. For unrestricted CRS private funds, consider using Service Contract for one off partners for a short period of time only.
3. If compliance with SFRM procedures related to Advances/Reporting for High Risk Partners is a challenge, ***request a waiver for Director for Overseas Finance approval (request to go from CR to RD/DRD MQ and then to Director for Overseas Finance).***
4. Consider the need for CRS to directly manage the majority of project procurement, cash/voucher payments, etc.; for high-risk partners (Partner to focus on staffing and logistics (vehicle operations, field offices, etc.)
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**RESOURCES:**

1. **HRD Points of Contact:**
* Human Resources - Staffing:
* **Input on Recruitment for ERR Program Positions (Positions Posted or to be Posted):** To appointed CRS recruiter and CC Jennifer Poidatz.
* **Request for In Country TDY Support for Emergency Program Interventions (Sectoral, MEAL and/or Generalist) From within HRD Team or Roster:**
	+ - for HRD TAs: Donal Reilly and Jennifer Poidatz
* for non HRD TA options from Roster or long-term HRD Consultants Donal Reilly and Jennifer Poidatz
* Human Resources – temporary leave, per diem, compensation day policy input:  To Jennifer Poidatz
* Human Resources – staff care guidance: Melissa Tucker & Michael Hatch
* Operations:  To John Service, Michael Hatch and  Lionel Lajous CC Jennifer Poidatz
* Accessing Prepositioned stock (UNHRD): To Lionel Lajous CC Donal Reilly and Jennifer Poidatz
* Cash and Voucher Based Programming: To Geraldine (Dina) Brick CC Donal Reilly

 ***If you are not sure – contact*** ***emergencies@crs.org***

1. **Documents:**
	* Emergency Field Operations Manual (EFOM) ([http://efom.crs.org](http://efom.crs.org/))
	* [Finance In Emergencies Handbook](http://efom.crs.org/wp-content/uploads/2013/03/Finance-In-Emergencies-Handbook.docx)
	* [Global Procurement Manual](https://crsorg.sharepoint.com/sites/GSCM/Shared%20Documents/Procurement/P2P%20Procurement%20Manual)
		1. [Emergency Waiver - ERRWR template](https://efom.crs.org/operations-systems-errwr/)
		2. [Procurement Manuel – Section Procurement in Emergency](https://crsorg.sharepoint.com/sites/GSCM/Shared%20Documents/Procurement/P2P%20Procurement%20Manual).(From new procurement Manual)
	* [Internal Control Policy](https://crsorg.sharepoint.com/sites/Global-Finance/Global%20Finance%20Policy%20Documents/Forms/AllItems.aspx?FilterField1=Topic&FilterValue1=024%20Internal%20Control&FilterType1=Choice&FilterDisplay1=024%20Internal%20Control&viewid=1f793517%2D43cf%2D4451%2D8138%2D0f6743b3f7d2&id=%2Fsites%2FGlobal%2DFinance%2FGlobal%20Finance%20Policy%20Documents)
	* [Cash Management Policy (OCH)](https://crsorg.sharepoint.com/%3Aw%3A/r/sites/Global-Finance/Global%20Finance%20Policy%20Documents/PRO-FIN-CAS-007%2001%20OCH%20-%2009.01.15.doc?d=w7c93b735f6a14e88844bbbacb854d0da&csf=1&web=1&e=3k8Eo3)
	* [Petty Cash at Field Office](https://crsorg.sharepoint.com/%3Aw%3A/r/sites/Global-Finance/Global%20Finance%20Policy%20Documents/PRO-FIN-CAS-007%2002-Field%20Office%20Petty%20Cash%2011.01.14.doc?d=wc066cfec3a4b48d6b74cdb7cf1316f34&csf=1&web=1&e=0A7xcw)
	* [Sub Recipient Financial Management Policy](https://crsorg.sharepoint.com/sites/Global-Finance/Global%20Finance%20Policy%20Documents/Forms/AllItems.aspx?FilterField1=Topic&FilterValue1=023%20Subrecipient%20Financial%20Management&FilterType1=Choice&FilterDisplay1=023%20Subrecipient%20Financial%20Management&viewid=1f793517%2D43cf%2D4451%2D8138%2D0f6743b3f7d2&id=%2Fsites%2FGlobal%2DFinance%2FGlobal%20Finance%20Policy%20Documents) / [Addendum 1 to the Subrecipient Financial Management Policy](https://crsorg.sharepoint.com/%3Ab%3A/r/sites/Global-Finance/Global%20Finance%20Policy%20Documents/SRFMP%20-%20Addendum%201.pdf?csf=1&web=1&e=stFwqD)
	* [Short Term Operating Advance Policy](https://crsorg.sharepoint.com/%3Aw%3A/r/sites/Global-Finance/Global%20Finance%20Policy%20Documents/PRO-FIN-REC-009.03%20Short-Term%20Operating%20Advances.doc?d=w9e3ab56b3e4441a180f5f94468b3a288&csf=1&web=1&e=U7X4BO)
	* [Agreements Policy & Procedure](https://crsorg.sharepoint.com/sites/EVPOverOps/Policies/Forms/AllItems.aspx?web=1&FilterField1=Policy%5Fx0020%5FCategory&FilterValue1=Agreements%20Policy%20%26%20Procedure%20No%2E%20POL%2DOOD%2D001&FilterType1=Choice&FilterDisplay1=Agreements%20Policy%20%26%20Procedure%20No%2E%20POL%2DOOD%2D001&viewid=220ee866%2D2322%2D4c2d%2D86d0%2Db1bbbe3e71ee&id=%2Fsites%2FEVPOverOps%2FPolicies) and [Form Agreement Library (FAL)](https://crsorg.sharepoint.com/sites/OGC/SitePages/Form-Agreement-Portal.aspx)
	* [ICR Matrix for non-USG donors](https://crsorg.sharepoint.com/%3Aw%3A/r/sites/Global-Finance/Global%20Finance%20Policy%20Documents/ICR%20Waiver%20Request%20Form%20-%20Appendix%202.docx?d=we2e16dfba5a144cf8e977152c1dfabf9&csf=1&web=1&e=NBk9WU) and [ICR Waiver Request](https://crsorg.sharepoint.com/%3Aw%3A/r/sites/Global-Finance/Global%20Finance%20Policy%20Documents/ICR%20Waiver%20Request%20Form%20-%20Appendix%202.docx?d=we2e16dfba5a144cf8e977152c1dfabf9&csf=1&web=1&e=NBk9WU).
	* HRD [Accessing Emergency Pre-positioning Stock Guidance](https://efom.crs.org/efom/purchasing-introduction/prepostioned-items/)
	* [Operations Guidance for Cash/Voucher Based Interventions](https://efom.crs.org/market-based/operations-guidance-for-cash-based-programming/)