Support Modules Catalogue

IHP Support Modules Catalogue

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International Humanitarian Partnership (IHP)
Support Modules Catalogue

Thank you for accessing the IHP Support Modules Catalogue.

The aim of this concept paper is to provide the reader with specific details of the different support modules that the IHP is able to provide to support the wider humanitarian community during emergency relief operations.

To achieve this aim, this Catalogue will provide the reader with the following information:

- A list of the specific modules that can be provided by IHP
- Details of the effect that each module will deliver, and the minimum standards for each module agreed by IHP members, and
- The process of how to request an IHP Support Module

For more information on IHP please visit: www.ihp.nu

1. Introduction

IHP support modules are rapidly deployable kits, which can be requested by humanitarian actors responding to international emergencies. As such they are part of IHPs service packages within the framework of IHPs Support Services.

It is envisaged that each support module will:

- Be deployed and onsite within 24 hours (depending on flights)
- Be easily manoeuvrable
- Provide operational support to agreed minimum standards for at least one month.
- Be deployed with specialized support staff, which will build, operate and provide training, prior to handover of the module to the requesting organisation.

Each deployment of a support module is fully funded by the providing IHP member states.

Each IHP support module can be adjusted to fit to the exact needs in the emergency.

IHP can also provide staff with a wide range of expertise. These experts can be deployed individually or in teams to provide technical service and advice in emergency operations.

Available expertise:

- Logistics
- ICT
- Base camp construction
- CBRNE
- Engineering and construction
- Water, sanitation and hygiene
- Information Management

- Civil protection
- Emergency management and coordination
- Health
- Administration and finance

2. Mobilization and operational procedures

Requests for an IHP support module should be directed to the IHP Chairmanship and/or the IHP Secretariat, which is held by UNOCHA Geneva. This should occur through the contact page: www.ihp.nu/contact

Behind the scenes, the following discussions will occur:

- The IHP chairman will in consultation with the Secretariat, contact the IHP Focal-Points to identify available resources.
- The assistance is normally offered on an in-kind basis, but IHP support can also be cost-shared between the IHP and requesting organisation or completely funded by the requesting organisation.
- The practical arrangements and the implied costs for an IHP operation will, unless otherwise agreed, be covered by the providing IHP member organisation.
- An IHP operation is always dependent on agreement and funding by respective governments.

The requesting organisation is able to request more than one module, depending on need. Please be aware that modules may be merged or changed to enable the support to correspond exactly with the requesting organisation's needs as well as the actual situation on the ground.

An IHP team will liaise with the requesting organisation immediately, to determine operational requirements, and to ensure the IHP delivers exactly what the requesting organisation requires.

The equipment provided in the modules meet technical specifications that have been agreed by IHP member countries and in consultation with IHP Secretariat and IHP Partner organisations.

The Support Modules will be deployed with specialist staff/ technical experts. These experts will have completed adequate training and as a minimum will:

- Have been trained in managing and maintaining the respective equipment
- Have had a general introduction to the UN Humanitarian system.
- Have completed the UN Basic II and Advanced Security in the Field
- Have basic first aid skills
- Carry their own personal equipment and means of communication to ensure operability and if required MOSS compliancy.
- Have signed and must adhere to an IHP Code of Conduct.
- Report to the requesting organisation and / or the IHP Team Leader on-site.

The providing IHP member organisation is responsible for the full deployment consisting of all arrangements and costs associated with the mission, including:

- Transport and set up of the module
- Deployment of staff
- Additional requirements such as travel, insurance, wages etc.

The requesting organisation is responsible to assist with all procedural arrangement necessary to operate in the mission area including:

- Visa arrangement
- Security clearance for the support staff
- Local transport support if required
- Customs clearance
- MOSS clearance etc.
- Site identification and solving of legal issues

The support module equipment will remain the property of the providing IHP member organisation for the entire duration of the mission (as per the agreement with requesting organisation).

On completion of the agreed mission, it will be decided in consultation with the requesting organisation and IHP provider, if the equipment is to be donated or to be brought back to place of origin by the providing IHP organisation.

3. Key Information regarding the support modules

The main components of each support module are described below, with a focus on their tasks and capacities (a more detailed description can be found in the Annexes). Please note that personal equipment/tools provided to support staff for their own use during operations, and which may vary between providing IHP member organisation, is not included in the support modules paper.

There are basic support modules (ICT-, OSOCC-, Humanitarian Information Management Module and Base Camp-Modules) with a number of additional components. Modules can be deployed individually, or augmented as necessary, and are pre-packed for rapid deployment. The equipment provided in the modules meets the IHP technical specifications agreed by member countries and, where applicable, in consultation with IHP Secretariat and partner organisations. Standards for IHP vehicle support have also been developed and can be found in Annex 8.

The Support Modules are deployed with technical experts, Support Staff, normally from the IHP organisation providing the equipment. The Support Staff has gone through basic training before deployment to be familiar with the international humanitarian response system and to understand the IHP concept and way of operating. In addition Support Staff undertake specialized training for respective functions and equipment. Each staff member is required to have good general technical knowledge, basic training in first-aid and have completed the UN's applicable Safety and Security training (IHP FPs are responsible that certificates are still valid at the moment of deployment). Support Staff is deployed with all personal equipment required ensuring their operability and, where necessary, to meet the UN's Minimal Operational Security Standards (MOSS compliancy). Support Staff reports either to the requesting organisation, and/or to the IHP team leader on-site who in turn reports to the requesting organisation.

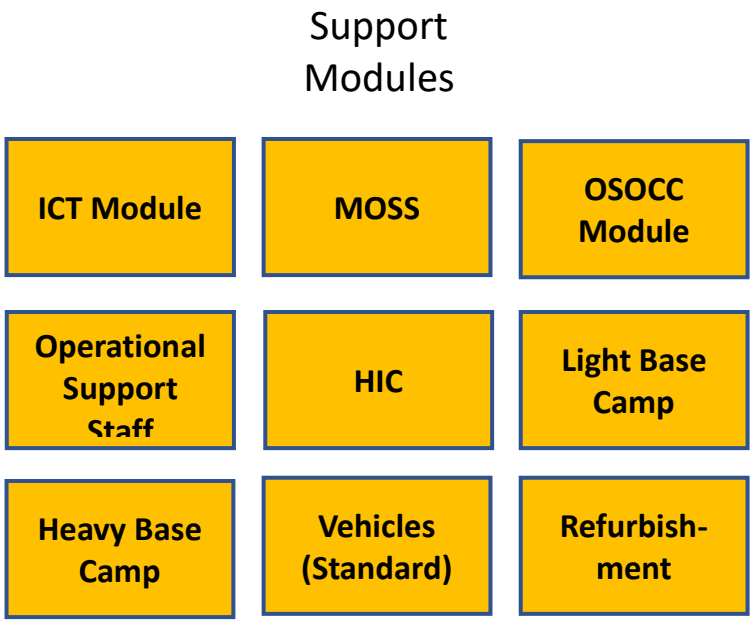


Figure 1. Overview of the IHP Support Modules

Information & Communications Technology (ICT) Module
The purpose of the ICT module is to provide information and communications technology support to a standard UNDAC, or equivalent, emergency response team of up to 6 people, operating in a location where the basic infrastructure is intact. The module enables the team to establish basic communications, provides internet access and allows team members to operate simultaneously in different locations. The module can also be utilized for establishment of a Reception Centre in situations with large-scale urban search and rescue (USAR) operations. The equipment is shipped in transport cases which individually do not exceed 32 kg (thereby meeting the handling limit and enabling transport on commercial airlines). Essential communications equipment is prepared as carry-on luggage. In locations with UN security restrictions, the module will be provided with a Minimal Operational Security Standards (MOSS) compliancy kit - see below for description. The module is accompanied by usually 2 staff setting up the equipment, ensure its maintenance and provide general logistical and operational support.

UN Minimal Operational Security Standards (MOSS) Module
In emergencies where the security situation demands UN MOSS compliancy, this IHP module can be provided to ensure that all staff members are equipped to meet minimum safety standards. The module will be prepared on a case-by-case basis following recommendation of UNDSS assessment and recommendations (or other relevant authority). It consists e.g. of VHF radios, base station, GPS, satellite phones, and can be also provided with personal protective equipment if required. See annex for detailed list.

On-Site Operations Coordination Centre (OSOCC) / Operations Centre Module
The purpose of the OSOCC module is to provide a tented office and equipment for the setup and management of an OSOCC or operations centre with up to eight workstations. The module can also be installed in suitable existing buildings as well as in prefabricated facilities. The module provides internet access, wireless LAN, laser printer and photocopier facilities. The communications equipment is packed in transport cases which individually do not exceed 32 kg. Other support equipment such as a tent, tables, etc. is transported on cargo planes alongside other relief equipment. The module is deployed with two support personnel and if required can be provided with the Operational Support Staff module described below. This module can be used for different kinds of field coordination centres and is not restricted to an OSOCC.

OSOCC Operational Support Staff Module
The purpose of the module is to provide basic staff functions within an OSOCC, in particularly support to the Operations Cell. The operational support staff can perform duties such as keeping information display updated, prepare operational plans briefings, organize internal information sharing, prepare hand-out material (maps, reports, briefings etc.), support the OSOCC reception desk, assist with logistical planning, coordinate with external resource providers and manage the OSOCC log. The module consists of two operational support staff members, who have received specialised training and who will be deployed with their own operational equipment to facilitate their work in the OSOCC.

Humanitarian Information Management Module
The purpose of the module is to provide the necessary equipment to establish and operate a Humanitarian Information Centre (HIC or the equivalent). OCHA's Field Information Section generally provides the information management experts to staff the module but accompanying support staff can also be deployed if required.

Light Base Camp Module
When an Emergency Team is deployed to an area with insufficient infrastructure, it can be supported with a Light Base Camp Module. This provides capacity for basic accommodation and office facilities for up to 20 persons (including support staff), including equipment for sleeping, preparing food and handling basic hygiene for a period of up to 4 weeks.
Note: The Light Camp module is not to be confused with the Base Camp Module that provides a much higher standard of support in longer term operations.

Heavy Base Camp Module
The purpose of the IHP Heavy Base Camp is to enable humanitarian and relief organisations to respond adequately to disasters and crisis, by providing timely, safe and appropriate living and working conditions.

The IHP Heavy Base Camp Module is a comprehensive field accommodation and office concept, providing living and/or working facilities for United Nations, EU or other international humanitarian organisations. The Heavy Base Camp Module is a result of extensive experience and knowledge of the unique working conditions during natural disasters and crisis situations. The concept has been developed over a long period of time, in close cooperation with international partners, taking cultural habits and gender into consideration. The Heavy Base Camp Module consists of several separate modules, so called sub-modules, such as: accommodation, office, water production, hygiene and sanitation, kitchen and canteen, power supply – that all can be deployed separately if needed. The IHP member agencies' capacity within the IHP Heavy Base Camp concept vary from the ability to deploy a full module for 10-60 guests (and even more), to provision of some specific sub-modules or support staff only.

A Heavy Base Camp is usually a tented camp but can also be in the form of PREFABs or a combination.

General guiding principles and minimum standards for the Heavy Base Camp Module have been developed by the IHP member organisations together with UN WFP. The principles and standards outline criteria for all IHP members to apply to. However, it does not hinder individual members to have a higher standard of the equipment and service provided.

IHP vehicle support
Vehicle support can be requested through the IHP partnership. Although not considered a module, all vehicles meet agreed IHP minimum standards as a means of quality assurance and to. The standards, as listed in the annex, lays out the framework for IHP technical specification for light vehicles for personnel transport and not for heavy trucks etc. IHP can provide 4x4 terrain vehicles that can be equipped to meet MOSS compliancy, as well as minibus for personnel transport. All vehicles are equipped with full communications equipment (VHF, HF, satellite phone and GPS) as well as maintenance equipment. The vehicles are diesel driven and have a split charging system. The vehicles will be provided without drivers.

4. Mobilization and operational procedures

Request for an IHP support module should be directed to the IHP Chairmanship and/or the IHP Secretariat, which is held by OCHA Geneva. The IHP chairman will in consultation with the Secretariat, contact the IHP Focal Points to identify available resources. The assistance is normally offered on an in-kind basis, but IHP support can also be cost-shared between the IHP and requesting organisation or indeed covered completely by the requester. The practical arrangements and the implied costs for an IHP operation will, unless otherwise agreed, be covered by the providing IHP member organisations. An IHP operation is always dependent on agreement and funding by respective governments.

The modules will be deployed with technical specialists, Support Staff, from the IHP member organisations providing the equipment. The support staff have all been trained in managing and maintaining the respective equipment as well as understanding the UN Humanitarian system. The support staff members are required to have completed the UN Basic Security in the Field II and Advanced Security in the Field and have basic skills in first aid. All support staff will be deployed with their own personal equipment and means of communication to ensure operability and if required MOSS compliancy. The support staff will report to the requesting organisation and / or the IHP Team Leader on-site.

The providing IHP member organisation is responsible for the deployment comprising all arrangements and costs associated with the transport and set up of the module, and cost associated with deployment of staff such as travels, insurances, wages etc. The requesting organisation is responsible to assist with all procedural arrangement necessary to operate in the mission area e.g. visa arrangements, security clearance for the support staff and local transport if required, customs clearance, MOSS clearance etc.

The support module equipment will remain the property of the providing IHP member organisation for the entire duration of the mission. At the termination of the mission it will be decided in consultation with the requesting organisation and IHP provider, if the equipment is to be donated or to be brought back to the place of origin by the providing IHP organisation.

Annex 1

Personal ICT Equipment for Support Staff

The IHP modules are deployed with technical specialists from the providing country. Each Support Staff member carries the following equipment as hand luggage. This is to ensure minimum operability and capability of supporting the mission in case of baggage loss.

ICT Equipment

- One laptop to support common ways to connect to network and USB devices. The computer will operate with Windows and have a setup with the latest updates and setup with manual updates to reduce network usage. The computer has installed Microsoft Office to support Word, Excel and PowerPoint etc.
- Handheld GPS with the ability to use of Google Earth from the computer.
- USB device for storing offline data with large capacity storage.
- Smart phone with the organisation SIM card and support commonly used app and services.
- A handheld satellite phone will be chosen depending on area deployed to,
- Equipment for connection to the Internet.

Accessories

The accessories for the ICT equipment are provided with electrical AC Travel adapter, multi sockets and is packed in a rucksack for easy transport.

Annex 2

ICT Module

The purpose of the ICT module is to provide information and communication technology to support a standard UNDAC, or equivalent emergency response, team of six people operating worldwide where the basic infrastructure is intact. The module provides basic communications, internet access and office services to enable the team to collect, process and distribute timely information.

The ICT module can be divided into two separate modules to support separate team deployments e.g. a small UNDAC team, reception/departure centre, etc.

Two IHP ICT support staff members setup the equipment, ensure maintenance and provide general logistical and operational support.

The ICT and office equipment listed below is the minimum equipment needed. There may be additional equipment in the module depending on the providing country and the specific agreement made between the partners.

ICT Equipment

- Three laptops or tablets that can connect to LAN and Wi-Fi networks and USB units.
- One extra laptop will be used as a service computer with the possibility to act as a gateway and have Wi-Fi, LAN, serial, USB port for connection to devices. Will be used for connection to act as file storage and backup service. Photo and video editing will be done from this machine and will support the possibility for file resizing and file packing.
- Several wireless devices will give a high possibility for data transfer and an easy to connect Wi-Fi network. The service will also give good Wi-Fi coverage of the area in use.
- Network switch that transfers high amount of data on the local network and have ports for all equipment requiring this service.
- Internet: Mobile broadband equipment will create a connection to the internet.
- Digital video and camera with the possibility for different image and video formats with easy sharing of information.
- GPS equipment for documentation of environments.
- Printers that support fast black and white printouts and one colour printer. This service will be shared by all devices connected to the local network.
- One unit for scanning paper documents to create data in an electronic format.
- One video projector for use during meetings and easy information sharing during meetings etc.
- Two multi card readers for connection used by different devices.
- Two units that support charging devices by USB.
- 10 USB sticks with capacity to store local files.
- Four smart mobile phones that have the possibly to be used for common app and services needed.
- One handheld satellite phone for voice communication that will work in the area of operation
- Office satellite phone with Internet connection providing a sufficient bandwidth with an indoor voice phone capacity.

All equipment will be able to operate on 110 – 240 Vac power supplies.

Part of the mentioned ICT equipment is essential and should be transported as hand luggage. The following items should be prepared as carry-on luggage (1 of each):

- Laptop (services)
- Digital camera

- GPS
- Handheld SAT Phone
- Office SAT Phone
- Smart phone
- VSAT only supported in some cases

One unit for each service will be used as hand luggage.

Computer software
All software will be installed on each laptop with and only products that have not reach end of life will be used.

- Microsoft Windows operation system updated to the latest version. All maintenance will be done manually during the mission.
- Microsoft Office package with locally installed version of Word, Excel and PowerPoint
- The UNDAC Mission Software in use and files will be synced locally.
- Antivirus software will be in use.
- Radio programming software for standard UN radio equipment
- Software for managing the data collected from the GPS devices.
- PDF software for viewing this file type will be used.
- Own photo and resizing tool with a file packing tool.

Application software for Smart Phone
Will be installed on units with the latest version of common software in normal use.

Electrical network
The kit should include enough electrical equipment to provide a distribution network with power outlets for all equipment and include measures for surge protection. Support the need for USB charging for devices with high battery usage.

The following items should be included:

- Travel adapters for Europe, the America, the UK etc.
- Extension leads for a European outdoor standard.
- Multi sockets with European standard.
- Device for USB charging that support common interface for phones and tablets in use.

Network (LAN)
Enough CAT5e cable should be included to be able to connect the networked equipment in the kit not supporting a high Wi-Fi service.

Office supplies

- Office supplies as pens, notepads etc.
- Flags and stickers for UN, OSOCC, RDC and an IHP flag
- Paper in use by the printers
- White board roll to attach to the wall with colour markers
- Strong cloth-backed adhesive tape

Miscellaneous

- Tools for small repair work
- Padlocks for transport and securing equipment in boxes
- Hard shell box for assisting transport of equipment

Transport

The limits vary per airline and depend on the class, elite status, type of ticket, flight origin and destination. The cases must fulfil the current airline weight/volume limits. The current weight limit is known to be 32kg. Equipment accessories e.g. cables, programming kit, drivers etc. are included.

Annex 3

Security Compliancy Module

In emergencies where the security situation demands extra communication equipment, the ICT module will be provided with communication equipment for all staff members. The module is adapted to the local UN security standard and is prepared on a case-by-case basis.

Basic equipment example

- VHF radios complete with charger and spare battery for each staff
- One radio programming cable for assisting the setup of radio equipment
- Handheld satellite phone, GPS and a torch for each staff

Additional equipment may be needed to fulfil the security requirements i.e. base station, repeater, antennas, generator, solar panels, flak jackets, helmets, etc.

The equipment follows UN standards and will be packed as needed.

Annex 4

OSOCC Module

The purpose of the OSOCC module is to provide a facility where coordination takes place and consists of equipment for the setup and management of an On-Site Operations Coordination Centre (OSOCC) with up to 8 workstations. The module is deployed in emergencies where there is a breakdown in the infrastructure and the team must be completely self-sufficient. An OSOCC module can be established in tented facilities, prefabs or in hard shelter. If facilities for more than 6-8 workstations is needed this can be provided by merging more modules.

The module can be provided with the OSOCC Operational Support Staff module, the HIC Light Module and/or the Light Base Camp Module.

ICT Equipment
The equipment in the ICT module in annex 2 is the basis for this module.

Tented OSOCC module
In cases where the OSOCC must be established in tents the OSOCC module is provided with an IHP light base camp, see annex 7. If more long term facilities are needed IHP heavy base camp equipment can be used, see Annex 8.

Accessories
AC Travel adapters per Laptop with the need for AC extension. Equipment will be transported in hard shells with TSA approved combination locks.

Additional Material

- Generators with the needed capacity, long AC Extension leads with several Extension leads with the European standard.
- Lighting for tents inside and outside
- Two light tents approx. 4 x 6 meters
- Equipment for marking the area/perimeter
- Tables, chair and screen for arranging working areas
- Portable toilet, trauma kit and a small kitchen facility

Equipment will be packed on a pallet in hard case or wooden box.

Annex 5

OSOCC Operational Support Staff Module

Basic Description

The purpose of the module is to provide the basic staff services in an OSOCC (or coordination centre) and support the other functions of the OSOCC. The Operational Support Staff consists of two specially trained, experienced and highly skilled staff. To ensure their operability they will be deployed with a limited amount of office equipment. They can be deployed within 24 hours and can stay on the ground for up to 4 weeks.

Background - The OSOCC concept

The On-site Coordination Centre (OSOCC) concept has been developed by OCHA in order to support the Local Emergency Management Authorities (LEMA) in coordination of international responders in case of a sudden onset disaster.

The OSOCC is basically a coordination centre and consist of functional elements like OSOCC Manager, Operations Element, Logistics Coordinator, Security Officer, Communications Element, Liaison Officer, Media Officer, Administration and Information Management.

When deciding to establish an OSOCC, OCHA will request help to set up and run the OSOCC from partners providing predefined support. Disaster Management experts will be provided by the UNDAC-system to manage the OSOCC. Services like ICT support, accommodation, Internet-connectivity, GIS-support will be provided by different partners.

Function	***Provider***	***Approximate number of people***
Lead of OSOCC Lead of functional elements	UNDAC	6-8 max
ICT support	IHP Support	2
Basic staff duties and practical equipment	IHP Operations Support Staff	2-3
Internet connectivity	TSF	2
Map/GIS support	MapAction	4-6
Information Management	HIC	2

Example of OSOCC staffing

Experiences from emergency response and exercises indicate a need for well trained and experienced staff workers; being the back-bone in the OSOCC and handling the basic staff duties. One main task of the Support Staff is to support the Operations cell but all functions in the OSOCC will benefit from their contribution.

Terms of Reference

Tasks and functions

- Marking and updating of information display in Operations centre
- Preparations of operational plans briefings
- Support to the functional cells in the OSOCC
- Organisations of internal briefings and info sharing amongst the OSOCC staff

- Provisions and analyses of baseline data
- Preparation of hand-out material (maps, reports, briefings, contact info e.g.)
- Supporting the management of “relief camp” and assignment of BoO
- Supporting the OSOCC front desk
- Participate in the internal OSOCC security management system
- Assist with logistical planning (external and internal)
- Management of the OSOCC log
- Support to the OSOCC manager as required
- Coordinate the activities of external resource providers (MapAction, TSF, IHP e.g.)

Equipment required for missions

The equipment is shipped in a transport case not exceeding 32 kg and/or carried as carry-on luggage.

- Laptop with links to information sources
- Colour printer, printing papers
- OSOCC log
- Whiteboard sheets, self-adhesive, whiteboard markers
- Office kit
- Personal equipment

Mission duration 2- 4 weeks

Expected duration of mission is 2 – 4 weeks.

Personal requirements

Staff personal shall have high qualities in

- Operational skills (co-ordination, liaison, planning)
- Social competence
- Cultural awareness
- Ability to co-operate
- Humility (willing to show a humble spirit)
- Analytical ability
- Stress management (work well under pressure)

Experience

Staff personal shall be recognized as skilled staff worker and have

- Experience in research of background- and baseline data
- Experience from participating in Staff work
- Working knowledge in the use of information management tolls (Maps, Google Earth, UNDAC Mission Software (UMS), Microsoft Office, e.g.)
- Experience in use of planning and briefing tools
- Knowledge of USAR operations, INSARAG- and OSLO guidelines, IDRL e.g.
- User knowledge of UMS

Training

Relevant trainings are:

- OSOCC Operations Support Staff Course
- BSAFE online security awareness training
- National staff training course
- OSOCC training course
- Regional INSARAG exercise

Annex 6

Humanitarian Information Management Module (HIC)

The purpose of the IM module is to provide equipment and OOSS Support Staff for the setup and management of an Information Management Cell in an On-Site Operations Coordination Centre (OSOCC) in the initial emergency phase and a Humanitarian Information Centre (HIC) or the equivalent in the later phases of an emergency.

The module is scalable and divided into 3 levels; Large, Medium and Small, according to the scale of the disaster and resources needed.

ICT Equipment
The standard equipment in the ICT module (annex 2) is the basis for this module.
The below equipment (sorted by large, medium and small) comes in addition to the equipment in the ICT Module (annex 2).

Large
In a large emergency situation there will be a need for two ICT modules and the OSOCC module. There will be additional equipment for requested print and copy capacity.

Category	Type	Description	Amount
IT	A1 Plotter		1
IT	A3 Laser Printer	Printer / Copier	1-2
IT	A4 Laser Printer		1-2
IT	Laptops 17”++ screen	With GIS Software	2

Accessories

Electrical	AC Travel Adapters	(1 per laptop)	3-4
Electrical	AC Extension lead	Min 5 meters	10
Electrical	AC Multi-socket	Min 4 plugs European standard, (1 per laptop)	10
Locks	Combination lock	TSA norm (1 per case)	
Case	Hard shell	With wheels	

Medium
In a medium emergency there will be a need for two ICT modules with additional equipment.

Category	Type	Description	Amount
IT	A3 Laser Printer	Printer / Copier	1-2
IT	A4 Laser Printer		1-2
IT	Laptops 17”++ screen	With GIS Software	1

Accessories

Electrical	AC Travel Adapters	(1 per laptop)	3-4
Electrical	AC Extension lead	Min 5 meters	10
Electrical	AC Multi-socket	Min 4 plugs European standard, (1 per laptop)	10
Locks	Combination lock	TSA norm (1 per case)	
Case	Hard shell	With wheels	

Small
In a small emergency there will be a need for one ICT module.

Category	Type	Description	Amount
IT	A3 Laser Printer	Printer / Copier	1

Accessories

Electrical	AC Travel Adapters	(1 per laptop)	3-4
Electrical	AC Extension lead	Min 5 meters	5
Electrical	AC Multi-socket	Min 4 plugs European standard, (1 per laptop)	5
Locks	Combination lock	TSA norm (1 per case)	
Case	Hard shell	With wheels	

Annex 7

Light Base Camp Module (LBC)

Task: To provide basic accommodation and working facilities to client when operating in a location lacking sufficient infrastructure.	**Support staff:**	2-5	**Deployment:**	8-48 hrs
	Weight:	Approx. 500-800 kg. Depending on specific needs.	**Duration:**	2-8 weeks

Purpose:
The purpose of the IHP Light Base Camp (LBC) is to enable humanitarian and relief organisations to respond adequately to disasters and crisis by providing timely and basic living and working conditions, including communication and logistics services.

Description:
The Light Base Camp Module is a basic field accommodation and office concept, providing living and working facilities to United Nations, EU or other international humanitarian organisations. Note that the Light Base Camp is not to be confused with the Heavy Base Camp Module, which provides a wider range of services, a higher standard, for larger numbers of staff, for longer periods of time etc. (as per annex 8). It is important to know that the accommodation standard in a light base camp is very basic.

The Light Base Camp module is a rudimentary concept providing basic accommodation services during a short time frame, normally 2-8 weeks. The module can be self sufficient with food and water for 10 days. Light Base Camp can accompany smaller teams, such as first responder assessment and coordination teams to ensure their ability to perform their function by providing subsistence- and logistics support. The Light Base Camp can either be used as a stand-alone deployment or be provided with for example a full OSOCC[1] deployment or a Base Camp deployment if need be. The module is also the accommodation part of the TAST (Technical Assistance Support Team) within the EU Civil Protection Mechanism (UCPM).

Composition - The module may be composed of resources provided by one or several IHP members. The four components of the module may be deployed separately as required. The IHP member agencies' capacity within the IHP Light Base Camp concept vary from the ability to deploy a full module, to provision of a single specific component or support staff only.

The Light Base Camp consists of the following components:

- Subsistence (accommodation and catering arrangements)
- Specific tents for office as well as for accommodation
- Toilet, sanitation and shower facilities (very basic service level)
- Electrical power and lighting
- Tables and chairs

If requested, the light base camp can be supplemented with:

- Administration support – (office and/or coordination centre (OSOCC) and support to information management and administration)
- Communication support – (IT- and Telecommunications set-up (as per IHP ICT-module), service and helpdesk function, electricity supply etc.)

[1] On-Site Operations Coordination Centre

- Transport support on-site (Arranging for on-site movement by vehicles, normally rented in country)

Capacity
One Light Base Camp supports the accommodation of 12 persons, including the support staff. However, IHP can deploy several Light Base Camps to one particular site or to different locations.

Weight and transport
The full module weighs approximately 500-800 kg depending on the exact composition. It is packed in small, light weight units that are easy manoeuvrable, allowing it to be brought on commercial flights for rapid deployment.

Augmentation
If required, the Light Base Camp can be augmented by basic medical equipment (first aid kits) and more advanced medical equipment as well as a paramedic or nurse.

Basic equipment schedule (each LBC is dimensioned for 12 pax)		
Component	**Equipment**	
Subsistence	Tents, inflatable mattresses, sleeping bags, basic cooking gear, smoke detectors, fire extinguishers	
Sanitation	Toilets (latrine bags, no water) Shower (shower bags, no water heater) Basic hygiene materials (soap, hand disinfection)	
Office	Tents, tables and chairs	
Power and electricity	Small gen-set, 230 V Power distribution Camp lighting	

Picture 1: Light Base Camp deployment – Philippines 2013

Annex 8

Heavy Base Camp Module (HBC)

Task:	To provide comprehensive accommodation and/or office facilities to client when operating in a location lacking sufficient infrastructure.	**Support staff:**	8-12+	**Deployment:**	48 – 72 hrs
		Weight:	N/A	**Duration:**	3-12 months

Purpose:
The purpose of the IHP Heavy Base Camp is to enable humanitarian and relief organisations to respond adequately to disasters and crisis, by providing timely, safe and appropriate living and working conditions.

Description:
The IHP Heavy Base Camp Module is a comprehensive field accommodation and office concept, providing living and/or working facilities for the United Nations, the EU or other international humanitarian organisations. The Heavy Base Camp Module is a result of many years' extensive experience and knowledge of the unique working conditions during natural disasters and crises. The concept has been developed over a long period of time, in close cooperation with international partners, taking cultural habits and gender into consideration. The Heavy Base Camp Module consists of several separate modules, so called sub-modules, such as: accommodation, office, water purification, hygiene sanitation, kitchen and canteen, power supply – that all can be deployed separately if needed. The individual IHP member agencies' capacity within the IHP Heavy Base Camp concept vary from the ability to deploy one or more full modules for 40-100+ guests, to providing specific sub-modules or support staff only.

General guiding principles and minimum standards for the Heavy Base Camp Module have been developed by the IHP member organisations together with WFP. The principles guide the overall deployment of a Heavy Base Camp and the minimum standards outline criteria for equipment and services that all IHP members should adhere to. However, it does not hinder individual members to have a higher standard of the equipment and service provided.

General guiding principles		
		Overall
1		**Purpose -** The Heavy Base Camp is a field accommodation, providing living facilities for the United Nations, the EU or other humanitarian organisations.
2		**Modular approach -** The Heavy Base Camp is based upon a modular approach, where different sub-modules constitute the full module. The sub-modules are in principle: accommodation, kitchen and canteen, water purification, water and sanitation, power supply, medic, ICT, reception/ staff office, tools and machinery etc.
3		**Interoperability -** IHP members' Heavy Base Camp Modules and sub-modules do not have to be identical but interoperability between sub-modules and support equipment is of utmost importance, and is assured through the Base Camp Working Group.
4		**Deployment lead time -** The Heavy Base Camp should be deployable within 48 - 72 hours upon request.
5		**Duration -** The duration of a deployment normally ranges from 3 to 12 months, depending on the need.
6		**Standard Operating Procedures -** Alert, mobilisation, deployment and closure of an IHP Heavy Base Camp should follow the IHP Operational SOP.

7		**Guests -** Guests are self-sustained with personal equipment e.g. hygiene articles, clothes etc.
8		**Letter of Agreement (LoA) –** A LoA should be signed by the IHP Operations Lead, on behalf of IHP, and by the requesting agency. The LoA should outline scope, timelines, roles and responsibilities etc. of a Heavy Base Camp deployment including handover/exit strategy.
9		**Security –** If deployed to the UN, IHP Support Staff and provided modules fall under the United Nations security system.
		Staffing
10		**Support Staff -** IHP Heavy Base Camp Modules are provided with Support Staff – such as Team Leader, Camp Technicians, Water Technician, Electrician, Nurse, etc. Staff can have dual functions (e.g. Nurse/Technician) and all will help where needed at any given time.
11		**IHP Team Leader -** The IHP Support Staff Team is managed by an IHP Team Leader, who is overall responsible for the Team and the set-up of the Heavy Base Camp, until handed over to the requesting organisation.
12		**Self-subsistence** - IHP Support Staff are self-sustained for an initial period of 14 days (regarding water, food etc.)
13		**Code of Conduct** – All staff have signed and must adhere to IHP's Code of Conduct
		Equipment
14		**Overall -** The equipment and facilities are exclusively provided for the Heavy Base Camp Module and the requesting organisation.
15		**Maintenance -** Each IHP member organisation is responsible for maintenance and running costs until the handover is done to the supported organisation (usually early in the deployment). Maintenance and repair of the sub-module/equipment provided in an IHP operation is IHP's responsibility until IHP leaves the operation.
16		**Ownership of the equipment** - Ownership remains with the providing IHP member organisation, until formally donated and handed over to requesting organisation.
17		**Insurance of equipment** – Insurance for equipment is the responsibility of the providing IHP member organisation until handover to requesting organisation.
18		**Complementary equipment** - Some sub-modules and services (e.g. office, ICT and transport) are to be regarded as additional and can be provided upon request**.**
19		**Vehicles –** If provided by IHP, is for internal use only unless otherwise specifically agreed, for Support Staff and for the running of the Heavy Base Camp.
20		**Technical Guidelines -** Further technical information is available in the IHP Office and accommodation Handbook.
21		**Handover -** Normally the management of the Heavy Base Camp is handed over to the requesting organisation a month or so after deployment, or as agreed.
22		**Exit strategy –** IHP makes suggestions and provides options on disposal or re-use/ storage (not recommended) of the base camp equipment. Before the IHP leaves the camp to the requesting organisation, IHP assists in training of maintenance and management of the facilities and equipment.

Minimum Standards Sub-Modules

Accommodation

		Minimum standards
Housing		Tents with a durability of 0-12 months

Person/tent		Accommodation ensuring personal privacy (6-12 persons/tent)
Beds		Proper beds with pillows, blanket/sleeping bag
Furniture		Basic set of furniture, chair, lamp, inner cabin etc.
AC/heaters		Provided on a case by case basis.
Cleaning		Cleaning equipment is included.
Laundry		
Overall		Primarily for IHP usage, such as bed linen and towels etc.
Equipment		Washing machines/driers etc.
For guests		Laundry area for the guests (drying zone, sink etc.)
Office (if applicable)		
		Minimum standards
Housing		Tents with a durability of 0-12 months
Person/tent		6/8 office spaces per tent
Furniture		Basic office equipment, including desk, chair, lamps etc.
AC/heaters		Provided on a case by case basis
Cleaning		Cleaning equipment is included
Kitchen and canteen		
		Minimum standards
Food provision		Food provision for residents and IHP Base Camp staff. Varied and healthy balanced meals 3 times per day (2000 – 3000 calories/ day). Qualified chef.
Kitchen		Fully equipped kitchen, to produce roughly 300 dishes per day.
Equipment		Including fridge, freezer, stove, food storage and kitchen utensils etc.
Dining facilities		Separately located from accommodation and offices.
Water production		
		Minimum standards
Water production		Water purification plant/s is included in the concept to provide potable water to residents and for internal use in the Base Camp only.
Water quality		Drinking water to meet WHO standards. Approximately 5 litres per person/day, and roughly 50 liters of running water per person/day. Also 3 days of emergency reserve.
Waste water		Environmental issues are to be considered. Initiatives are to be implemented in accordance with the technical solutions provided in the IHP Camp Manager's Handbook. Local rules/regulations are to be considered and observed. Outlet of waste water should not affect or endanger the environment or the livelihood of local community.
Sanitation and Hygiene		
		Minimum standards
Showers		Tented solution, 14 persons/shower, separate showers with privacy, gender separate
Toilets		8 person/toilet, with privacy, gender separated toilets
Reception Area/ staff office		

		Minimum Standards
Housing		Tented solution, minimum one tent/area for the reception and registration of guests.
Furniture		Basic furniture such as reception desks, chairs and stationaries.

Medical Facility (medic tent) TBC

		Minimum Standards
Housing		Tent with a durability of 0-12 months. Minimum 1 tent, dedicated for medical care only.
Overall		Medic tent for preventive care, daily health care and emergency health care primary for the staff
Staffing		1 Registered nurse/paramedic with valid credentials from an EU/EEA country or equal.
Equipment		Medical equipment and consumables for wound care, limb and spinal immobilization, basic airway control, IV-fluid treatment, trauma bag, aseptic and antiseptics.
Diagnostic		Basic diagnostic equipment incl. malaria tests, dipstick urinalysis, ECG, SpO2, blood pressure and body temperature
Drugs		Pharmaceuticals e.g. for initial antibiotic treatment, parasite infections, skin conditions, allergic reactions, spasm and pain relief.
Documentation		MCI triage documentation tools.

Power supply

		Minimum standards
Capacity		Electricity for the running of the camp 24hrs. Electrical safety is of high concern.
Standards		TBC
Staffing		Minimum 1 certified electrician
Wiring		Connections should be interoperable within IHP member agencies.
Equipment		Generators, cables, sockets, distribution boxes etc.
Fuel		Fuel handling for the running of the camp, uniform marking on different fuel storage. To be located separately to ensure fire safety. Diesel purifier and fuel pump provided.

ICT

		Minimum Standards
Equipment		Internet provision, VHF, satellite communication, projector, printers, basic office infrastructure and stationary.

Welfare

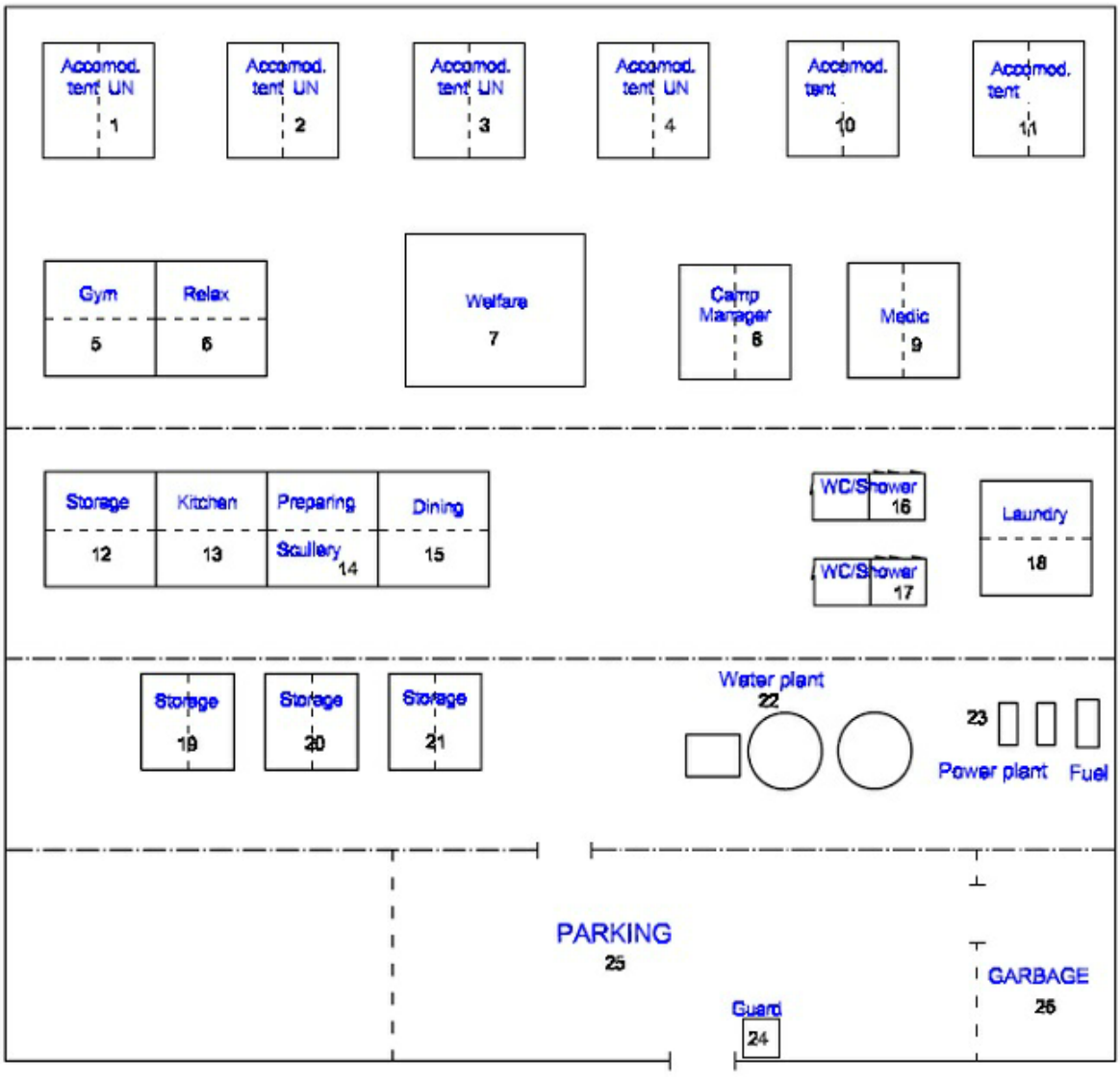
		Minimum standards
Welfare activities		Heavy Base Camp compounds include recreational facilities. Space must be included in the design of the camp, and some financial means budgeted for. After assembly/finalising the camp (week four or so) this can be implemented.
Examples		E.g. running track, volleyball, gym, barbecue/bond-fire, TV, wireless and board games. Much can be arranged with local procurement. Responsibility of provision and costs to be discussed with requesting organisation.

Tools and maintenance		
		Minimum Standards
Workshop		For the maintenance of the Heavy Base Camp and the vehicles, not for external use. Including tools and spare parts.
Equipment		Basic tools such as drills, levellers etc.
Machinery		
Heavy machinery		Wheel loader.
Logistics		
		Minimum standards
Vehicles		Vehicles are considered as additional equipment and are exclusively for internal use, for the running of the Heavy Base Camp unless otherwise agreed.
Transport		IHP arranges for transport to port of entry. Transport to final destination to be decided on a case by case basis with requesting organisation.
Customs		Requesting organisation is normally responsible for clearing of goods and customs procedures. IHP to ensure proper documentation for customs clearance.
Storage		To be discussed with requesting organisation and decided on a case by case basis, if required.
Documentation		All cargo to be documented and packing lists (minimum 2 copies, 1 to be added to each pallet and 1 collected for administrative purposes.)
Dangerous goods		To be packed separately and pallets to be marked accordingly.
Environment		
		Minimum standards
Garbage		Environmental issues are to be considered. Initiatives are to be implemented in accordance with the technical solutions provided in the IHP Camp Manager's handbook. Local rules/regulations are to be considered and observed. Refuse disposal should not affect or endanger the environment or the livelihood of local community. The use of water must take into consideration the impact of water availability for the local and affected populations.
Waste water		See water and sanitation.
Electricity		Electricity consumption should be monitored, and guests should be informed about sound usage.
General		Key environmental consideration (equipment and behaviour) to be taken into account.
Safety and security		
		Minimum standards
Overall		IHP deployments fall under a collective IHP security system which describes minimum demands and procedures and is established according to UN procedures and criteria. The requesting organisation should ensure the same minimum protection and physical security measures for IHP Support Staff as for own staff. Each providing IHP member organisation is always ultimately responsible for duty of care for its staff members.
Staff status		When deployed as Standby Partners to the UN, IHP staff is covered by UN security

		arrangements in the field and falls under the category of "experts on mission when actually employed by an organisation of the United Nations systems" (Chapter 3, Clause 1.a. iv of the Security Policy Manual). Each individual IHP Staff member has to sign the undertaking provided by the UN organisation.
Fence/wall		Equipment for marking of the area/perimeter is included in the Heavy Base Camp Module. Normally the requesting organisation arranges for fencing/security wall if this is needed.
Entrance control		Developed locally as the situation demands. Normally requesting organisation arranges for guards.
Areal light		Provided by IHP, as part of the Heavy Base Camp module
Fire safety		Extinguishers, detectors, and procedures are provided by IHP as part of the Heavy Base Camp module

Picture 1: IHP Heavy Base Camp – Sierra Leone 2014-15

Picture 2: Schematic example of Heavy Base Camp layout



Annex 9

Vehicle Specifications

Background

A decision has been taken to move towards a standardised vehicle specification for use by IHP countries in support of the UN system. This paper specifies one option for such a vehicle including justification (where necessary) for options chosen.

Specification

The specification covers both the standard Toyota options as well as further modifications that are either expected by the UN or would be sensible additions. Each modification has justification and / or explanation at the end of the list. It may turn out to be the case that some additions / modifications are unused nine out of ten missions but for that tenth mission are absolutely crucial. Where an item is mandatory under MOSS guidelines or I feel is an essential part of the specification the item has been asterisked.

Number:	Specification Point	Justification Number:
1	Toyota HZJ105L-GCMRS (Diesel) as per TGS standard Features	1*
2	Left Hand Drive	2*
3	White	
4	Codan NGT SR	3*
5	Motorola GM360 VHF	4*
6	Thrane and Thrane Car Satellite Phone	5
7	Satellite vehicle tracking device / GPS – HF tracking device	6
8	Second Battery With Split Charging	7*
9	Battery Isolators	8*
10	Flag Pole and Extension (NVIS setup)	9
11	Snorkel Kit	*
12	5 Tonne Winch With Plasma Rope	10
13	Front Nudge Bar With ATU Mount	11*
14	Front Spotlights	*
15	Rear Working Lights	12*
16	Undercarriage Rough Terrain Protection To Sump	13
17	Tow Hitch And Electrics	*
18	Rear Load Guard	*
19	Mine Blanket Ballistic protection	14*
20	Second Spare Wheel On rear Mounted Swing Out Arm	
21	Removal of Immobiliser	
22	Long range Fuel tank (145litres)	
23	Second Power Socket 12v in Rear	
24	Registration (Export or Otherwise)	*

In addition to vehicle based modifications, each vehicle should be equipped with a number of non fixed items:

Number	Item:	Justification Number:
1	Aluminium Fold Flat Chocks	15
2	Escape Hammer	
3	Air Jack	16
4	Fire Extinguisher	
5	Rubber Mats	
6	Spare parts pack (servicing items)	17
7	Vehicle Operating Kit ("Green Crate")	18
8	First Aid Kit	19

JUSTIFICATIONS

1. Toyota Land Cruiser 105.

As mentioned at the start of this note, it is believed that this is the most likely vehicle for IHP work. The engine should be diesel as the most likely available fuel source (trucks tend to operate in most countries) and as diesel engines tend to be more robust, have less mechanical problems and can wade (in a suitably equipped vehicle). For longevity of the interior the Toyota vinyl seats should be specified.

2. LHD

By far the majority of deployments have been to LHD countries. It therefore makes sense to keep the stock solely as LHD. Should RHD vehicles be needed then it would make sense to leave the supply of these to be from the DFID stockpile (Currently 6 Nissan Patrols with possible access to DFID Post Conflict Reconstruction Unit stock of RHD Toyota Land Cruisers).

3. HF

Codan NGT SR radios should be fitted. The addition of HF is a MOSS requirement. By fitting the SR model it is possible to use the vehicle radio for data transmission and has utility as one way of tracking vehicles. Codan is widely accepted and used by the UN system.

4. VHF

DFID uses Icom radios, however, the UN standard is Motorola. For that reason and to comply (again) with MOSS guidelines the Motorola GM 360 should be fitted. Previous experience has shown that radio programming software and cables are misplaced as well as vehicles moving to different locations. It is recommended (although expensive) that each vehicle has its own capability to programme vehicle VHF radios. UHF can also be an option where appropriate.

5. Mini M

A Mini M satellite Phone has become a standard fit item in recent years mostly due to the rise in operations in dangerous locations. The Mini M enables email (at reasonable speed) and voice communications whilst mobile. The expense of this unit means that it should be considered removable unless the situation truly warrants it. DFID are looking into replacing the mini M with a mobile BGAN

however this new BGAN is approximately four times the cost. As an aside, great care should be taken in transferring ownership of the phone to ensure billing is transferred at the same point.

6. Vehicle Tracking

It is currently possible to track vehicles with two methods, both of which are of a sensible cost. As the vehicles have NGT SR HF it would be possible to add a GPS receiver, the radio would then transmit the location. Alternatively, an additional satellite tracking device could be added to the vehicle. There are pros and cons to both types of devices, the HF requires another HF to send the position to (and establishing an HF base can take time) and the satellite variant is another device in itself as well as the problem of having a system that will operate in all potential deployment areas rather than just under a limited footprint. It is suggested that for IHP as a low cost addition, the HF is used for tracking purposes but further research given to satellite tracking (DFID are installing this at the moment to their Nissans with technology from Pole Star/Purplefinder. Web: www.purplefinder.com).

7. Split Charging System

The split charging system (including second battery) can be set in various ways. DFID vehicles have the secondary battery solely for powering communications equipment in case the primary battery is damaged or flattened (the primary can be jumped from the secondary with a jump lead across the positive terminals if necessary). The other most common system is to have a switch mounted inside the vehicle which allows the battery to be selected. In this system, the secondary battery would be used to “jump” the flattened primary battery. The key difference between the two systems is how isolated the second battery from both the primary battery and the vehicles electrical system (on the demand side). Both systems require an intelligent charger that will charge both batteries simultaneously. For IHP it is recommended that the system with a switch mounted inside the vehicle is used.

8. Battery Isolators

Isolators are useful for two reasons. Firstly, they are a quick, simple way to isolate the batteries for airfreight. If this is not done, loadmasters tend to dismantle half the vehicle to ensure the batteries are not connected. The second advantage is that they can be used to secure the vehicle as the keys for the isolators are removable thus immobilising the vehicle.

9. “Flag Pole” and Extension

The “Flag Pole” is in fact part of the HF NVIS (Near Vertical Incidence Setup) to allow close range (usually convoy) transmissions across HF. The majority of occasions in which this has been used have been as a flag pole to increase visibility as a UN vehicle. If NVIS is not required but a flag pole is then the addition could be made significantly cheaper.

10. Winch and Accessory Kit

Winches are often a contentious issue. It is a common but expensive addition rarely used in most operations relating to IHP. The winch should in any event be fitted with plasma rope to avoid the dangers of the winch cable breaking and causing damage or injury.

11. Bull Bar

Necessary for fitting the HF ATU, however, as per the current Nissan Patrols which have no bull bars the need for full wrap around bars is debatable. For most operations where the vehicles will be in built up areas or areas with many people it may be preferable to have smaller (non lethal) supports for the HF.

DFID currently attach the HF ATU to the rear of the vehicle on one of the rear doors. As an aside, the standard replacement bull bars have the advantage of raising the front ground clearance of the vehicle.

12. Rear Working Lights

Powered from primary battery on swivel mounts to assist with unloading and / or establishment of camp at night.

13. Sump Protection

The 105 is supplied with fuel tank and transfer box protection as standard. Sump protection may be a waste of time and advice should be sought from Toyota. What has been proved by Iraq is that if any part of a vehicle can be damaged it will be and damage to the sump would be disastrous.

14. Mine Blankets – Ballistic Protection

A requirement for MOSS compliance. The vehicles should be fitted with a suitable (to NATO standards) system by either Rofi or Scanfiber. This should be fitted at the order placement of vehicle BUT in sympathy for the additional wiring required for communications equipment.

15. Chocks

Large fold flat aluminium chocks which double as sand mats. The specification above includes an air jack which needs less secure chocking than other types of jack (greater surface area under lift) but for all other jacking types, especially high lift jacks, large secure chocks are essential. The aluminium chocks are expensive and bulky but they are capable of taking the weight. Alternatively rubber chocks for servicing/stabilisation may be added instead if sand mats are not seen as essential.

16. Air jack

See justification 15. An air jack is an easier and quicker method for raising the vehicle. In some situations (metalled road) it is possibly safer than other jacking types due to stability and equally on soft mud or sand the larger surface area is of great benefit. I would hesitate to use an air jack when the vehicle is under load or the ground is rocky. In the majority of situations however users would benefit greatly by having an air jack over a high lift jack. However great care must be taken in the proper use of this type of lift as the risk of puncture/explosion is high if inflated against a sharp object.

17. Spare Parts Kit

Essential for vehicles that may be operating away from service facilities.

18. Green Crates

The standard equipment in DFID ERVs has proved to be much used and appreciated by vehicle users. It is possible that GPS could be used in conjunction with the HF but all other components would not be duplicated elsewhere in the specification. A list of contents is attached in Appendix A. Included in this crate would be warning triangle and handheld GPS.

19. First Aid Kit

A first aid kit is mandatory for MOSS compliance. DFID have an augmented kit which is more accurately termed a “First Response Kit” rather than a first aid kit.

APPENDIX A – GREEN CRATE LIST

1	GPS
Set	Jump Leads
1	Folding Shovel
25m	Duck Tape
1 pack	Latex gloves
1 pair	Overalls
1 pair	Rigging Gloves
1	Hand Cleaner
1	Wrecking Bar
1	Tyre Inflator, electric
1	WD40
50	Tie Wraps, short
50	Tie Wraps, long
1	Chamois/Sponge
1	Fuel funnel
1	Head torch
15m	Insulating tape
1	Utility Knife
1	Padlock
15m	Masking tape
1	Maglite Torch, 3D cell
2	Ratchet Strop
1	Silva compass
1	Tyre Gauge, digital
1	Jotter/pens
1	Warning triangle
1 pair	Binoculars
1	Metal glue
6	Batteries, D cell
12	Batteries, AA cell
1	Tool kit
1	Tow rope
1	Water jerry can
1	Metal fuel jerry can

Annex 10

Refurbishment Module

It is not always that establishing accommodation or offices in tents or prefabs is the best solution. In some cases it is faster and provides a better long term result if existing buildings are used for such purposes. For this reason, IHP has in some cases provided professional teams to refurbish existing structures that are not too damaged from the emergency.

Purposes
A Refurbishment team will oversee and manage the refurbishment of damaged existing facilities in most cases using local resources. These facilities will be refurbished to an extent that they can be utilised long term by the requesting partner. These kinds of teams are for use in the emergency situation, not for general refurbishment outside of an emergency when local companies can do the same.

Description
The Refurbishment module consists mainly of professional staff though smaller specialised equipment can be brought if necessary. The staff on a team will be decided on a case by case basis according to the task and the situation. These can be engineers, plumbers, carpenters, builders, electricians, IT experts and others.

Usually the work will be carried out by the team assessing the needs and the local resources in the relevant professional areas after which plans will be provided and, if needed, local resources will be hired. The team will oversee the work carried out and ensure it is to proper standards. If there is no need for local resources the team members will carry out the work themselves (they will also be part of carrying out actual refurbishment even if local resources are utilised).