Chapter 7: The Emergency Response Units

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7.2 What are the ERUs?

7.2.1 General overview of the ERU system

Emergency Response Units (ERUs) were created in 1994 as part of the global IFRC disaster response system, to be used in large emergency response operations, when global assistance is needed and the Federation's delegations and the affected National Society cannot respond alone. ERUs provide specific services where local capacity is insufficient to cope and are deployed to complement the work of a National Society; by providing specific technical services, they enable the NS to focus on their strategic approach to the emergency response.

An ERU is a team of trained technical specialists deployed at short notice and a pre-packed set of standardised equipment to support the delivery of their objectives. They are designed to be self-sufficient for one month and can operate for up to four months, with the possibility of extending further if required. The ERUs are vital in the IFRC's disaster response system. When the term is used within the Movement, it covers both the team of specialists and the kit they deploy with. However, an ERU deployment can also mean a single delegate with a laptop and a satellite phone.

There are different types of ERUs, and one or more of them can be called to the same disaster, depending on the specific needs in the affected region. They are called upon after initial assessment of the post-disaster needs.

National Societies can choose whether they want to hold an ERU; if they do, they are free to choose which type of ERU they wish to maintain. When a NS commits to maintaining an ERU, this usually means that they will maintain standard equipment and a roster of on-call specialists (who they will recruit, train, develop and commit to periods of availability). Exceptionally some NS maintain a roster of personnel and will only deploy them into another NS's ERU (so they do not own a complete ERU).

When an ERU is deployed, it is expected that the deploying NS can cover the funding of the team and its kit for four months. ERU personnel can only deploy for four weeks at a time, and when the fourth rotation of personnel leaves the operation, a handover plan must be in place to plan for the next stage of the operation.

The need for assistance may continue beyond an ERU's four-month operational period. If so, the service can be managed by the IFRC's ongoing operation, the host National Society, the local government or other organisations.

7.2.2 Different types of ERUs

There are ten different types of ERU (see the below table). NS listed below can be supported by other NS with trained personnel and can share resources but should be considered as leads in case of deployments.

ERU type	Purpose	Team size	NS capacity
Logistics ERU	To manage the arrival of large amounts of goods either flown in by air or trucked and shipped in, the clearance of these goods, their storage and subsequent distribution. The unit is also responsible for the reporting on these items (it tracks all incoming goods according to a 'mobilisation table' and pipeline documents) and fleet management In addition, the unit supports the clearance of other ERUs, which often arrive with heavy equipment, and a large part of the logistics ERU mandate revolves around capacity building. The logistics ERU does not provide procurement services to other ERUs, PNSs or the HNS. Optional additions to standard kit (available upon request, though not held by all NS): four-wheel drive, forklift.	4–6	British RC Swiss RC Danish RC Finnish RC Spanish RC
IT and Telecommunications ERU	To establish local communication networks and links, to help ensure the smooth flow of information in the operation. Furthermore, to assist the host National Society with its communication systems.	2–3	American RC Austrian RC Danish RC New Zealand RC Spanish RC
WatSan Module 15	To provide treatment and distribution of up to 225,000 litres of water a day for a population of 15,000 people, with a storage capacity of 200,000 litres a day. This unit can also provide basic sanitation and hygiene promotion for up to 5,000 people. The module is designed to respond to scattered populations. It is flexible and can deploy as several stand-alone units for up to five different locations. Integrated in this M15 is the distribution and capacity for the transport of treated water to dispersed populations, with a capacity of up to 75,000 litres a day and the option to set up different storage and distribution points.	4–8	Austrian RC French RC German RC Spanish RC
WatSan Module 40	To provide treatment and distribution of water for larger populations. The unit can treat up to 600,000 litres a day for a population of up to 40,000 people. As with the M15 unit, the M40 has an integrated distribution capacity for the transport of treated water to dispersed populations.	4–8	Austrian RC French RC German RC Swedish RC
Mass Sanitation Module 20	To provide basic sanitation facilities (latrines, vector control and solid waste disposal) for up to 20,000 people, to initiate	4–6	Austrian RC

ERU type	Purpose	Team size	NS capacity
	hygiene promotion programmes and to provide dead body management services. Optional additions to standard kit (available upon request although not held by all NS): flat-pack latrines, diggers.		British RC German RC Spanish RC Swedish RC
Referral Hospital ERU	First-level field hospital, providing referral-level multi-disciplinary care to a population of up to 250,000 people. The inpatient capacity ranges from 75–150 beds, providing surgery, limited traumatology, anaesthesia, internal medicine gynaecology, obstetrics and paediatrics. It consists of one or two operating theatres, a delivery room, inpatient wards and treatment areas, X-ray and a laboratory. It also provides an outpatient department and an emergency room to ensure the treatment of casualties. The unit needs to be self-sufficient, and therefore includes supporting modules such as administration, IT and telecom, water and power supply, staff accommodation and vehicles.	15–20	Finnish RC German RC Norwegian RC
Rapid Deployment Hospital	A specifically modified, lighter version of the Referral Hospital ERU, which can deploy within 48 hours of alert and offers medical and surgical interventions, such as triage, first aid and medevac. It also has limited medical/surgical care, including an outpatient department. It can function for up to ten days, pending the arrival of a more complete hospital or a Basic Healthcare ERU. It can also be used as mobile clinic if required at a later phase of operation.	8–10	Canadian RC German RC Finnish RC Norwegian RC
Basic Healthcare ERU	To provide immediate basic curative, preventive and community healthcare for up to 30,000 beneficiaries, using a modular approach adjusting to local needs and according to WHO basic protocols. The unit deploys with the Interagency Emergency Health Kit. The unit can deliver basic outpatient clinic services, maternal-child health (including uncomplicated deliveries), community health outreach, immunisation and nutritional surveillance. It does not function as a hospital but has 10–20 overnight bed-capacity for observation. This ERU also requires the availability of local health staff and interpreters to support services and should have the agreement of the local health authorities for the ERU expatriate (doctors/nurses) to provide healthcare.	5–8	Canadian RC German RC Finnish RC Norwegian RC French RC Japanese RC
Relief ERU	To support the host National Society to undertake relief assessments, targeted beneficiary selection and to assist in the set-up of food and NFI distribution, as well as compile	4–6	American RC Benelux RC Danish RC

ERU type	Purpose	Team size	NS capacity
	relief distribution statistics. This ERU can also assist in the setting up of camps and works closely with the Logistics ERU. The Relief ERU can set up cash-based responses to the emergency, in which case the collaboration with logistics is strengthened.		Finnish RC French RC Spanish RC
Base Camp ERU	To provide RCRC staff engaged in emergency operations with appropriate living and working conditions. The Base Camp ERU offers tented accommodation (conditioned for hot and cold climates), toilets, hot showers, recreational facilities, a kitchen, offices, administrative, IT/communication and coordination facilities, in locations where these are not available for RCRC staff.	varies	Danish RC Italian RC

7.2.3 BRC ERUs

The BRC has chosen to maintain two Logistics ERUs and one MSM ERU. The kit required for those three teams is stored at the international warehouse in Bulwick, Northamptonshire. For more information about the warehouse, see the Bulwick international warehouse standard operating procedure.

7.2.3.1 The Logistics ERUs

BRC stores enough kit and personnel to deploy two simultaneous Logistics ERUs. See above table for a detailed description of the objectives of the Logistics ERU.

The standard kit content designed by IFRC is available from the IFRC standard product catalogue (code ULOGLOGI). In agreement with the IFRC, however, the BRC has made some additions and modifications to the standard list (see above for details of optional additions to MSM and Logistics ERU kit).

For a detailed content list of the BRC's ERU kit, contact the UKO logistics team.

Logistics ERU teams are made up of:

- A team leader
- A warehouse and transport delegate
- An airops delegate
- One or two supply chain administration delegates

Detailed role descriptions for each of the above roles are available in the annex.

Previous deployments of the Logistics ERUs include:

- Dominica in 2017
- Greece, Vanuatu and Liberia in 2015
- The Philippines in 2014
- Chad in 2013

For more information on deployments, contact the logistics team.

The National Societies that maintain a Logistics ERU have created a technical working group to share experiences and challenges, under the sponsorship of the IFRC. The group meets

once a year for a two-day conference, gathering representatives of the Swiss, Danish, Finnish, Spanish and British Red Cross, as well as the ICRC and IFRC. The agenda and minutes of the TWG meetings can be shared upon request.

For more details about management of the Logistics ERU, see the <mark>ERU standard operating procedure</mark> developed by the logistics team.

7.2.3.2 The MSM20 ERU

The BRC stores enough kit and personnel to deploy one Mass Sanitation Management ERU. See the above table for a detailed description of the objectives of the MSM20 ERU.

The standard kit content designed by IFRC is available from the IFRC [standard product catalogue](#) (code UWATMMSMCOMP). In agreement with the IFRC, however, the BRC has made some additions and modifications to the standard list. To see a detailed content list of the BRC's ERU kit, please contact the UKO logistics team.

MSM ERU teams are made up of:

- A team leader
- A sanitation engineer
- A hygiene promoter
- One or two specialist support delegates

Detailed <mark>role descriptions</mark> for each of the above roles are available in the annex.

Previous deployments of the MSM ERUs include:

- Mozambique in 2019
- Uganda in 2017
- Bangladesh (Cox's Bazaar) in 2017
- Greece in 2015
- Nepal in 2015
- Mozambique in 2013

7.3 ERU Human resources, ERU equipment and financial responsibilities

7.3.1 ERU Human resources

When a NS chooses to hold an ERU of any type, they commit to having specialist personnel available to deploy within 24 to 48 hours at any time. This commitment implies that they will recruit, train, and roster a pool of specialists large enough to support four rotations of the ERU they hold.

For example, if a NS holds a Relief ERU, they must have a pool of at least 16 to 24 delegates ready to deploy, as each one-month rotation will need a team of four to six specialists. If a NS holds a Referral Hospital ERU, this can mean up to 80 delegates. This is why joint deployments are commonplace for some ERUs, and some NS support ERU-holding PNS by training and maintaining a pool of delegates to complete the resources of the lead NS.

For example, the Macedonian RC does not maintain a Basic Healthcare ERU, but they do train staff to join deployments led by the Canadian, German, Finnish, Norwegian, French or

Japanese RC as needed. The British Red Cross previously deployed health practitioners in support of the Finnish Health ERUs deployed in Bangladesh.
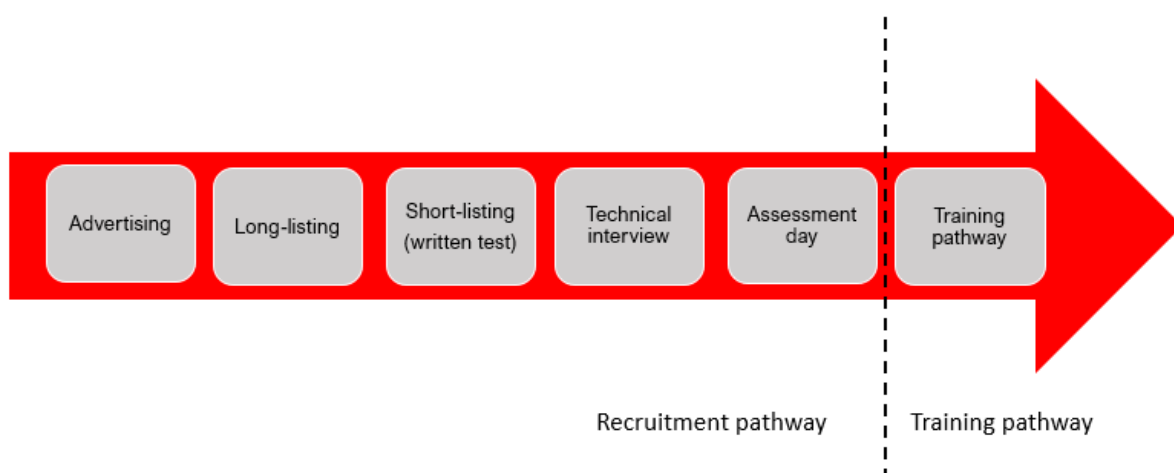
7.3.1.1 Recruiting an ERU

Recruiting ERU personnel is different from hiring staff, as ERU delegates will not be employed by the recruiting NS unless they are already a staff member. Instead, they will be trained and asked to volunteer for periods of time where they can be on standby for deployment within 24 to 48 hours after the ERU is called for by the surge desk at the IFRC.

ERU delegates only join the staff of a NS when they deploy, and they are usually not paid salaries until then, although they can be paid retainers for the time they are on call. When deployed, the deploying NS seconds the ERU delegates to the IFRC.

Recruiting for an ERU is also challenging because a successful recruitment relies on finding a rare mix of skills and experience:

- Adequate technical skills including being adaptable to an emergency context
- Relevant international experience
- Adequate soft skills or core competencies, including working effectively as a team, but also independently enough to deal with split deployments (for example, where the team may be spread across several locations).
- Availability to complete a long training pathway (usually several weeks long, spread over an entire year)
- Ability to remain on call for several months per year, and to deploy at short notice for one month at a time

Recruiting for an ERU is usually done jointly between a technical ERU manager and HR colleagues. In BRC, this is a member of the logistics team (usually the logistics manager), a member from the ESTA team and the international rosters and registers coordinator in HR. It requires careful planning and constant communication with internal stakeholders. Typically, the recruitment of ERU roster delegates takes several months and is split as below:

| Advertising | Long-listing | Short-listing (written test) | Technical interview | Assessment day | Training pathway |

Recruitment pathway | Training pathway

The recruitment for ERU members is separated into two different stages: recruitment and training. It is important to note that candidates are only considered ERU members after they successfully "pass" the training pathway, which consists of both classroom training and simulation exercises.

Once recruited, ERU members are made "deployment-ready" by:

- Having their personal details pre-recorded in the HR department's systems: contact details, bank details, health records and criminal records (where applicable).
- Regular check-ins with HR, especially during the months when they are on standby.
- Maintaining updated records of their professional experience.

The National Society sponsoring an ERU covers salaries, benefits, insurance and travel costs of personnel during training and operations. It is also responsible for putting the team together, as well as making sure it has the necessary skills and experience. Each member must adhere to the International Federation's code of conduct.

BRC maintains two Logistics ERUs and one MSM ERU, which means that the minimum size of the ERU pools should be 16 to 24 logisticians and 16 to 24 MSM delegates.

7.3.1.2 Training ERU personnel

Once the recruitment phase is completed, the training pathway begins. In BRC, training is a two or three-phase process.

IMPACT

Introduction to the Red Cross Movement and humanitarian coordination mechanisms

Foundation

Introduction to emergency operations and the IFRC Disaster Response mechanisms

Technical/Specialist

Simulation exercise, run in teams, in field-like conditions

IMPACT and Foundation can either be delivered together or separately. In between each of these formal, face-to-face training phases, independent, at-home training modules must also be completed.

For more detailed information, see the latest version of the BRC ERU candidate guide, which is attached to the advertisement for ERU membership and sent to all applicants to help them understand the recruitment process.

The requirement is currently for all candidates to follow the training pathway in person, but this may change in the future with the use of remote/online training.

7.3.1.3 Maintaining an active roster

Once candidates enter the ERU, they are added to a roster. Each ERU technical manager engages differently with their respective rosters through the international rosters and registers coordinator in the HR team. Regular touchpoints are:

- Request for availability. The MSM ERU manager goes to the pool of members once a year, while the Logistics ERU manager asks for availability on the 15th of each month for M+2 (for example, on 15 January, roster members are asked to come forward to be on standby on 1 March).
- Updating the roster members' details: CV, medical and criminal records (as applicable), to ensure they are deployment-ready during the months they have offered to be on standby.
- Sharing training opportunities, from within the BRC, from the IFRC or the wider humanitarian community, that can be useful to develop roster members' competencies. These are sent by the international rosters and registers coordinator, upon request of the ERU manager.
- Refresher conferences and masterclasses. At least once a year, the MSM and logistics communities get together (separately) for either a refresher course, a conference or a masterclass. These events are organised by the ERU managers and their L&D business partner.
- Inviting roster members to facilitate trainings or share their deployment experience. Roster members can be invited to participate in parts of the ERU pathway, particularly to share their deployment experiences or support simulation exercises.
- Quarterly calls with roster members, with follow-up newsletter sent to all members.

At any of the above touchpoints, it is important to reconsider the roster members' competencies, and to capture any changes on the roster. Members' competencies should be registered on a mapping matrix, maintained by the ERU manager and the international rosters and registers coordinator. The current matrix can be requested from the Logs team.

Note: Members can request to be put on hold, or they can be put on hold by decision of the ERU technical managers, based on lack of competencies or commitment. In order to become active again, they must usually complete all or part of the ERU training pathway or attend a refresher conference.

7.3.2 ERU equipment

When a NS offers to sponsor an ERU, they commit to having a team of experts on standby for rapid deployment, as well as a standard, specialised kit ready to support the team in fulfilling their mission. For more details about the content of the ERU kits, see Sections 7.2.3.1 and 6.2.3.2.

The sponsoring NS agrees to procure, store and maintain the kit, and to participate in the development of the standard kit composition as relevant, through feeding back on the appropriateness of kit following deployments.

At the BRC, the content of both ERU kits are procured mostly through framework agreements, by the LOGE and with the approval of the global response manager. After a kit has been deployed, its replenishment must be approved by the global response manager, as well as any changes to the kit proposed following kit feedback (see Section 7.5). The items received are kitted into modules (the MSM kit has 38 modules in total, split into eight families, while the logistics ERU has 14 modules, split into seven families) and stored at the international warehouse in Bulwick.

Some of the kits' contents, such as vehicles and cold-weather-specific equipment, is common to both ERUs – these are called the 'shared modules' and can be deployed with either ERU kit. These items are tracked separately to the kit lists, in a "shared modules" list.

The warehouse officer is responsible for ensuring the safety and maintenance of the entire ERU equipment. This includes vehicles, generators, all electric appliances, and safety equipment such as fire extinguishers.

The value of the ERU kits is managed as an investment, where BRC funds the purchases until the kit is charged to an emergency operation. Until then, the value of the kit sits on a balance sheet that captures additions, write-offs and disposals to the kit while it is in stock. For more details on this procedure, refer to the ERU kit standard operating procedure and the balance sheet guidance note held by the logistics team.

7.3.3 Financial commitments

All the costs associated with maintaining an ERU's preparedness outside of a response operation are covered by the sponsoring NS. This includes storage costs and maintenance costs for the kit, but also retainers for on-call delegates and training costs. The storage and maintenance costs are budgeted for by the logistics team, and funds become part of the logistics framework, while retainer costs fall under the HR budget and training costs under the L&D budget.

When the decision is made to deploy one of the BRC's ERUs, the cost of deployment is covered by the BRC, as a pledge to the IFRC-led operation. The decision to apply later for back-funding from the IFRC appeal is made depending on funds available from the BRC.

During the deployment, operational costs can be charged to the IFRC, while running costs must be covered by the BRC.

- Operational costs: costs related to any activity listed on the IFRC appeal. For example, where the appeal includes construction of latrines, all costs associated with their construction (materials, manpower, etc) will be covered by the funds raised against the IFRC appeal.
- Running costs: costs related to having the MSM ERU deployed into the operation. For example, the cost of food and accommodation for the ERU delegates.

The below table lists the most common types of expenditure of an ERU deployment and indicates whether they are operational costs, running costs or something else:

What	Operational	Running	Something else
Warehouse rental (storage of relief items or kit)	X		

Storage space rental for delegates' personal equipment		X	
Custom clearance of relief items	X		
Custom clearance of ERU kit		X	
Printer cartridges for office		X	
Transport of shelter materials	X		
Driver for ERU staff		X	
Water tanks for operational response	X		
Water tanks for delegates' use		X	
Warehouse security staff	X		
Translator for field work	X		
Translator accompanying delegate to local health facility		X	
Vehicle for transporting ERU staff		X	
Hotel for head of logistics visiting from BRC UK office			Restricted appeal funds
Mobile phone delegates		X	
Volunteer costs	X		
Desks for ERU		X	
Flipchart for training	X		
Safe		X	
Photocopier		X	
Vehicle for transporting volunteers	X		
Laundry for team leader			Per diem
Breakfast for delegates			Per diem
Accommodation for delegates		X	

In summary, the breakdown of costs is usually as below:

Phase	Associated costs	Costs covered by	Comments
Preparedness	Procurement Storage Maintenance Insurance	BRC logistics	
	Delegate costs (retainers, health checks, etc)	BRC HR	
	Training	BRC L&D	
Decision to deploy	Shipping costs Travel costs Salaries Per diem	Dedicated BRC project code	Can be recharged to IFRC appeal (ad hoc and with prior approval from IFRC)
Deployment	Operational costs	IFRC appeal	
	Running costs (including per diem)	Dedicated BRC project code	
Return	Shipping back to UK or other storage location Inspection costs	Dedicated BRC project code	ERU equipment is not supposed to be shipped back to the UK

Evaluation	Post-deployment evaluation	Dedicated BRC project code	Evaluation can be commissioned or done with internal resources

7.4 Deploying an ERU

7.4.1 IFRC process – the Surge alert system

Following a NS request for surge capacity support, alerts will be generated from the surge capacity desk in Geneva, as per the activation procedure, which depends on the category of emergency (local, regional or global). Alerts are sent out to the rapid response personnel registered with the surge desk, and to the surge focal points within PNS (in BRC, this includes members of staff from HR, logistics and emergencies).

On-call roster members will be expected to answer the alert within 24 to 48 hours in order to be able to respond to the need without any delays.

Alerts follow previous standard operating procedures with Information, Alert, Stand down and Deployment messages:
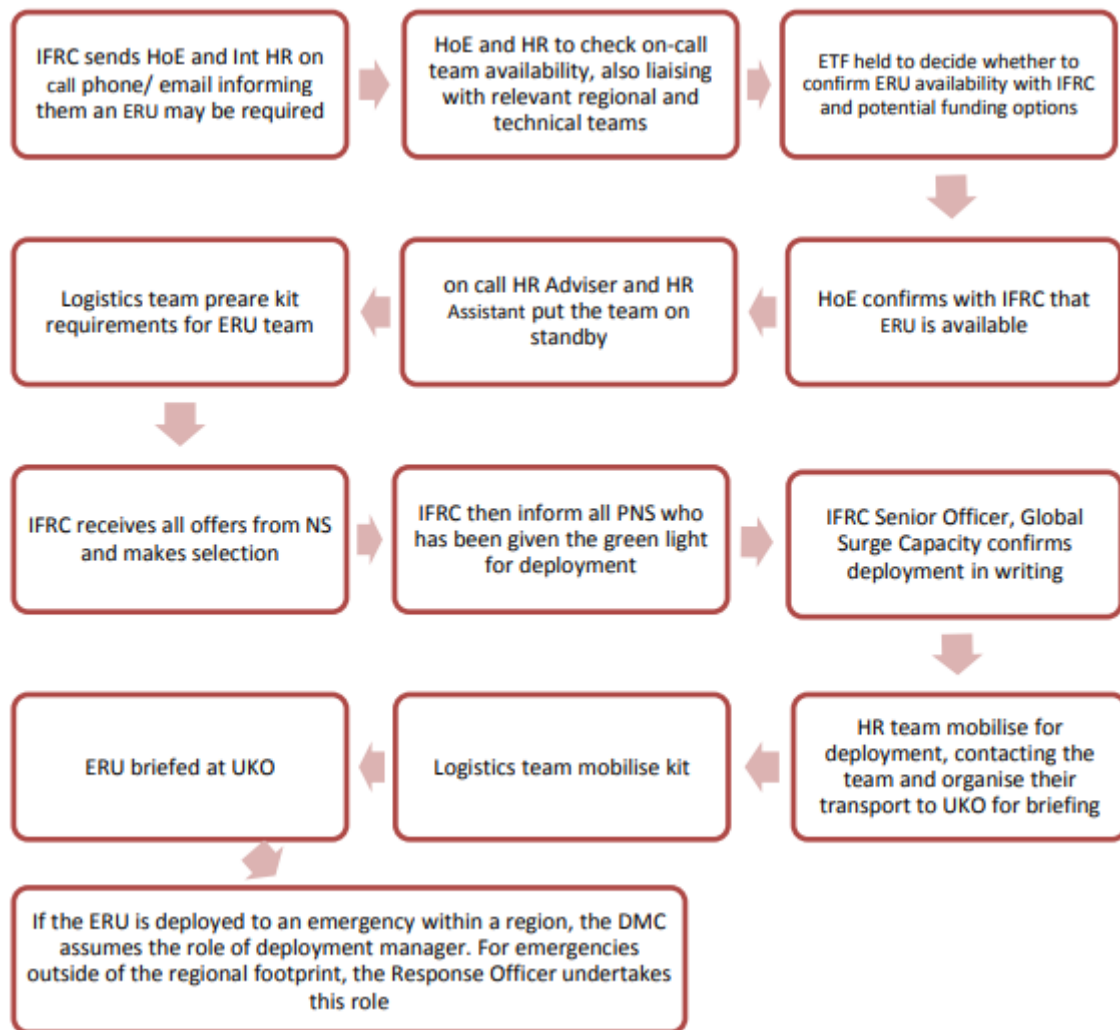
Type of alert	Meaning
(I) Information	System members receive information of an event that may require surge support. No response is necessary, but surge personnel to do the pre-checking for possible deployment.
(A) Alert	Sent to all active participants that meet the basic required profile and surge focal points in PNSs. An immediate reply with details of availability is required.
(D) Deploy	Members receive an, alert indicating who is deploying. Alert contains name, profile and NS.
(S) Stand down	Deployment request has been cancelled.

A terms of reference (ToR) for the deployment should be provided with the alert message, containing the deployment requirements in terms of both the kit and personnel.

For more details on the IFRC's internal ERU (and other emergency response personnel) deployment procedures, see the compiled surge standard operating procedures available from the IFRC surge desk.

7.4.2 BRC internal process

In parallel to the IFRC process, the BRC will follow its own internal procedures as outlined in the DMSOPs. The response lead ensures all decisions are logged and documented through the standard ETF/SAT records. Below is a summarised version of the BRC process for deploying an ERU:

```mermaid
flowchart
  A[IFRC sends HoE and Int HR on call phone/ email informing them an ERU may be required] --> B[HoE and HR to check on-call team availability, also liaising with relevant regional and technical teams]
  B --> C[ETF held to decide whether to confirm ERU availability with IFRC and potential funding options]
  C --> D[HoE confirms with IFRC that ERU is available]
  D --> E[on call HR Adviser and HR Assistant put the team on standby]
  E --> F[Logistics team preare kit requirements for ERU team]
  F --> G[IFRC receives all offers from NS and makes selection]
  G --> H[IFRC then inform all PNS who has been given the green light for deployment]
  H --> I[IFRC Senior Officer, Global Surge Capacity confirms deployment in writing]
  I --> J[HR team mobilise for deployment, contacting the team and organise their transport to UKO for briefing]
  J --> K[Logistics team mobilise kit]
  K --> L[ERU briefed at UKO]
  L --> M[If the ERU is deployed to an emergency within a region, the DMC assumes the role of deployment manager. For emergencies outside of the regional footprint, the Response Officer undertakes this role]
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7.4.2.1 Deployment

Before the decision is made to deploy the ERU, logistics provide the ETF with preliminary information on:

- Availability of ERU roster to deploy and deployment timeline.
- Availability of kit to deploy, estimated deployment cost and timeline.
- Status of BRC globally pre-positioned stocks, including costs and shipping timeline.
- After the decision to deploy is made, the below tasks must be completed per the allocated responsibilities.

If the ETF decides to deploy a BRC ERU, based on the input of logistics but also other teams' such as security, finance and regional teams, the decision must also be made on the deployment location, including any suggestions to have a split deployment (with the ERU team split into different locations). This decision can be reviewed during the deployment, based on operational realities.

The below actions need to be completed:

Tasks relating to personnel deployment	Responsibility
Arrange briefing schedule	HR
Arrange mission float (maximum of $5,000)	Response lead

Collate operations briefing pack	Response lead
Notification of per diem allowance and advance	HR
Pre-deployment checks: insurance, medical	HR
Arrange flights and visa	HR
Request necessary kit, including workwear	Response lead
Issue kit to delegates	Logistics
Hand over mission float and related forms to delegates	International finance
Issue visibility items to delegates	HR
Notify in-country team (IFRC/ICRC) of itinerary	HR
Write-off value of kit deployed from the balance sheet and charge it to the relevant project code	International finance

Note: A 'briefing pack' is available from PIMS under *Start>Teams>International HR>Key Info>ERU & FACT>Briefing pack*. Reach out to international HR If you cannot access the documents through PIMS; they can share the briefing and debriefing templates upon request.

Note: The kits are split into modules, designed around the various functions of the ERU. The ERU technical managers can advise which modules to deploy, based on the initial assessment received from the IFRC. For more details on logistics' responsibility and internal procedure to deploy an ERU, read the ERU kit standard operating procedure and/or request the ERU step-by-step process flowchart.
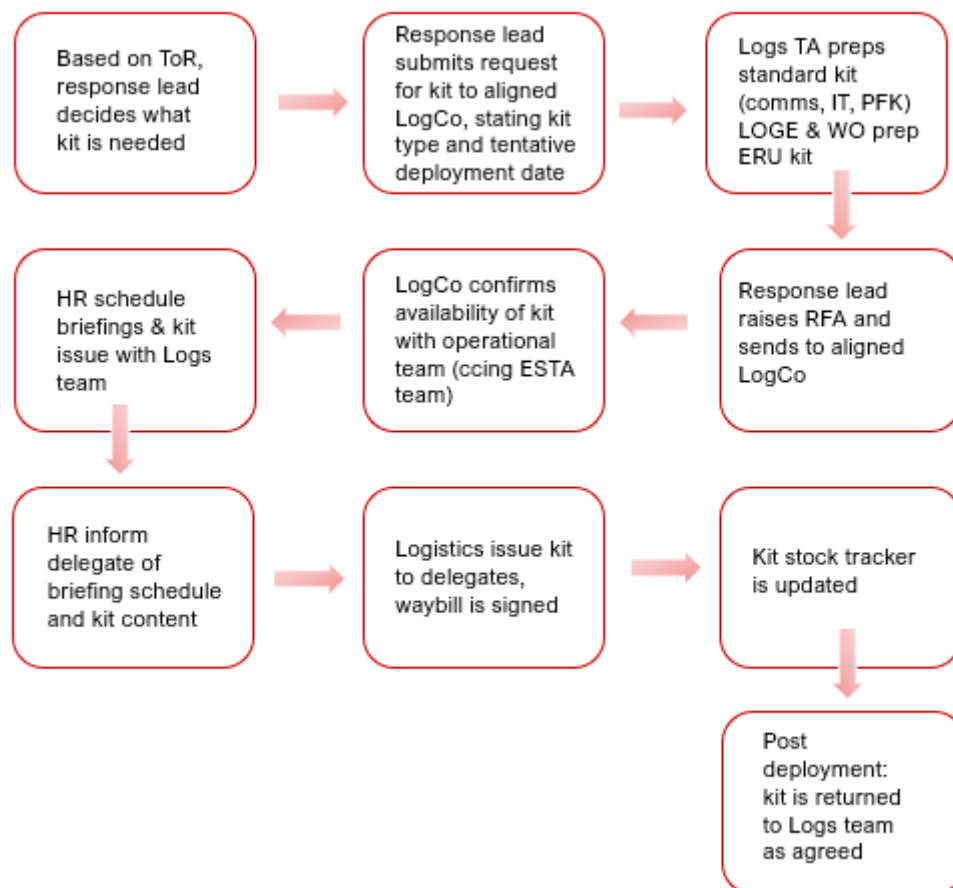
7.4.2.2 Monitoring the deployment

The ERU deployment can last between one and four months, with a new team sent out to take over from the previous one every four weeks. The operational lead and the response lead have overall responsibility for managing the deployment. However, logistics are involved each time a new team is sent out and are responsible for the below points:

	Logistics ERU deployment	MSM ERU deployment
Kit issued to outbound team (IT and/or comms)	X	X
Kit received from returning team (IT and/or comms)	X	X
Collecting feedback from returning teams on the ERU kit (through the kit feedback form)	X	X
Attending briefings, as scheduled by HR	X	optional
Attending debriefings, as scheduled by HR	X	optional
Analysing and monitoring the ERU's performance	X	

For more details on reporting requirements, read the IFRC standard reporting requirements for ERU deployments and refer to the annexed templates within the IFRC ERU standard operating procedures (2012).

7.4.2.3 ERU delegates' appraisal

ERU managers are also involved in the appraisal process of all BRC delegates returning from an ERU deployment. The team leader appraises the ERU team members (the FACT delegate appraises the ERU team leader) using the IFRC surge standard appraisal form, which is shared with IFRC surge desk, BRC HR and the roster manager.

Each ERU delegate must complete two separate end-of-mission reports. The first one is operational, and the second is focused on HR aspects of the deployment. This latter report is confidential and only shared with BRC HR. The operational report can be shared within BRC and with IFRC when relevant.

Another feedback form, specific to the BRC, must be filled out by ERU delegates and shared with the ERU manager: the 360-degree feedback form. This is an internal BRC document that is not shared with the IFRC, encouraging delegates to reflect on their teammates and to analyse team dynamics during their deployment. It is good practice to complete thorough debriefs with ERU delegates, both operational and personal (returning delegates might share the need for further development, for example).

7.4.3 ERU Evaluation

When the ERU intervention finishes (this can be after a full four-rotation deployment or fewer rotations, depending on the operational needs), it is good practice to request for an independent evaluation. Ideally a partner organisation should lead on the evaluation and present results to both the BRC and the IFRC, and also to the relevant technical working groups to address suggested improvements.

Terms of reference for the evaluation should be drafted by the technical roster manager (logistics or MSM) with the operational lead and response lead, capturing points fed back by

delegates through their end-of-mission reports and situation reports shared during deployment. The evaluation should include a "satisfaction survey", to understand how others involved in the response (other ERUs, PNS, the IFRC coordination structure, the HNS and, where relevant, beneficiaries of support directly provided by the ERU) benefitted from its deployment. Standard Logistics ERU evaluation terms of reference are being developed by the Logistics ERU technical working group.

It is important to take the cost of evaluation into consideration when developing the budget for the response.

7.5 Replenishing the ERU kits

The LOGE, together with the warehouse officer, updates the stock records with the stock movements related to the ERU deployment, capturing which modules have been deployed on the kit list and on the stock report.

The ERU equipment is not usually expected to be returned to the deploying NS. Instead, the kit is usually handed over to the HNS, following appropriate evaluations and a handover plan. Kit returns must be discussed and agreed with logistics. The procedure to agree kit returns is detailed in the ERU standard operating procedure.

Before getting started on the replenishment of the kit, the LOGE should make sure that:

- The Emergencies team have agreed to the replenishment.
- All kit feedback has been considered and changes to the kit contents, if any, have been agreed.
- Note: No items should normally be returned from an ERU deployment, but this can be agreed between the deployed team, the response lead and the logistics team on a case-by-case basis.

A REP form must be filled out and signed off by emergencies, logistics and finance before the replenishment of the kit begins. See the ERU kit standard operating procedure for more details.

Note: Items that are added to the kit must be purchased through an RFA. Only the replenishment of deployed items can be triggered through a REP form.

The LOGE then puts a procurement plan together, indicating for each item:

- How it will be sourced (small purchase, framework agreement, RFQ, etc)
- An estimation of its value
- An estimation of the delivery timeline

The procurement plan is stored on PIMS and available from the LOGE upon request. As the replenishment is ongoing, the LOGE updates the directorate via the logistics status report, sent out every Friday afternoon, which captures the progress of replenishment.

Delivery of the different modules of the kit is organised by the LOGE and the warehouse officer. For delivery instructions, see the Bulwick warehouse SOP.

As items and modules are replenished, the LOGE liaises with international finance to ensure the new kit's value is captured correctly on the balance sheet. See the balance sheet guidance note for more details.

The replenishment of ERU kits should ideally take a maximum of 15 weeks from the moment the technical owner validates the replenishment. However, supplier lead times vary, and some modules are more challenging to source than others. The LOGE should provide weekly updates on replenishment progress through the logistics status report.