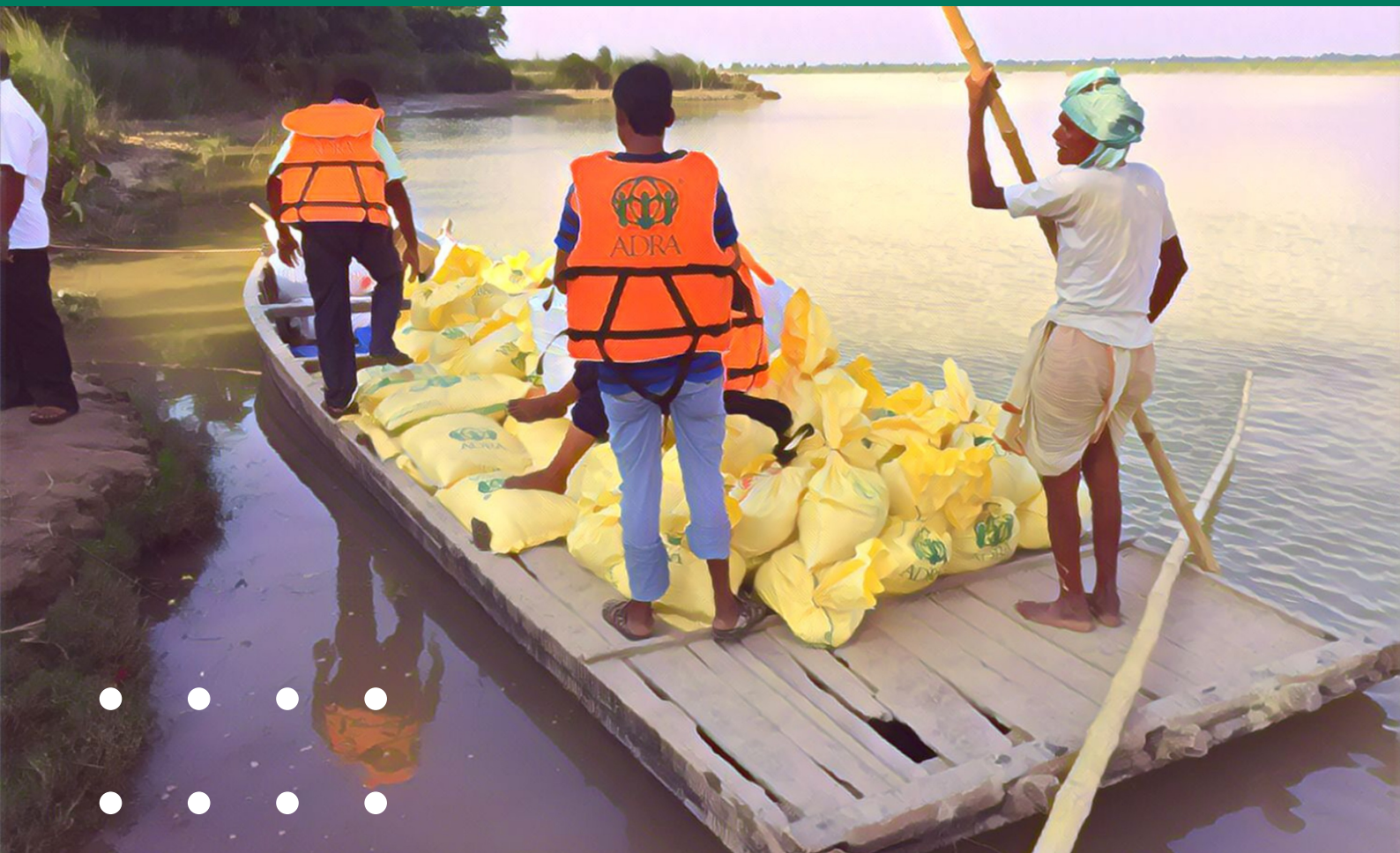




# EM Ops Manual

ADRA INTERNATIONAL EMERGENCY MANAGEMENT  
Operations Manual and Resources



Version 4 - September 2021

## Acknowledgements

The knowledge about emergency management, as it relates to the global Network of ADRA offices, is not held by any one individual or office. On this basis, the approach used to develop this Operations Manual was to approach experienced and knowledgeable ADRA personnel, thereby tapping into the wealth of specialist knowledge across the ADRA Network. More than 40 personnel across the ADRA Network contributed to this manual.

The collection, collation, and editing of the contributions to the manual was facilitated by Robert Patton, who was contracted by ADRA International.

The final draft of the manual was reviewed, feedback provided, and recommended by the Emergency Management Advisory Committee (EMAC) members to NetCom for approval.

The final version of the manual was tabled at a NetCom meeting and approved for use by the ADRA Network of offices.

A special thank you to all who were involved in this process and contributed to the final product.

## Disclaimer

*Every effort has been taken to ensure the information contained within the EM Operations Manual is correct and current at the time of publication. It is acknowledged that errors or omissions may occur within the document and that information changes over time. All readers are encouraged to supplement their reading of this document with other sources of relevant information.*

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## Preface

The operating environment for emergencies is dynamic and constantly changing. Alongside this standards and donor requirements are continuing to evolve and technology continues to advance. Through evaluating the process of implementing emergency-related programs, ADRA is always learning and refining its procedures. The appointment of new staff brings a wide range of experience and skills, adding to the richness of the knowledge available to ADRA. For these reasons, plus others, regular updates to the Emergency Management Operations Manual (EM Ops Manual) are essential. This latest update reflects the multitude of changes that have taken place since the manual was last revised.

ADRA globally consists of a Network of offices in more than 120 countries, with the ADRA International Emergency Management Unit (EMU) providing the coordination of establishing standards, policies, procedures, and support for humanitarian work across this Network. Each ADRA office is registered in their respective country, with each office having a Board of Directors. This ensures that each ADRA office can better represent and meet the unique local needs within each country. However, it is important that there is a resource of information to ensure a consistent and homogenous approach and the application of essential standards across all ADRA offices, especially in the context of international standards and major donors who fund multiple offices. The EM Ops Manual provides this information in a summary form. Within the manual are links to more detailed information about the topic that is addressed.

It is important to note that the EM Ops Manual does not stand alone; it is intrinsically linked to a number of other key systems within ADRA. For example, ADRA has a program known as ADRA Accreditation and Licensing (AAL). Under this program ADRA offices are required to complete a self-assessment as to their conformity to ADRA and international standards if they wish to use the ADRA name and logo (license) and access foreign funding (accreditation). The EM Ops Manual provides all the information offices require to enable them to meet the AAL Humanitarian Program Portfolio requirements. Additionally, ADRA has a central information management tool referred to as ENET. Within the EM Ops Manual are references to a wide range of ADRA policies, procedures, and guidelines. These can be easily accessed via ENET.

Although the EM Ops Manual will undergo a regular review to ensure it is current and complete, it is important that a process exists whereby the document can be updated at any time; it should be a “living” document. To facilitate this a process is detailed in Section 1.6. It is essential that all staff across the Network of offices take responsibility to ensure that ADRA is always well informed to ensure the highest level of professionalism in ADRA’s emergency programs, which will ultimately result in serving partner communities better, meeting their most pressing needs whilst demonstrating the love and compassion of Jesus. It is with this motivation that I recommend this manual for use across the ADRA Network of offices.

Robert Patton  
Editor, Emergency Management Operations Manual  
July 2021



## Module 1: Introduction

The Adventist Development and Relief Agency (ADRA) is the humanitarian arm of the Seventh-day Adventist Church. The act of providing humanitarian assistance is Biblically based. There is clear instruction provided throughout the Old Testament of the Bible for assisting those in need<sup>1</sup>. In the New Testament Jesus taught about reaching out to those afflicted by calamitous situations. One of the most well-known is the parable of the Good Samaritan<sup>2</sup>. In the final days of Christ's life on earth, he provided an explicit description of what it meant to be one of His followers<sup>3</sup>. The underlying principle is that of treating others as one would want to be treated<sup>4</sup>.

The information provided in the Emergency Management Operations Manual details how ADRA will fulfil the Biblical instruction in the modern context of delivering, to a high standard, humanitarian aid that is impartial and does not discriminate on the basis of nationality, race, gender, religion, political opinion or class.

The development of this Manual was guided by ADRA's Operating Principles, which are as follows:

- ADRA's decisions and strategies are consistent with its beliefs, purpose and values.
- ADRA demonstrates respect for diversity, treating people with equality, regardless of race, ethnicity, gender, or economic, political, and religious differences.
- ADRA is active in civil society, engaging in appropriate and empowering partnerships to identify, facilitate, and effect durable solutions to human need.
- ADRA conducts its operations and delivers its programs with environmental sensitivity.
- ADRA documents and applies operational learning to enhance individual and organizational effectiveness and innovation.
- ADRA maintains a work environment and systems that enable staff to achieve professional, personal, and spiritual growth.
- ADRA practices the highest principles of transparency and integrity, adheres to professional standards and requirements, and demonstrates fiscal and legal responsibility by implementing rigorous control and compliance systems.
- ADRA enlarges its resource base to meet humanitarian needs in accordance with managerial, technical, and organizational capacities.
- ADRA shares plans, information, resources, and learning within the ADRA Network, enhancing efficiency, effectiveness, and flexibility.
- ADRA advocates for the basic rights of the people with whom it works, empowering them to speak for themselves.

### 1.1 Purpose

The ADRA Emergency Management Operations Manual and Resources (The Manual) outlines the humanitarian principles and standards applied by ADRA in each humanitarian response, the roles and responsibilities of each ADRA stakeholder and the set of processes, guidelines and tools to prepare, plan, implement and monitor an effective and participatory response

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<sup>1</sup> Deut. 15:8, Job 31:16-22, Ps. 112:5-9, Prov. 19:17, Is. 58:7

<sup>2</sup> Luke 10:25-37

<sup>3</sup> Matt. 25:34-45

<sup>4</sup> Lev. 19:18, Luke 6:31

and subsequent recovery, leading to effective long-term development for greater community resilience. These are based on the wealth of experience accumulated by ADRA staff over the years as well as the lessons learned, and the best practices collected and shared within the humanitarian community.

## 1.2 Authorisation

The final version of The Manual will be recommended by EMAC to NetCom for approval for use by the Network. The approved version of The Manual will be available on ENET. All ADRA offices will source The Manual from ENET. Each and every staff member is expected to apply the policies and principles outlined in The Manual.

Every three years a formal review and update of The Manual will be undertaken, managed by EMAC, with the revised Manual approved by NetCom. In-between scheduled updates, changes can be made to The Manual as required. The process for this is outlined in section 1.6.

## 1.3 Overview

The Manual is divided into nine modules. Within each module is a collection of related topics. For each topic, the information provided consists of three distinctive components:

- 1) generic information about the topic as it relates to emergency management in the context of ADRA
- 2) links to further information and resources related to the topic
- 3) an “Expectation Statement”. This is a high-level statement of the behaviour and outcomes that ADRA expects of licensed offices, specific to the topic.

At the end of The Manual are Annexes providing additional information that has relevance to the overall manual.

## 1.4 Target Audience

The Manual is primarily for staff working in emergency management. It is a resource for Country Directors to better understand what is required of their office and to ensure minimum standards are met. Likewise, the EM Ops Manual will inform Regional Emergency Coordinators to enable the best and most accurate support is provided to Country Offices. ADRA International Emergency Management Unit (EMU) staff will use the EM Ops Manual to ensure a consistent and standardised approach to emergency management across the ADRA Network. As relevant, and under the guidance of staff, volunteers and contractors may refer to the EM Ops Manual to ensure they are appropriately informed for the tasks they undertake.

## 1.5 Definitions

### a. Emergency / Disaster

For the purposes of this manual, the terms ‘emergency’ and ‘disaster’ can be used interchangeably. Generally, ADRA tends to use the term ‘emergency’ most often. There are many different definitions of what an emergency is. The definition used by the International Strategy for Disaster Reduction (ISDR) describes well how ADRA understands an emergency: “A serious disruption of the functioning of a community or a society causing widespread human, material, economic or environmental losses which exceed the ability of the affected

community or society to cope using its own resources.” Note that ADRA has a policy for the classification of emergencies that takes into account the impact on people, assets, economics and the environment (see Section 7.1 Classification of Emergencies).

## b. Emergency Management

The organization and management of resources and responsibilities for dealing with all aspects of emergencies, including risk reduction, planning, preparedness, response and rehabilitation.

## c. Humanitarian Action

A common term often used in relief work, which describes the action that is taken to provide emergency assistance and protection to disaster-affected populations. Assistance and protection are the two pillars of humanitarian action.

## d. Types of Emergencies

Emergencies can be typified in a number of different ways. Generally, there are two broad categories of disaster: natural and human-made. For each of these, they can be further classified as either sudden (rapid) onset or slow (progressive) onset emergencies. A further categorisation is whether they are cyclical or chronic. The table below provides examples to illustrate the different types of emergencies:

Types	Slow-onset	Rapid-onset	Cyclical / Chronic
<b>Natural Disasters</b>	Drought Pestilence Epidemic	Earthquake Flooding Cyclone Volcanic eruption Landslide	Drought Flooding Cyclone Pestilence Epidemic
<b>Human-made Disasters</b>	Drought Conflict	Accidents Biological hazards Conflict	Conflict Forced migration / displacement

Although a complex emergency is included in the above categories, it is a unique situation that is defined as a humanitarian crisis where there is a total or considerable breakdown of government authority, usually but not always, resulting from internal or external conflict, which requires an international response that goes beyond the mandate or capacity of any single agency (definition adapted from UNHCR).

## e. Emergency Management Cycle

The emergency management cycle illustrates the ongoing process by which all organizations should plan for and reduce the impact of disasters, respond during and immediately following a disaster, and take steps to recover after a disaster, incorporating lessons learned into future planning and risk reduction. Although appearing as cyclic, one or more of these phases may be active in a community at the





same time. It is an important concept to illustrate the different elements of emergency management and their interrelationship.

## 1.6 Document Management

The Manual, once approved by NetCom for use by the Network, will only be altered as follows:

- 1) If there is an error in The Manual or a significant change in emergency related standards, policies or procedures is noted, then an **ad hoc** update can be made.
- 2) Every three years a **scheduled** review of The Manual will be undertaken by EMAC.

To request an ad hoc update to The Manual, the process is:

- 1) Document the proposed change and the reason for the change
- 2) Submit this to the EMU Director
- 3) The request will be reviewed by EMAC
- 4) EMAC will recommend the change to be approved by NetCom
- 5) After approval from NetCom, the authorised version of The Manual on ENET will be updated
- 6) A notice will be sent to the Network of a change to The Manual.

## Module 2: Principles and Standards

### 2.1 Biblical Principles

#### a. Theology of Disaster Risk Reduction

ADRA, as the humanitarian agency of the Seventh-day Adventist church, believes that as part of our active discipleship and custodianship of creation and the resources available to us, it is our responsibility to be prepared to respond to and mitigate the impact of disasters.

It is widely recognised that religious groups, whether Christian, Moslem, Hindu or others, have well developed community networks that provide a valuable means of communication that is respected and valued. This facility can provide an effective means of working with communities to reduce their vulnerability and increase their resilience. Having an understanding of disasters and how different religious groups perceive this in the context of their religion is important.

#### Resources

- [Theology of Disaster Resilience](#)

**Expectation Statement:** ADRA will work with religious organisations to ensure that people and communities are more resilient.

#### b. Theology of Human Equality

As a Christian faith-based organisation, ADRA draws its values and belief systems from the Bible. ADRA seeks to redress practices and beliefs that deny any human beings, and

particularly women and girls, the fullness of life<sup>5</sup>. The theology of human equality begins in the Garden of Eden with the creation of humans in God's image. This beginning affirms the equal humanity and dignity of all people, regardless of biological sex, ethnicity, culture, colour, and creed, and seeks to redress the cultural and theological beliefs that justify and validate human inequality. ADRA reaffirms the fundamental biblical and theological truth that all are created in God's image and likeness and are equal before God.

### Resources

- [Theology of Human Equality](#)
- [Theology of Wellbeing](#)
- [ADRA and Mission](#)

**Expectation Statement:** ADRA will consult, design and implement emergency management programs recognizing all people equally.

## 2.2 Humanitarian Principles

### a. Code of Conduct

ADRA is a signatory to the Code of Conduct for the Red Cross and Red Crescent Movement and Non-Governmental Organizations (NGOs) in Disaster Relief. This code seeks to safeguard high standards of behavior and maintain independence and effectiveness in disaster relief. The Code of Conduct is based on four core humanitarian principles that have been grounded in the International Humanitarian Law and the Fourth Geneva Convention of 1949:

- **Humanity:** Human suffering must be addressed wherever it is found. The purpose of humanitarian action is to protect life and health and ensure respect for human beings.
- **Neutrality:** Humanitarian actors must not take sides in hostilities or engage in controversies of a political, racial, religious or ideological nature.
- **Impartiality:** Humanitarian action must be carried out on the basis of need alone, giving priority to the most urgent cases of distress and making no distinctions on the basis of nationality, race, gender, religious belief, class or political opinions.
- **Independence:** Humanitarian action must be autonomous from the political, economic, military or other objectives that any actor may hold with regard to areas where humanitarian action is being implemented.

### Resources:

- [The Code of Conduct for the International Red Cross Movement and NGOs in Disaster Relief \(IFRC, 1994\)](#)

**Expectation Statement:** The signatory status of ADRA International and other ADRA Implementing and Supporting Offices, requires that all emergency operations implemented by ADRA and its partners adhere to the 1994 Code of Conduct.

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<sup>5</sup> John 10:10 "I have come that they may have life, and have it to the full."

## b. Core Humanitarian Standard (CHS)

The Core Humanitarian Standard on Quality and Accountability (CHS) sets out nine Commitments that organizations and individuals engaged in humanitarian response should comply with to improve the quality and effectiveness of the assistance they provide. The CHS places communities and people affected by crisis at the center of humanitarian action. The CHS describes the essential elements of principled, accountable and high-quality humanitarian aid. ADRA's Criterion 10 in AAL is based on the CHS.

### Resources:

- [The Core Humanitarian Standard on Quality and Accountability \(CHS Alliance, 2014\)](#)
- [CHS Guidance Notes and Indicators \(CHS Alliance, 2015\)](#)

**Expectation Statement:** ADRA has endorsed the CHS and included the standard as a component of its Accreditation and Licensing process. The CHS commitments must be upheld in each ADRA humanitarian program.

## c. The Sphere Standards

People affected by disaster or conflict have the right to receive protection and assistance and to ensure the basic conditions for life with dignity. Humanitarian standards are statements which describe the sets of actions needed so that crisis-affected people can enjoy this right.

The SPHERE Standards are a set of principles and humanitarian standards in four technical areas of humanitarian response:

- Water, Sanitation and Hygiene Promotion
- Food Security and Nutrition
- Shelter and Settlements
- Health

These standards are a useful resource for practitioners to plan, implement, and evaluate humanitarian response. They provide a strong basis to advocate for the rights of crisis-affected communities. By applying them in preparedness and response operations, humanitarian agencies and practitioners make a commitment to quality and make themselves accountable to the populations they serve.

The Sphere Handbook does not cover all aspects of humanitarian assistance that support the right to life with dignity. Partner organizations have developed complementary standards in several sectors, based on the same philosophy and commitments as Sphere's. These are:

- Livestock Emergency Guidelines and Standards (LEGS): LEGS Project
- Minimum Standards for Child Protection in Humanitarian Action (CPMS): Alliance for Child Protection in Humanitarian Action
- Minimum Standards for Education: Preparedness, Response, Recovery: Inter-Agency Network for Education in Emergencies (INEE)
- Minimum Economic Recovery Standards (MERS): Small Enterprise Education and Promotion (SEEP) Network

- Humanitarian Inclusion Standards for Older People and People with Disabilities: Age and Disability Consortium

#### Resources:

- [The Sphere Handbook \(Sphere, 2018\)](#)
- [LEGS Handbook \(LEGS Project, 2014\)](#)
- [Minimum Standards for Child Protection in Humanitarian Action \(Alliance for Child Protection in Humanitarian Action, 2019\)](#)
- [INEE Minimum Standards for Education: Preparedness, Response, Recovery \(INEE, 2010\)](#)
- [Minimum Economic Recovery Standards \(SEEP, 2017\)](#)
- [Inclusion Standards for Older People and People with Disability](#)

**Expectation Statement:** ADRA will ensure that all its humanitarian responses will, as much as possible, meet the SPHERE and its companion minimum humanitarian standards. The SPHERE minimum standards and indicators must be integrated into the project design, implementation, and MEAL systems used for emergency response and early recovery activities and referenced in all project documents where appropriate. ADRA's preparedness activities, capacity building, and staff orientation systems must also reference and apply the SPHERE standards.

## 2.3 Operational Principles

### a. Community Participation and Ownership

Participation in humanitarian action is understood as the engagement of affected populations in one or more phases of the project cycle: assessment, design, implementation, monitoring and evaluation. Participation can be facilitated using participatory tools such as surveys, individual interviews, focus groups, Venn diagrams, key informants, transect walks, proportional piling and seasonal activity calendars. These activities may take place in-person or technology may be used, such as a phone, SMS, WhatsApp or the internet when in-person gatherings are difficult or discouraged. Regardless of the tools used or forms that participation takes, ensuring the meaningful participation of disaster-affected communities, including women, men, boys and girls, and vulnerable groups such as the very young, the elderly and the disabled, in emergency response, is a fundamental aspect of ADRA's humanitarian accountability.

The different types of participation can be classified as follows (*ANALP, 2009*):

**Passive participation:** The affected population is informed of what is going to happen or what has occurred. While this is a fundamental right of the people concerned, it is not always respected.

**Participation through the supply of information:** The affected population provides information in response to questions, but it has no influence over the process because survey results are not shared, and their accuracy is not verified.

**Participation by consultation:** The affected population is asked for its perspective on a given subject, but it has no decision-making powers and no guarantee that its views will be considered.

**Participation through material incentives:** The affected population supplies some of the materials and/or labor needed to operationalize an intervention, in exchange for a payment in cash or kind from the aid organization.

**Participation through the supply of materials, cash or labor:** The affected population supplies some of the materials, cash and/or labor needed to operationalize an intervention. This includes cost-recovery mechanisms.

**Interactive participation:** The affected population participates in the analysis of needs and in program conception and has decision-making powers.

**Local initiatives:** The affected population takes the initiative, acting independently of external organizations or institutions. Although it may call on external bodies to support its initiatives, the project is conceived and run by the community; it is the aid organization that participates in the population's projects.

Acute emergencies, especially rapid-onset disasters, place organizations under extreme time pressure to act. However, a commitment to participation demands that aid organizations balance the imperative to act and the need to involve people in decisions affecting their lives. At the very least, consultation must be achieved in all but the most extreme cases.

**Resources:**

- [Participation Handbook for Humanitarian Field Workers \(ANALP, 2009\)](#)
- [Humanitarian Needs Assessment - The Good Enough Guide \(ECB Project, 2014\)](#)

**Expectation Statement:** ADRA will ensure meaningful participation of the affected population at all phases of the emergency management cycle is undertaken.

## **b. Coordination**

In an emergency, the needs of an affected population are often greater than the capacity of any one humanitarian actor. Numerous government and UN agencies, international organizations, Red Cross/Red Crescent movement actors, and NGOs may respond to an emergency and have personnel working in the field. Humanitarian coordination is about how we interact with other organizations responding to the emergency to ensure the overall response is effective.

The primary coordination mechanisms that ADRA participates in during an emergency response are:

- UN-led humanitarian coordination mechanisms (in particular clusters) via UNOCHA
- Coordination mechanisms established by the host government or local authority
- NGO-specific coordination forums (formal and informal)

ADRA contributes to the coordination mechanism by:

- sharing information
- ensuring responses are complementary (who does what, where and when)
- reducing additional (externally derived) burden on affected populations as much as possible
- agreeing on common technical and quality standards
- facilitating a coherent approach (for example, analysis)
- common assessment processes and joint planning exercises.



#### Resources:

- [The Cluster Approach \(IASC, 2015\)](#)

**Expectation Statement:** ADRA will support and engage in appropriate humanitarian coordination mechanisms and promote a collaborative approach of working with partners and peers, while retaining ADRA's independence and impartiality, particularly in conflict settings.

### c. Protection

Protection is concerned with the safety, dignity and rights of people affected by disaster or armed conflict. The Inter-Agency Standing Committee (IASC) defines protection as: "... all activities aimed at obtaining full respect for the rights of the individual in accordance with the letter and the spirit of the relevant bodies of law (i.e. international human rights law, international humanitarian law, international refugee law)."

Protection is about taking action to keep people safe from violence, coercion and deliberate deprivation. For a humanitarian response to be protection-oriented, ADRA representatives need to understand and address the key risks to those affected, including serious harm arising from the failure to respect international humanitarian, refugee or human rights law.<sup>[1]</sup>

The following are the four Protection Principles that apply to all humanitarian action and all humanitarian actors, which are included in the Sphere Humanitarian Charter:

1. Enhance the safety, dignity and rights of people, and avoid exposing them to harm.
2. Ensure people's access to assistance according to need and without discrimination.
3. Assist people to recover from the physical and psychological effects of threatened or actual violence, coercion or deliberate deprivation.
4. Help people claim their rights.

#### Resources:

- [The Sphere Handbook](#)
- [Minimum Standards for Child Protection in Humanitarian Action](#)
- [Protection from Sexual Harassment, Exploitation, and Abuse \(PSHEA\) Policy](#)

**Expectation Statement:** ADRA will ensure that the safety, dignity and rights of people affected by disaster or armed conflict are met at all times.

### d. Do No Harm

The 'Do No Harm' (DNH) principle was developed in response to a growing recognition of the potential negative effects of aid. The "Do no Harm" concept is borrowed from medical practice and traces its origins to the Hippocratic Oath. It was then developed for humanitarian action in the 1990s, as an approach to working effectively in conflict-affected situations. DNH was subsequently extended to other areas. It is an expression that speaks for itself and helps advance thinking on the negative effects of aid. DNH has gradually come to be regarded as a principle and no longer as an approach to conflict-affected situations.<sup>[1]</sup>

<sup>[1]</sup> [https://handbook.spherestandards.org/en/sphere/#ch004\\_002](https://handbook.spherestandards.org/en/sphere/#ch004_002)

<sup>[1]</sup> [https://www.alnap.org/system/files/content/resource/files/main/donoharm\\_pe07\\_synthesis.pdf](https://www.alnap.org/system/files/content/resource/files/main/donoharm_pe07_synthesis.pdf)

The DNH principle encourages ADRA personnel to focus on how to provide assistance more effectively and how those who are involved in providing assistance in conflict areas can assume responsibility and hold themselves accountable for the effects that their assistance has in either worsening and prolonging, or in reducing and shortening, destructive conflict between groups whom ADRA is assisting.<sup>[2]</sup>

**Resources:**

- [The Do No Harm Handbook](#)
- [Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations \(NGOs\) in Disaster Relief](#)
- [IFRC Principles](#)
- [OCHA Humanitarian Principles](#)

**Expectation Statement:** No person must suffer harm, intentionally or unintentionally, because of their engagement, association or contact with ADRA. We also commit to a physical and online environment which promotes the safety and wellbeing of affected populations and ADRA Representatives, while also minimizing their risk of harm.

## **e. Humanitarian – Development Nexus, Linking Relief, Recovery and Development (LRRD)**

The ‘triple nexus’ or humanitarian-development-peace (HDP) nexus is an approach that seeks to transform the way humanitarian, development and peace-building activities are planned, implemented and financed in fragile situations to more effectively and coherently meet human needs, mitigate vulnerability, and promote peace – also called building resilience.

In 2016 participants in the World Humanitarian Summit signed up to the Grand Bargain, which lists 10 reform goals, including closer engagement between humanitarian and development actors. The triple nexus gained momentum in 2019, when members of the Organisation for Economic Co-operation and Development (OECD) adopted a “Recommendation on the Humanitarian-Development-Peace Nexus”, encouraging actors to build more complementarity between humanitarian, development and peace actions. About the same time the UN began to roll out its ‘New Way of Working’, an approach based on the ideas of the Agenda for Humanity.

The European Union has outlined clear direction on the ‘triple nexus’, stressing the importance of investing in prevention and addressing the underlying root causes of vulnerability, fragility and conflict while simultaneously meeting humanitarian needs and strengthening resilience, thus reducing risks. Within this, resilience is a central objective of all EU development and humanitarian assistance; promoting the idea of engaging with development and peace actors in preparedness activities, and throughout humanitarian operations, to increase their sustainability and promote resilience. Similarly, ECHO recognises

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<sup>[2]</sup>

[https://www.globalprotectioncluster.org/assets/files/aors/protection\\_mainstreaming/CLP\\_Do\\_No\\_Harm\\_Handbook\\_2004\\_EN.pdf](https://www.globalprotectioncluster.org/assets/files/aors/protection_mainstreaming/CLP_Do_No_Harm_Handbook_2004_EN.pdf)

the triple nexus approach is non-linear, encouraging initiatives to leverage funding across the humanitarian, development, and peace boundaries to invest in national capacities and systems to enhance first responders' ability to operate across the nexus divides, while building self-reliance and reducing their dependence on external intervention.

ADRA's Strategic Framework (2017-2022) also contains a 'triple nexus' objective (6.1.3) for the Network encouraging, "Country Program strategies to link development and emergency components from the earliest opportunity". The objective is outlined below in the expectation statement.

### Resources

- [OECD DAC Recommendation on Humanitarian-Development-Peace Nexus](#)
- [The UN's New Way of Working – to address the 'triple nexus'](#)

**Expectation Statement:** All ADRA's humanitarian response, rehabilitation and resilience-building programs will link, where practical, to the long-term development of individuals and communities, in support of achieving the 2030 Transformative Agenda.

## f. Localisation

When a disaster strikes, local actors are often the first to respond. They often have the best understanding of the local context, are able to access hard to reach areas and benefit from greater local acceptance by the people in need of humanitarian assistance and protection. In 2016, the World Humanitarian Summit brought significant attention to the 'Localisation' agenda. The Grand Bargain confirmed a commitment to provide a greater share of funding to existing national and local actors, ensure greater involvement of locals in decision-making processes, and deliver assistance in accordance with humanitarian principles. The overall objective of localisation is to improve humanitarian response; ensuring access for all in need to fast, quality, impactful and sustainable humanitarian assistance that is efficient, effective, and fit for purpose.

While there is no single definition for 'localization', it can be summarised as encouraging actors to "make principled humanitarian action as local as possible and as international as necessary"<sup>6</sup>. Localising humanitarian response is a process of recognising the important role of local actors as decision-makers in their own communities and ensuring that they can have a greater involvement in humanitarian coordination and access a greater share of humanitarian funding. Despite the clear importance of local actors, the international humanitarian system was built by and for international actors, multilateral organisations, and international NGOs, who hold most of the power, resources and are the primary decision makers. Localization efforts should challenge the existing norms and power structures in the aid sector, where power and decision making are concentrated in the global north. As we seek to critically examine, reflect, and identify potential improvements in the humanitarian system and delivery of humanitarian aid within the ADRA network, we need to confront improper power structures and imbalances within our organization, partnerships and

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<sup>6</sup> Ian Ridley, Senior Director, World Vision International (speaking on behalf of International NGOs in closing remarks of the World Humanitarian Summit Global Consultation, Geneva, October 2015)

interventions and strengthen the role of local actors. We need to seek a balance between local and international action to maximise the comparative advantages of both and increase effectiveness of the humanitarian response in any given context.

Grand Bargain signatories, including ADRA, made localisation-focused commitments in four main areas, as shown in the illustration below:



#### Resources:

- [The Grand Bargain Localisation Workstream](#)
- [Localization Briefing Paper](#)

**Expectation Statement:** As a signatory to the Grand Bargain, ADRA Offices will identify practical commitments to implementing localization by strengthening partnerships with local actors, investing in their capacity, including them in coordination and decision making and being more equitable in financing for humanitarian action.

## 2.4 Programmatic Approaches

### a. Rights-based Approach

The equal and inalienable rights of all human beings provide the foundation for freedom, justice, and peace in the world, according to the Universal Declaration of Human Rights, adopted by the UN General Assembly in 1948.

A human rights-based approach is about empowering people to know and claim their rights and increasing the ability and accountability of individuals and institutions who are responsible for respecting, protecting, and fulfilling rights. This means giving people greater opportunities to participate in shaping the decisions that impact on their human rights. It also means increasing the ability of those with responsibility for fulfilling rights to recognize and know how to respect those rights, and make sure they can be held to account.

A human rights-based approach is about ensuring that both the standards and the principles of human rights are integrated into policymaking as well as the day to day running of organizations.

**Resources:**

- [ADRA Human Rights Training Manual](#)
- [The Universal Declaration of Human Rights \(UDHR, 1948\)](#)

**Expectation Statement:** ADRA supports a Rights-based Approach and will ensure that all its humanitarian programs apply the relevant principles.

## **b. Values-based Approach**

ADRA exists to enable people to live life to the full. A life lived to the full is evidenced by an active concern for, and service towards others. A life lived to the full is one where our abundance – to whatever extent that may be – of health, knowledge, resources, relationships, and spirituality, is exercised through generosity. Generosity that enables others to experience their own abundance, and then to act likewise.

A Values Based emergency program begins with an appreciation of the values that drive human behaviours in a given context, and then goes on to inform design choices and community engagement methods that intentionally activate identified values that motivate and sustain change.

In emergencies, understanding the values of people – their beliefs and principles – aligns with the principle of “Do No Harm”.

**Resources:**

- [Values-Based Approach to Development](#)

**Expectation Statement:** ADRA supports a Values-based Approach and will ensure that its humanitarian programs apply relevant principles to enhance beneficiary outcomes.

## **c. Adaptive-based Approach**

The series of disasters and recently the COVID pandemic that affected the world has enormous impact on the development and humanitarian sector operations. It is imperative that ADRA adapt to the changes to ensure that there is continued support to the partners and the communities in the midst of crisis.

Adaptive management is an approach to implementing the program management cycle that seeks to achieve better results through systematic, iterative and planned use of emergent knowledge and learning throughout the implementation. Adaptive management can increase program ability to respond quickly, both to changing environments and in the event that the original framing proves inadequate or inaccurate.

Adaptive management, as introduced by USAID, is defined in (ADS 201.6) as “an intentional approach to making decisions and adjustments in response to new information and changes



in context.” Adaptive management is not about changing goals during implementation, it is about changing the path being used to achieve the goals in response to changes.

**Resources:**

- [The Program Cycle: Adaptive Management](#)
- [Knowing when to Adapt: Decision Tree](#)

**Expectation Statement:** ADRA will apply adaptive management to respond to the changing operating environment due to the impacts of disasters and crises.

## 2.5 Cross-cutting Issues

### a. Gender Equality

Gender refers to socially constructed differences between men and women that give rise to different roles, responsibilities, power and access to resources and capacities of women, girls, boys and men within a cultural context. This leads to differential impacts for men, women, boys and girls in times of emergencies and can exacerbate pre-existing inequalities and vulnerabilities. Thus, taking this differential impact into account is essential to ensure the design of inclusive and sustainable responses that will allow for all groups to live in dignity and equality.

While it is known women and girls are usually more vulnerable than men and boys at times of emergencies due to the pre-existing systems of discriminations and disadvantages, participatory analysis of vulnerability and inequality is essential to ensure responses do not increase or reinforce existing inequalities.

**Resources:**

- [SDG Goal 5: Achieve gender equality and empower all women and girls](#)
- [The Sphere Handbook: Humanitarian Charter and Minimum Standards in Humanitarian Response](#)
- [The Core Humanitarian Standards](#)
- [CARE Gender Analysis Tools](#)

**Expectation Statement:** ADRA will mainstream Gender in all components of the emergency cycle and organizational structure to ensure humanitarian interventions are gender sensitive.

### b. Environmental Protection and Management

In an emergency, environmental emergencies often result as a consequence of the emergency or humanitarian crisis. Environmental protection and management in an emergency response must be coordinated with the overall disaster and humanitarian response, making use of existing national and local coordination structures (The environmental emergencies guidelines, UNEP/OCHA, 2019).

Environmental problems consist of two main categories: 1) resource utilization at unsustainable levels or contamination of the environment through pollution and 2) discharge of waste at levels beyond the earth and environment’s capacity to absorb them or render them harmless, which

results in ecological damage and degradation of the environment. Damage may include pollution of water and soil, damage of biodiversity or health problems, among many others.

Environmental Protection and Management is about ensuring that all humanitarian standards, including Do No harm, Build Back Better and Greener, and SPHERE, are integrated in all technical standards of intervention.

Sound environmental assessment, identification of existing risks and needs should be incorporated in humanitarian project design and addressed, where possible, through project activities.

**Resources:**

- [The Environmental Emergencies Guidelines](#)
- [National Environmental Management Plans and Guidelines](#)
- [Sphere Standards Thematic Sheet: Reducing environmental impact in humanitarian response](#)

**Expectation Statement:** ADRA will engage in environmental protection and management, ensuring that all its humanitarian programs apply the relevant assessments, best practices and standards, in order to streamline greener practises into humanitarian operations.

## **d. Climate Change Adaptation and Mitigation**

The thinking around climate change and its cause is not universally agreed upon, however ADRA accepts the premise that there is climate change (a long-term change in weather patterns) and that the most likely cause of this is the burning of fossil fuels plus other human activities, such as agriculture and deforestation. The greatest impact this has in the context of emergency management is an increase in unpredictable and more severe weather-related events, such as flooding, drought and wildfires.

Additionally, many of the environmental impacts and greenhouse gas (GHG) emissions that contribute to climate change, can be linked to the logistical operations involved in reaching those affected by disasters with essential relief items. It therefore equates that addressing and adapting the way in which these operational components are carried out will significantly reduce the carbon footprint of humanitarian emergency responses.

Logistics and the supply chain (procurement, transport, storage and delivery of humanitarian supplies) presents multiple and crucial entry points for climate change mitigation in ADRA's emergency response. Further, environmental and climate change risks assessments can be conducted in the emergency context. These can be included in the baseline and needs assessment reports. Based on these risk assessments, additional activities to an emergency project could be easily identified and proposed towards building adaptive capacities to the affected communities in the design of a response programme. The following are some examples:

- Cash for work modality that looks at environmental protection and climate change adaptation such as greening of the environment through reforestation, or removing of waste in an emergency setting
- Cash transfer options that reduce carbon emissions through logistics
- Local procurement

- Planning adequate waste management system during emergencies
- Planning and supporting environmental protection standards and plans in refugee camps
- Reducing emissions and pollution during the transportation, analysis and smart positioning of stocks (in the areas with the higher disaster risk), analysis and contact of potential vendors who comply with environmental standards, prior the disaster.

**Resources:**

- [Paris Agreement](#)
- [National Determined Contributions \(NDCs\)](#)

**Expectation Statement:** ADRA will ensure risk informed climate change adaptation and mitigation-oriented emergency programmes, that not only save lives and reduce suffering, but also increases the resilience of the affected community and reduces the carbon footprint.

## 2.6 Technical Standards

In an emergency response and subsequent recovery and rehabilitation programs, ADRA may provide assistance to the affected population in one or multiple technical sectors (a. through h. below). ADRA's response will be determined by at least the following factors:

- i) need of the affected population
- ii) capability of ADRA in the respective technical sector
- iii) as advised by the coordinating agency
- iv) as guided by the lead agency for the technical area e.g. government department or cluster and
- v) informed by the Sphere minimum standards.

Prior to an emergency situation ADRA may, as determined by ADRA's expertise and experience, participate in the following risk reduction, planning and preparedness activities for each of the listed technical sectors:

- i) assess risk and vulnerability of a population and undertake community risk reduction. For any residual risk, facilitate community emergency response plans.
- ii) pre-position relevant supplies/equipment
- iii) engage with the emergency response coordinating agency and technical leads e.g. government department or cluster, for planning and preparedness
- iv) provide training and capacity building as relevant.

**Resources:**

Refer to the following technical sectors.

**Expectation Statement:** ADRA will engage with and contribute to specialist technical groups to ensure the most appropriate and relevant technical standards are applied in all phases of the emergency management cycle i.e. risk reduction, planning/ preparedness, response and recovery/ rehabilitation.

## **a. WASH in emergencies**

As a result of emergencies, ADRA may provide WASH assistance where water and sanitation systems have been damaged or where people have been displaced from their usual water supply and sanitation systems. Emergencies may also disrupt good hygiene behaviours so ADRA may also focus on Hygiene Promotion and/or Social & Behaviour Change Communication to minimise risks to health due to poor hygiene practices.

Robust WASH responses will focus on providing equitable access to water supplies and clean water storage at community and household level. It will enable households to construct and use safe sanitation systems and participants to put into practice healthy hygiene behaviours.

### **Resources:**

- [Sphere standards](#)
- [Water Engineering and Development Centre \(WEDC\)](#)
- [RedR website](#)
- [WASH Emergency Guidelines](#)

## **b. Health in emergencies**

ADRA may provide healthcare support during crises that significantly impact health and wellbeing. The primary aim of providing health support during emergencies is to prevent and reduce morbidity and mortality, which may be exacerbated as a result of interrupted access to healthcare and medicine supply.

The type of health support provided should address the major causes of illness and death during crises, ranging from communicable disease prevention to trauma care and restoration of interrupted services. All care is to be delivered impartially, through dignified and culturally appropriate means, based on need alone. As much as possible, any health support provided should be integrated with existing health systems.

### **Resources:**

- [Sphere Standards for Health](#)
- [Global Health Cluster](#)

## **c. Psychosocial Support**

People going through crises and emergencies experience a wide range of issues, often losing their usual protective support, which increases the challenge of dealing with the adverse situation. There are many factors that influence the impact that a crises or disaster can have on a person, including social, biological and psychological factors.

Even though people affected by emergencies normally experience an erosion in their protective factors, they always have capacities and resources that are available to them, which should be identified and strengthened in an emergency response.

Mental health and psychosocial support interventions can be considered as a pyramid of four layers where we can work from the base up as follows:



Any intervention that provides essential services, such as food, shelter or WASH activities, can contribute to restoring the mental health and psychosocial wellbeing of an individual, if it's done in a way that's conducive to that. However, that is often not enough. Specific interventions can be implemented to provide additional support for vulnerable populations. ADRA has developed and validated a protocol for PSS interventions in emergencies and, based on that, developed a training program for volunteers that's available through the mobile

app ADRA Touch® on Android and iOS. The app allows ADRA offices to provide remote PSS interventions in any country across the network.

#### Resources:

- [IASC Guidelines on mental health and psychosocial support](#)
- [ADRA Guide on Psychosocial Support in Emergencies](#)

### d. Shelter in emergencies

ADRA may provide shelter in crises, such as where homes have been damaged, destroyed or populations displaced from their usual place of residence. The aim of providing shelter is to save the lives of those who are most at risk, enhance personal safety and security and ensure the privacy and dignity of those affected by crisis.

The type of shelter provided may range from temporary to transitional to permanent shelter. When providing shelter, the following principles will generally apply:

- must provide protection from the elements, space to live and store belongings, privacy and emotional security.
- should be culturally and socially appropriate and familiar where possible. Local materials should be sourced, if available.
- wherever possible, affected households should be empowered to build their own shelter, with the necessary organizational and material support.
- 'build back better' is applied when repairing and rebuilding shelters.

#### Resources:

- [Sphere Standards for Shelter and Settlement](#)
- [Global Shelter Cluster website](#)

### e. Education in emergencies

Education in Emergencies (EiE) is internationally recognized as an essential part of the first phase of any humanitarian response. More than 75 million children and youth living in crisis, conflict and disaster are being deprived of an education. Child-friendly environments provide hope, opportunity and protection. Education interventions can prevent exposure to harmful consequences of crisis situations such as child labour, human trafficking, early marriage, recruitment into armed groups and gender-based violence and can offer a vehicle for range of



other services and support to children and families. EiE responses can also provide a means to communicate life-saving messages (for instance hand washing, avoiding cholera, landmines, etc.) and children often play an important role in communicating this to parents. EiE responses need to ensure that children are protected within the school environment.

Pairing education responses with protection and psychosocial support enables interventions to address physical and psychosocial impacts of trauma, sexual and gender-based violence and other situations that have a direct impact on learning, attendance, retention and achievement. ADRA promotes inclusive and gender equity approach in all its education interventions.

ADRA's EiE Framework is guided by 5 strategic goals:

- i. Ensuring safe schools and learning environments by providing safe school facilities and child safeguarding
- ii. Strengthening inclusion and access to quality teaching and learning
- iii. Creating education pathways to ensure that no one is left behind
- iv. Enhancing disaster risk reduction (DRR), resilience and school safety ("Build Back Better" and "Build Back Greener")
- v. Improved accountability and learning

## Resources

- [Education in Emergencies \(EiE\) Framework](#) (ADRA ETLL)
- [INEE Minimum Standards for Education in Emergencies](#) (INEE)
- [Education in emergencies \(EiE\) training package](#)
- [The Short Guide to Rapid Joint Education Needs Assessments](#) (UNHCR)
- [Child Protection Rapid Assessment Toolkit](#) (UNICEF)
- [Comprehensive School Safety](#) (GADRRRES)
- [Conflict Sensitive Education](#) (INEE)
- [Psychosocial Training and Creating Healing Classrooms](#) (INEE)

## f. Cash and Voucher Assistance in emergencies

There are different modalities in which humanitarian assistance can be provided to affected populations (e.g. cash transfer, vouchers, in-kind, service delivery, or a combination of these). In recent years cash and voucher assistance (CVA) has emerged as one of the most significant reforms in international humanitarian assistance (IHA), driven by the dedicated workstream in the Grand Bargain<sup>7</sup> in which governments, (I)NGOs and donors have committed to increase the use and coordination of cash-based programming. Humanitarian actors widely recognize CVA as an effective tool in delivering assistance in conflicts and disasters in ways that give great flexibility and choice whilst supporting the recovery of livelihoods.

The term "CVA" refers to all programs where cash transfers or vouchers for goods or services are provided directly to beneficiaries. In the context of humanitarian assistance, the term is used to refer to the provision of cash transfers or vouchers given to individuals, households or communities, not to governments or other state actors. CVA excludes remittances and

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<sup>7</sup> <https://interagencystandingcommittee.org/grand-bargain>

microfinance in humanitarian interventions (although microfinance and money transfer institutions may be used for the actual delivery of cash i.e. a financial service provider).<sup>8</sup>

A **cash transfer** is the provision of assistance in the form of money - either physical currency or e-cash - to recipients (individuals, households or communities). Cash transfers are by definition less restricted in terms of use and distinct from restricted modalities including vouchers and in-kind assistance.<sup>9</sup> A **voucher** is a paper, token or e-voucher that can be exchanged for a set quantity or value of goods or services, denominated either as a cash value (e.g. \$15) or predetermined commodities (e.g. 5 kg maize) or specific services (e.g. milling of 5 kg of maize), or a combination of value and commodities. Vouchers are restricted by default, although the degree of restriction will vary, based on the programme design and type of voucher. They are redeemable with preselected vendors or in 'fairs' created by the implementing agency.<sup>10</sup>

CVA can be provided through different delivery mechanisms (e.g. smart card, mobile money transfer, cash in hand, cheque, ATM card, etc.)<sup>11</sup>. Therefore, rapid needs assessments should always include a **market and context analysis** to:

- Determine if cash transfers are an appropriate and feasible option to deliver humanitarian assistance, looking at supply chains, absorption capacity, safety and accessibility of market spaces.
- If deemed feasible, determine the best modality and transfer mechanism.

Understanding the dynamics of a market is pivotal to the success of CVA, as it is through this understanding that improved targeting can support the recovery and resilience of local markets which helps ensure access, sufficient supply, and availability of critical goods and services for people affected by crises and generate livelihood opportunities for affected people to restart their own recovery in the aftermath of a disaster.

#### Resources:

- [Cash Learning Platform Web Site](#)
- [Glossary of CaLP terms](#)
- [Cash Technical Learning Lab hub on ENET](#)

**Expectation Statement:** ADRA is committed to undertaking a market-based approach in its emergency responses and the use of cash transfers as a first resort, therefore country offices will, as appropriate, increase the use and quality of cash and voucher programming.

## g. Working with IDPs and Refugees

Refugees are migrants who have crossed an international border because of a well-founded fear of persecution. IDPs (Internally Displaced Persons) are people who have involuntarily been uprooted and displaced, however they remain within their own country, therefore their care remains the responsibility of their government, even though their displacement is often

<sup>8</sup> CALP. Glossary of terminology for CVA (Online). Available at: [calp-glossary-english.pdf \(calpnetwork.org\)](#) (Accessed on May 18, 2021).

<sup>9</sup> Idem

<sup>10</sup> Idem

<sup>11</sup> Idem

due to the actions of their government. The distinction between the two is important, as the United Nation's High Commissioner for Refugees (UNHCR) is legally bound by international law to protect and assist refugees. Although care of IDPs is undertaken by UNHCR, the arrangement is not legally binding.

ADRA works with both refugees and IDPs to meet at least the basic humanitarian needs of shelter, food, clean water and latrines, ultimately ensuring their protection. In undertaking this work ADRA typically works with UNHCR, who leads the Global Protection Cluster, co-leads the Global Shelter Cluster with the International Federation of Red Cross and Red Crescent Societies (IFRC) and the Global Camp Coordination Camp Management (CCCM) cluster with the International Organisation for Migration (IOM). Similar to working with other beneficiary groups, it is important to engage refugees and IDPs to identify what the priority needs are and what the likely solutions are.

#### **Resources:**

- [UNHCR Emergency Handbook Download](#)
- [Guiding Principles on Internal Displacement](#)
- [Handbook for the Protection of Internally Displaced Persons](#)
- [UNHCR Teaching Materials About Refugees](#)

## **Module 3: Relationships**

### **3.1 ADRA**

The ADRA Global Network of offices essentially operate as a confederation; a group of ADRA offices whereby each office operates independently but of which there is a central office (ADRA International) that provides oversight, support and advises for consistency of governance, policies and operational approach. All ADRA country offices are separate legal entities.

Within the ADRA Network there are four distinctive types of office:

- 1) ADRA International
- 2) ADRA Region/Division Offices
- 3) ADRA Supporting Country Offices
- 4) ADRA Implementing Country Offices

The governance structure for each type of office is similar: there is a Board that provides legal and financial accountability, strategic vision and oversight for risk management and an Administrative Committee (ADCOM) that manages key day-to-day operational decisions.

The following section outlines the key role of each of these types of office.

#### **a. International Office**

The role of ADRA International's Emergency Management Unit (EMU) is to:

- i. Activate the ADRA Network for emergency-related internal funding appeals and negotiate match funding within the ADRA Network, if required, for public-funded emergency projects.

- ii. Coordinate and oversee emergency-related activities in the case of mega disasters globally, including the support of surge capacity (ERT deployment), which is primarily managed by the region/division offices.
- iii. Coordinate the development of National Emergency Management Plans (NEMP) for all country offices within the ADRA Network.
- iv. Coordinate with the region/division offices for the pre-positioning of emergency response supplies/equipment
- v. Identify and procure relief materials and culturally appropriate in-kind donations relative to the emergency.
- vi. Lead the development of networkwide policies, protocols and resources pertaining to emergencies.
- vii. Oversee the networkwide implementation of ADRA's Emergency Management Strategic Plan.
- viii. Coordinate the development of curricula and the implementation of emergency management training for ADRA staff across the ADRA Network.
- ix. Review and approve funding according to policy, and the implementation of initial and ADRA Network-funded emergency response projects, to ensure compliance with agencywide standards.
- x. Track ADRA Network funding for emergencies and maintain up-to-date records of key project documents.
- xi. Provide administrative oversight for the Emergency Management Advisory Committee (EMAC).

#### Resources:

- [ENET Emergency Management](#)

**Expectation Statement:** EMU support the ADRA network providing humanitarian assistance to disaster survivors, through disaster preparedness, response, mitigation. EMU coordinate the response in close collaboration with the regional offices around the world.

## b. Regional Offices

The role of an ADRA region/division office is to:

- i. Develop a program that supports each implementing office in the development of a NEMP using the ALERT platform.
- ii. Review and recommend for approval by ADRA International EMU the NEMP for all ADRA country offices with an AAL license within the region/division territory.
- iii. Assist in the review process for emergency proposals and reports to ensure compliance with agencywide and donor-specific standards.
- iv. Maintain contact lists for all country office directors, finance directors, and emergency management coordinators within the region/division.
- v. Appoint/delegate responsibility for a region/division emergency management coordinator. The Coordinator's duties include:
  - a. Disaster risk reduction, emergency preparedness, response and recovery activities in the region.
  - b. Facilitating identification and documentation of lessons learned (After Action Review).

- c. Technical and financial oversight of emergency operations in the region/division.
- vi. Assist country offices within the region/division for the development of strategic planning for emergency management.
- vii. Coordinate the pre-positioning of supplies/equipment in the region/division.
- viii. Participate in the planning and implementation of ERT Training and the evaluation of participants at the conclusion to recommend who will be added to the Region ERT Roster.
- ix. Manage the deployment of an ERT when a country office requests surge capacity.
- x. Provide match funding for NEMP initial emergency response projects.
- xi. Provide support to country offices for the completion of the AAL assessment and with maintaining compliance, with specific reference to Criterion #10. Recommend to ADRA International those offices meeting AAL compliance requirements.
- xii. Develop, submit for approval and maintain a Business Continuity Plan (BCP) for in the event of a significant event impacting the office.
- xiii. Develop, submit for approval and maintain a Regional Emergency Response Plan (REMP), which includes the identification of Regional Emergency Coordinators (REC).

**Resources:**

- [AAL Guidelines](#)
- [AAL FAQs](#)

**Expectation Statement:** ADRA region/division offices will reduce their risk to known hazards, support country offices in their region/division for emergency management programs, capacity building, coordination and evaluation of emergency responses.

### c. Supporting Offices

The role of an ADRA country supporting office is to:

- i. Develop and cultivate relationships with external donors and the public within their country for the purposes of disaster risk reduction, emergency preparedness, response and recovery programs.
- ii. Coordinate and manage private and public funding sourced within their country for emergency management programs, which includes supporting Network-funded responses.
- iii. Encourage and facilitate partner implementing offices to develop and maintain their NEMP using the ALERT platform.
- iv. Support partner implementing offices in complying with AAL, especially Criterion #10.
- v. Coordinate with and inform ADRA International EMU of all public- and private-funded emergency response projects, including preparedness and capacity-building initiatives.
- vi. Provide technical expertise and experienced management for monitoring, evaluating, and ensuring quality implementation for emergency programs at the local level upon request from the local country office, the regional office, and/or the EMU.
- vii. Support capacity building of their implementing partners in relation to disaster risk management, internal training and strategic planning, in coordination with ADRA International EMU and the region/division office.



- viii. Develop, submit for approval and maintain a Business Continuity Plan (BCP) in case of a significant event impacting the office.
- ix. Identify suitable, experienced personnel to attend ERT Training, and consequently support the deployment of an ERT with personnel.
- x. Where a supporting office responds to emergencies within their country, ensure the following:
  - a. Respond to humanitarian emergencies when and where gaps are identified in the protection and assistance being provided to the local emergency-affected population.
  - b. Communicate with the region/division office and ADRA International EMU as per the NEMP.
  - c. Conduct participatory assessments of the needs and capacities of emergency-affected populations in consultation with the appropriate local authorities.
  - d. Administer all funds received for an emergency in harmony with donor rules and regulations. Note that funding is only available to those offices holding a current ADRA license.
  - e. Implement and manage all emergency-related projects within their territorial boundaries, which includes uploading to LogAlto, reporting and evaluation.
  - f. Continually monitor for early warning of threats.
  - g. Identify the need for pre-positioned supplies/equipment and manage accordingly.
  - h. Develop, submit for approval and maintain a NEMP, using the ALERT platform.
  - i. Complete the AAL assessment and maintain compliance, with specific reference to Criterion #10.
  - j. Coordinate and strengthen relationships with local constituencies e.g. government emergency coordination agency, government departments, local NGOs, and others).
  - k. Request surge capacity (ERT deployment) from the ADRA region/division office, if such is needed to support ADRA's response, and in accordance with the NEMP.
  - l. Research and access local emergency-related training opportunities for staff.

**Resources:**

- [AAL Guidelines](#)
- [AAL FAQs](#)

**Expectation Statement:** ADRA supporting offices will reduce their risk to known hazards, support the Network for emergency management programs and additionally, if responding to emergencies within their country, be prepared to respond to emergencies, learn from their response experiences and maintain all relevant documentation.

## d. Implementing Offices

The role of an ADRA implementing office is to:

- i. Respond to humanitarian emergencies when and where gaps are identified in the protection and assistance being provided to the local emergency-affected population.

- ii. Communicate with the region/division office and ADRA International EMU as per the NEMP.
- iii. Conduct participatory assessments of the needs and capacities of emergency-affected populations in consultation with the appropriate local authorities.
- iv. Administer all funds received for an emergency in harmony with donor rules and regulations. Note that funding is only available to those offices holding a current ADRA license.
- v. Implement and manage all emergency-related projects within their territorial boundaries, which includes uploading to LogAlto, reporting and evaluation.
- vi. Continually monitor for early warning of threats.
- vii. Identify the need for pre-positioned supplies/equipment and manage accordingly.
- viii. Develop, submit for approval and maintain the NEMP, using the ALERT platform.
- ix. Develop, submit for approval and maintain a Business Continuity Plan (BCP) in case a significant event impacts the office.
- x. Complete the AAL assessment and maintain compliance, with specific reference to Criterion #10.
- xi. Coordinate and strengthen relationships with other local constituencies (UN agencies, international NGOs, local NGOs, and others).
- xii. Develop and maintain relationships with relevant in-country donor organisations.
- xiii. Request surge capacity (ERT deployment) from the ADRA region/division office, if such is needed to support ADRA's response, and in accordance with the NEMP.
- xiv. Identify suitable, experienced personnel to attend ERT Training, and consequently support the deployment of an ERT with personnel.
- xv. Research and access local emergency-related training opportunities for staff.

#### Resources:

- [AAL Guidelines](#)
- [AAL FAQs](#)

**Expectation Statement:** ADRA implementing offices will reduce their risk to known hazards, be prepared to respond to emergencies, learn from their response experiences and maintain all relevant documentation.

## 3.2 Adventist Church

### a. Leadership

Leadership of the Adventist Church is consistent with a set of leadership roles at each level, from local to global levels. The three key positions at each level of the church's structure are President, Treasurer and Secretary. ADRA leadership at the country office level will normally have existing relationships with the church leaders who sit on the ADRA country office board. These will typically be the President and Treasurer of the relevant church structure – usually a Mission or Union. At a regional level ADRA leadership will have relationships with the Division President, Treasurer and Secretary. ADRA International maintains these relationships at the level of the General Conference. At all three levels, the church leadership is front and centre as a key decision-making and governing body of ADRA, as ADRA is the humanitarian agency of the Adventist Church. In addition, the church often has leadership roles for specific

functions that may be relevant to ADRA, such as the education, health or community service directors.

**Resources:**

- [Adventist Directory](#)
- [Adventist Yearbook](#)

**Expectation Statement:** ADRA leadership will develop and maintain a positive working relationship with Adventist Church leaders at national, regional and global levels.

## **b. Constituents**

The constituency, or membership, of the Adventist Church numbers more than 21 million people spread across 212 countries. ADRA owes its existence to the collective desire of this constituency to support and be represented by a dedicated humanitarian agency. Church membership varies significantly by country, and this will have an impact on the appropriate relationships and options available to an ADRA country office in engaging with its constituency. In general, constituents are non-exclusive sources of donations, volunteers, advocates and employees for ADRA country offices. Constituents may also be beneficiaries of ADRA's humanitarian programs but never to the exclusion of other people who demonstrate equal or greater need.

**Resources:**

- [Adventist Church Statistics](#)

**Expectation Statement:** ADRA is accountable to the constituents of the Seventh-day Adventist Church.

## **c. Institutions (education, medical)**

The Adventist Church operates a variety of institutions that serve specific purposes. The largest category of church institutions are educational and medical. The Adventist education system operates over 9,000 institutions ranging from primary to tertiary level. Over 1,000 healthcare institutions from clinics to hospitals are also operated by the church. As with membership, the distribution of these institutions is uneven, and this may impact the opportunities for ADRA to collaborate. The church also operates 16 media centres and 23 food industries. ADRA has the opportunity to access this range of institutions as it relates to technical expertise that might be needed for ADRA's humanitarian work, especially as it would be in alignment with church values and ADRA's mission.

**Resources:**

- [Adventist Church Statistics](#)
- [Adventist Yearbook](#)

**Expectation Statement:** ADRA will, where there is a strategic alignment with Adventist education, medical, media, food industry and other institutions, partner to enhance ADRA's emergency management work for improved beneficiary outcomes.

## d. Church Engagement

ADRA's global strategic framework highlights the importance of church engagement in change Goal 3, which seeks the "rejuvenation of ADRA as a contemporary and effective faith-based organisation, as a catalyst for social justice, drawing upon its Biblical mandate and maximising the synergies in the relationships between ADRA and the SDA Church." The Seventh-day Adventist Church regards as pertinent its involvement in development and relief aid. ADRA has been established by the church to express the Church's commitment in this area and to awaken concern for the very poor, the deprived, the sick, the malnourished and the victims of natural and man-made disasters. Church engagement generally takes place in one or more of the following ways: governance, program partnership, financial support, volunteer support, advocacy, and training. There are multiple examples from across ADRA of effective church engagement in emergency management.

### Resources:

- [GC Working Policy Page 447 Section HA 10 05](#)
- [Church engagement stories on ENET](#)

**Expectation Statement:** ADRA will engage and collaborate with the church at all levels (local, conference, Union) as relevant, in emergency management, including policymaking, preparedness and response activities.

## 3.3 Other faiths

To fulfill ADRA's mission and deliver our intended impact in emergencies to local communities, ADRA may choose to partner and engage with other faith-based organisations (FBOs) and faith actors, both Christian and non-Christian, at the local level and in global alliances, and be linked to faith initiatives within the UN or Government offices. The goal of working with other faith-based organizations and entities is to maximise resources, both cash and in kind, and gain access and acceptance in communities where ADRA is helping. By engaging local faith leaders, ADRA is able to increase local ownership of the solutions provided to create a sustainable impact.

When engaging with another FBO partner at the local or global level, ADRA offices should apply the following principles:

- FBO Partnerships must have the potential to deliver transformative shared value outcomes that have been prioritized by the communities ADRA works with and are relevant to ADRA's purpose and consistent with ADRA's values.
- FBO Partnerships must not compromise ADRA or the Seventh-day Adventist Church's independence, operational capacity, reputation, credibility or ability to speak publicly on issues.
- FBO Partnership activities or outcomes must not cause adverse effects or harm to the environment or people, especially women, children and marginalized or vulnerable groups.

- FBO Partnerships must be compliant with ADRA's Accreditation Standards, especially policies and codes of conduct on protection, non-discrimination, anti-corruption and anti-terrorism.
- FBO Partnerships must have a strong foundation in trust, fair application of human rights and open communication that demonstrates honesty, accountability, integrity and transparency.

Additionally, when an ADRA office is considering a partnership with another FBO or Faith actor they will undergo a due diligence process:

- The process will include online searches and formal and informal reference checks.
- Notifying regional and ADRA/I relevant department of the intention.
- Follow a similar due diligence process and use the tools outlined in the ADRA Network Corporate Partnerships Policy available on ENET.

#### Resources:

- [Network Policies](#)

**Expectation Statement:** ADRA offices will follow the principles of engagement with FBOs and the due diligence process.

### 3.4 United Nations

Based in New York, the United Nations (UN) is an international organization, founded in 1945, to promote international cooperation. It is currently made up of 193 Member States. The UN and its work are guided by the purposes and principles contained in its founding [Charter](#), of which the key values are peace, justice, respect, human rights, tolerance and solidarity.

In total there are 15 specialized agencies that carry out various functions on behalf of the UN. Listed in this section are key UN agencies that ADRA interacts with in the course of humanitarian work.

The United Nations agencies UNHCR, UNICEF, WFP and UNFPA established the UN Partner Portal, which is an online platform designed to simplify and harmonize UN processes for working with NGOs, civil society organizations and academic institutions. The UN Partner Portal allows:

Civil society organizations (CSOs) to create profiles and share key information about themselves with the UN

UN agencies to post partnership opportunities and solicit applications from CSOs

UN agencies to receive, assess and select applications submitted by CSOs and conduct harmonized due diligence verification of CSOs

Benefits of the UN Partner Portal are:

- All UN Open selection partnership opportunities in one place
- Civil Society partners can apply online
- Civil Society Partners can be notified of direct selection partnership opportunities
- A big pool of various partners in one place
- Improve efficiency of partnership selection and processing
- Partners are verified and automatically screened.

**Resources:**

- [UN webpage](#)
- [UN Partner Portal](#)

**Expectation Statement:** ADRA Accredited offices will complete their registration on the UN Partner Portal as an affiliate office of ADRA International, which will give access to Partnership Opportunities with the participating UN agencies.

**a. OCHA**

The United Nations Office for the Coordination of Humanitarian Affairs (OCHA) is a United Nations body established in December 1991 by the General Assembly to coordinate the global emergency response, aimed at saving lives and protecting people in humanitarian crises. OCHA facilitates the reach and prioritization of humanitarian action, and reduction in duplication, ensuring that assistance and protection reach the people who need it most. OCHA supports the cluster approach to strengthen system-wide preparedness and technical capacity to respond effectively to humanitarian emergencies and provide clear leadership and accountability in the main areas of humanitarian response.

When a humanitarian crisis occurs, OCHA works quickly to efficiently mobilize and coordinate aid. The Head of OCHA, the Emergency Relief Coordinator (ERC), appoints a Humanitarian Coordinator, also known as the Resident Coordinator, within the country of crisis to establish and lead the Humanitarian Country Team (HCT). The HCT's job is to assess the situation, identify and prioritize needs of those affected by the crisis, and estimate the capacity of the country and its people to respond so that complementary support can be provided.

The Inter-Agency Standing Committee (IASC) is chaired by the ERC. The purpose of the IASC is to ensure coherence of preparedness and response efforts, formulate policy, and agree on priorities for strengthened humanitarian action. The IASC should be composed of "all operational organizations" (General Assembly resolution 46/182).

**Resources:**

- [OCHA webpage](#)

**Expectation Statement:** ADRA will coordinate with and support OCHA's mandate by actively participating in clusters and working groups promoted by OCHA, providing relevant technical expertise, whether or not a Country Office is implementing OCHA funded projects.

**b. WFP**

The World Food Programme (WFP) is the world's largest humanitarian organization. WFP's purposes are to use food aid to support economic and social development, to meet refugee and other emergency and protracted relief food needs and to promote world food security in accordance with the recommendations of the United Nations and the Food and Agriculture Organization (FAO).

WFP works closely with its two sister organizations, FAO and the International Fund for Agricultural Development (IFAD). WFP partners with national and international NGOs to provide food assistance and tackle the underlying causes of hunger.

WFP's emergency assistance efforts focus on relief and rehabilitation, primarily providing food assistance. WFP also works to strengthen the resilience of people and communities affected by protracted crises. WFP development projects focus on nutrition, especially for mothers and children, addressing malnutrition from the earliest stages.

WFP is the lead agency in the Logistics Cluster and Emergency Telecommunications Cluster and co-leads with FAO the Food Security Cluster.

**Resources:**

- [WFP Webpage](#)
- [UN Partner Portal](#)

**Note:** the WFP Partnership Guidelines are in the UN Partner Portal and include:

- WFP Overview and Field Level Agreement (FLA)
- WFP Country Strategic Plan – A Guide for NGOs
- WFP Concept Note Template
- Field Level Agreement and Budget (FLA) -2021
- WFP Policies

**Expectation Statement:** ADRA will coordinate with and support WFP's operations by actively participating in cluster meetings and working groups led by WFP, and provide relevant technical expertise as required.

### c. UNHCR

The UN Refugee Agency (UNHCR), is a global organization dedicated to saving lives, protecting rights, and building a better future for refugees, forcibly displaced communities and stateless people. It was created in 1950 during the aftermath of the Second World War to help millions of Europeans who had fled or lost their homes. Its headquarters are in Geneva, Switzerland.

UNHCR is the lead agency for the Protection cluster and co-leads with IOM the Camp Coordination Camp Management cluster and co-leads the Shelter cluster with IFRC.

ADRA International has signed a Pre-Qualification for Procurement (PQP) with UNHCR. All ADRA offices that sign a Project Partnership Agreement (PPA) with UNHCR must comply with the PQP. A copy of the PQP document can be requested from ADRA/I EMU.

**Resources:**

- [UNHCR Webpage](#)



- [Handbook on Procedures and Criteria for Determining Refugee Status and Guidelines on International Protection](#)

**Expectation Statement:** ADRA will coordinate with and support UNHCR's operations by actively participating in cluster meetings and working groups led by UNHCR, and provide relevant technical expertise as required.

ADRA Accredited offices that sign a PPA with UNHCR will comply with the PQP signed by ADRA/I with UNHCR.

#### d. UNICEF

UNICEF works to reach the most disadvantaged children and adolescents, and to protect the rights of every child, everywhere. Across more than 190 countries and territories, UNICEF helps children to survive, thrive and fulfill their potential, from early childhood through to adolescence.

UNICEF supports child health and nutrition, safe water and sanitation, quality education and skill building, HIV prevention and treatment for mothers and babies, and the protection of children and adolescents from violence and exploitation.

UNICEF responds in emergencies to protect the rights of children. In coordination with United Nations partners and humanitarian agencies, UNICEF partners to relieve the suffering of children and those who provide their care.

UNICEF is the lead agency for the Nutrition cluster and the Water, Sanitation and Hygiene (WASH) cluster, and co-lead with Save the Children for Education.

#### Resources:

- [UNICEF Webpage](#)
- [UNICEF Emergency Supplies](#)
- [UN Partner Portal](#)

**Note:** the UNICEF Partnership Guidelines are in the UN Partner Portal and include:

1. UNICEF Presentation on UNPP for CSO Partners
2. e-course: UNICEF and CSOs
3. e-course: Introduction to UNICEF Core Commitments for Children in Humanitarian Action
4. Guidance for CSOs on Partnership with UNICEF
5. UNICEF Concept Note Template
6. Partnership Agreement Templates
7. Guidance to Financial Management

**Expectation Statement:** ADRA will coordinate with and support UNICEF's operations by actively participating in cluster meetings and working groups led by UNICEF, and provide relevant technical expertise as required.

## e. UNDP

As the United Nations lead agency on international development, the UN Development Program works in 170 countries and territories to eradicate poverty and reduce inequality. UNDP supports countries to develop policies, leadership skills, partnering abilities, institutional capabilities, and to build resilience to achieve the Sustainable Development Goals.

Their work is concentrated in three focus areas:

- 1) sustainable development
- 2) democratic governance and peace building
- 3) climate and disaster resilience.

UNDP is the lead agency for the Early Recovery cluster.

### Resources:

- [UNDP Webpage](#)
- [UNDP Evaluation Guidelines](#)

**Expectation Statement:** ADRA will coordinate with and support UNDP's operations by actively participating in cluster meetings and working groups led by UNDP, and provide relevant technical expertise as required.

## f. IOM

Established in 1951, the Organisation for Migration is the leading inter-governmental organization in the field of migration and works closely with governmental, intergovernmental and non-governmental partners. IOM is dedicated to promoting humane and orderly migration for the benefit of all. It does so by providing services and advice to governments and migrants, facilitating international cooperation on migration issues, assist in the search for practical solutions to migration problems and to provide humanitarian assistance to migrants in need, including refugees and internally displaced people.

IOM co-leads the Camp Coordination and Camp Management (CCCM) Cluster with UNHCR, however they take the lead for natural disasters.

### Resources:

[IOM Webpage](#)

**Expectation Statement:** ADRA will coordinate with and support IOM's operations by actively participating in cluster meetings and working groups led by IOM, and provide relevant technical expertise as required.

## g. UNFPA

UNFPA is the United Nations sexual and reproductive health agency. Their mission is to deliver a world where every pregnancy is wanted, every childbirth is safe and every young person's potential is fulfilled. Their work includes developing national healthcare strategies and protocols, increasing access to birth control, and leading campaigns against child marriage, gender-based violence (GBV) and female genital mutilation.

UNFPA is the lead agency of the GBV Area of Responsibility under the UNHCR-led Protection Cluster.

**Resources:**

- [UNFPA Website](#)
- [UN Partner Portal](#)

**Note:** UNFPA is one of the agencies included on the UN Partner Portal. Application forms for funding can be found in the Portal.

**Expectation Statement:** ADRA will coordinate with and support UNFPA's operations by actively participating in cluster meetings and working groups led by UNFPA, and provide relevant technical expertise as required.

## **h. FAO**

The Food and Agriculture Organization (FAO) is a specialized agency of the United Nations that leads international efforts to defeat hunger. Its goal is to achieve food security for all and make sure that people have regular access to enough high-quality food to lead active, healthy lives.

The FAO is composed of 197 member states. It is headquartered in Rome, Italy and maintains regional and field offices around the world, operating in over 130 countries. It assists governments and development agencies to coordinate their activities to improve and develop agriculture, forestry, fisheries, and land and water resources. It also conducts research, provides technical assistance to projects, operates educational and training programs, and collects data on agricultural output, production, and development.

FAO is co-lead with WFP for the Food Security cluster.

**Resources:**

- [FAO Webpage](#)
- [FAO Publications Catalogue 2021](#)

**Expectation Statement:** ADRA will coordinate with and support FAO's operations by actively participating in cluster meetings and working groups led by FAO, and provide relevant technical expertise as required.

## **i. UNDSS**

The United Nations Department of Safety and Security (UNDSS) is a department of the United Nations providing professional safety and security to enable the United Nations to deliver its global programs. The UNDSS reports directly to the Secretary General (SG). The UNDSS became operational on 1 January, 2005.

The UNDSS has a number of foci, of which the following have direct relevance to ADRA:

1. Analyze threats and risks
2. Advise on physical security and protective services
3. Collaborate with NGO's

#### 4. Provide a security decision-making framework

In 2015 Saving Lives Together (STL) was established in recognition of the fact that the organizations of the United Nations Security Management System (UNSMA), International Non-Government Organizations (INGOs) and Intergovernmental Organizations (IOs) encounter similar security challenges when operating in unstable environments. STL provides a framework to increase collaboration on common security concerns and improve the safe delivery of humanitarian and development assistance. The objective of STL is to improve the ability of partner organizations to make informed decisions, manage risks and implement effective security arrangements that will improve the security of personnel, and the delivery of assistance.

SLT is a voluntary engagement of partners. The success and effectiveness of the initiative are dependent on the commitment of all participating organizations to work together towards mutual goals. INGOs may request global STL partnership status, which will be formalised through an exchange of letters of understanding (LOUs) between the headquarters of INGOs and UNDSS. ADRA/I is currently in the process of forging a partnership with UNDSS.

#### Resources:

- [UNDSS on-line courses by United Nations Department of Safety & Security](#)
- [UNDSS Handbook](#)

**Expectation Statement:** ADRA offices will liaise with UNDSS when responding to emergencies in insecure environments.

### 3.5 Major International Donors

#### a. USAID

United States Agency for International Development is the leading agency for US foreign assistance and the primary US Government (USG) partner supporting ADRA programs globally, and one of the largest donors in the ADRA network. Within USAID, the Bureau for Humanitarian Assistance (USAID/BHA or BHA) was recently created by merging the former Offices of Foreign Disaster Assistance (OFDA) and Food for Peace (FFP) to function as the lead for international disaster assistance. BHA “provides life-saving humanitarian assistance—including food, water, shelter, emergency healthcare, sanitation and hygiene, and critical nutrition services—to the world’s most vulnerable and hardest-to-reach people. This includes helping internally displaced people..., as well as providing food assistance to refugees who have crossed national borders.”

The US Department of State’s Bureau for Population, Refugees, and Migration (PRM) also plays a role in coordinating USG humanitarian response, focusing on refugee crises and internally displaced people. Per an interagency MOU, when supporting refugees, USAID/BHA’s scope is limited to food assistance while PRM is responsible for non-food assistance. Although PRM has funded ADRA humanitarian programming in the past, USAID/BHA remains the primary donor.

Building local relationships with USAID Mission personnel and Disaster Assistance Response Teams (DART) or Response Management Teams (RMTs) deployed to areas on a temporary

basis in recipient countries or regions is essential for successful partnership with USAID. Although most USAID funding decisions require approval through the US-based offices in Washington, D.C., locally based USG staff play an important role in vetting and supporting funding applications and ensuring proposed activities align with national strategies.

USAID funding applications and awards are governed by significant regulatory requirements, often substantially more than other donors. They come with extensive expectations regarding proposal documentation, activity design and description, project implementation, financial management, monitoring and evaluation, and technical rigor, all governed by a comprehensive set of rules and regulations. To ensure that all ADRA's USAID-funded projects meet the donor's expectations from concept to close-out, ADRA has adopted Guidelines to Apply for USG Funding that mandate immediate communication and coordination from the relevant ADRA implementing office with ADRA/I's Business Development Unit when an approach to USAID locally is desired or when any new funding opportunity arises.

## Resources

- [Guidelines for ADRA Network Office to Apply for USG Funding 1.0](#)
- [USAID BHA Emergency Application Guidelines](#)
- [PRM General NGO Guidelines](#)
- Training Resources:
- [USAID/BHA Tutorial for Prospective Applicants](#)
- [How to Work with USAID Training Modules](#)
- [Humentum Training: USAID Course Catalog](#)

<p><b>Expectation Statement:</b> ADRA will access USG funding opportunities as appropriate. Country Offices will follow the 'Guidelines to Apply for USG Funding'.</p>
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- The European Commission Directorate General for Civil Protection and Humanitarian Aid Operations (**DG ECHO**) ensures EU relief assistance to people affected by disasters or crises. It provides funding for emergency projects to international partners, such as the UN, Red Cross and European NGOs that are engaged in emergencies. In protracted crisis DG ECHO funding supports long-term interventions.

DG ECHO has an agreement (Humanitarian Partnership Certificate - HPCer) with approximately 150 European partners (NGOs), which allows the partners to apply for DG ECHO funding. ADRA Czech Republic, ADRA Denmark and ADRA Germany hold the Certificate and are the only ADRA offices that can access the funding. ADRA Country offices are encouraged to work with these offices in emergencies and crisis situations. The ADRA Europe Regional Office (ERO) facilitates coordination between ADRA Certificate holders to coordinate the ECHO funding calls / HIPs (Humanitarian Intervention Plan). ADRA Implementing Offices may contact either ADRA Czech Republic, ADRA Denmark or ADRA Germany for medium to large scale disasters to identify possible ECHO funding. In mega disasters the ADRA International EMU coordinates the overall response and manages the access to ECHO funding via the ADRA European Partners.

ADRA Country Offices may also access ECHO funding via consortia led by other NGOs or by UN partners. In such cases the ADRA partners are obliged to inform ADRA ERO about the collaboration. ECHO has specific procedures and regulations, which ADRA ERO can assist with

to avoid problems for the ADRA implementing office and wider ADRA Network. ADRA ERO recommends in such cases a partnership with one of the Certificate holders.

**Resources:**

- [ECHO website](#)

**Expectation Statement:** ADRA will position themselves access ECHO funding opportunities via ECHO HPCer holders, working in coordination with ADRA ERO and/or ADRA International EMU and relevant regional office.

### **c. Canadian International Humanitarian Assistance (IHA) Fund**

The International Humanitarian Assistance Bureau is the Government of Canada's operational lead for providing international humanitarian assistance in developing countries. IHA funds organizations possessing the demonstrated knowledge, experience, and capacity to meet the needs of vulnerable marginalized populations, including the specific needs and priorities of women and girls. The responsive program provides assistance to both complex humanitarian situations through an annual funding process and sudden onset emergencies as situations emerge. Any country office in the ADRA Network interested in accessing IHA funding is encouraged to contact ADRA Canada at [emergency-management@adra.ca](mailto:emergency-management@adra.ca)

**Resources**

- [ADRA Canada – Justice. Compassion. Love.](#)
- [International Humanitarian Assistance – Funding Application Guidelines for Non-Governmental Organizations](#)

**Expectation Statement:** ADRA will access funding opportunities from IHA, working in coordination with ADRA Canada

### **d. Canadian Foodgrains Bank (CFGB)**

CFGB is a partnership of 15 Canadian churches and church-based agencies working together to end global hunger. ADRA Canada is one of the 15 agencies. As it relates to emergencies, CFGB-funded projects include Food Assistance (direct food distribution or cash modalities) and nutrition assistance. The project duration lasts as long as the need exists, and the financial and human resources are available. Unlike IHA funded projects, CFGB funding requires match funding. Any country office in the ADRA Network interested in accessing IHA funding is encouraged to contact ADRA Canada at [emergency-management@adra.ca](mailto:emergency-management@adra.ca)

**Resources:**

- [ADRA Canada – Justice. Compassion. Love.](#)
- [Canadian Foodgrains Bank - A Christian Response to Hunger](#)

**Expectation Statement:** ADRA offices will access funding opportunities from CFGB, working in coordination with ADRA Canada.

### 3.6 Government (National, State/Provincial, Local)

Dependent on the size of a country, there are usually three levels of government:

- i. National
- ii. state or provincial
- iii. local (includes district and village levels).

Generally, governments at all levels are responsible for ensuring the protection and welfare of the population during disasters or emergencies. Often, following a disaster, the government may not have the capacity to meet the urgent, lifesaving needs of the affected population. The government may then rely on NGOs to assist with meeting these needs.

All ADRA Accredited offices should at least engage at the national level with the government agency mandated for disaster management. This engagement will be for:

- a. disaster risk reduction (DRR) activities, as relevant
- b. planning and preparedness for responding to disasters
- c. at the time of a response to a disaster, primarily for coordination purposes
- d. during the recovery phase following a disaster to support the government with their recovery priorities.

Engagement at the state and local levels is usually for the following:

- a. DRR activities, especially when implementing a DRR-focused program within the state/locality
- b. planning and preparedness for responding to disasters when the ADRA office is implementing programs within the state/locality
- c. at the time of a response to a disaster, if the response program is within the state/locality
- d. during the recovery phase following a disaster to support the state/ local government with their recovery priorities.

In working with governments, ADRA will always ensure the relevant sections of the Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Response Programmes are adhered to.

#### Resources:

- [Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Response Programmes](#)

**Expectation Statement:** ADRA Accredited offices will engage and coordinate with the national government's agency mandated for disaster management for risk reduction, planning, response and recovery activities.

### 3.7 Private Sector

Engaging with the private sector has become a significant trend in recent years. The NGO community has recognized that civil society alone cannot fully solve the root causes of poverty or in addressing humanitarian needs during a disaster. The development space has been



greatly influenced by other non-traditional actors and there is a realization that local businesses, multinational corporations (MNCs) and any form of commercial enterprise do play a significant role in humanitarian responses and disaster risk reduction as well. In the past years there has been an increase in the private sector responding to disasters and using their assets to partner with relevant responders.

ADRA actively seeks to engage strategically with corporations and businesses through program collaborations in order to advance ADRA's vision, mission and objectives. Fully licensed and accredited ADRA offices are encouraged to pursue opportunities for social collaborations with corporate partners that demonstrate a commitment to creating transformation and shared value relating to the fields of health, education, sustainable livelihoods, disaster risk reduction and disaster response.

Suitable corporate partners will demonstrate a commitment to peace, human rights, labour standards, protection of the environment and anti-corruption. Corporations and businesses that are being considered for partnership with ADRA will undergo a due diligence process. The process will assess each prospective corporation according to the Suitability Criteria and Partnership Principles as stipulated in ADRA's Corporate Partnership Policy.

Partnerships can be strategically established globally, regionally, and locally. Some examples include airlift support with aviation partners, free-of-cost cargo delivery, specific logistical support, donated relief supplies, discounted materials and resources, free know-how transfer, funds from CSR or other sources, new technologies and information/data, aerial and satellite imaging and analytics i.e. any resource that the private sector masters and can be applied and utilised in disaster response and emergency management for effective, life-saving interventions.

#### Resources:

- [ADRA Corporate Partnership Policy](#)
- [Stanford Social Innovation Review](#)
- [UN-SDGs](#)

**Expectation Statement:** ADRA International and ADRA Implementing and Supporting Offices engage strategically with the private sector to advance ADRA's mission and objectives through sustainable emergency response and development programming.

## 3.8 Memberships

Globally and regionally, ADRA is a member of many different organisations. Membership provides a number of key opportunities for ADRA to:

- i) network with other organisations working in a common area
- ii) contribute to the development of standards and best practices
- iii) keep abreast of current issues and support initiatives to address them
- iv) contribute to collective advocacy
- v) access training opportunities

The following list is not exhaustive, however it covers the main organisations that ADRA is a member of globally and regionally.

### a. ICVA

ICVA is a global network of more than 100 non-governmental organisations, platforms, networks or consortia operating in 160 countries whose mission is “to make humanitarian action more principled and effective by working collectively and independently to influence policy and practice”.

ICVA promotes and facilitates NGO engagement and partnership with a variety of actors and bodies (e.g., IASC, UN agencies, public donors, members states, international and political bodies, and emerging players), with a key focus on:

- Forced Displacement
- Humanitarian Coordination and
- Humanitarian Financing.

Historically based in Geneva, ICVA expanded its presence in 2013 to Asia (Thailand), MENA (Jordan), Africa (Kenya) and Latin America (Mexico) to ensure closer proximity to its members in those regions, expand representation to regional humanitarian and political bodies and actors present in those regions and to develop stronger links between field realities and global policies.

ADRA participates in ICVA’s thematic working groups, engages with ICVA’s Regional Hubs and collaborates on the formulation of statements, guidelines, and other documents to influence the public, UN institutions, governments, private organisations and other key stakeholders active in humanitarian response.

#### Resources:

- [ICVA website](#)

**Expectation Statement:** ADRA will engage with ICVA and contribute to thematic focus areas, participate in regional hubs and, as relevant, pro-actively work on the formulation and dissemination of ICVA statements and other documents.

### b. InterAction

Founded in 1984, InterAction is the largest alliance of 180-plus international NGOs and partners in the United States. InterAction mobilizes its members to think and act collectively to serve the world’s poor and vulnerable, with a shared belief that the alliance can make the world a more peaceful, just and prosperous place—together. Its mission is to be the voice for NGOs working to eliminate extreme poverty, strengthen human rights and citizen participation, safeguard a sustainable planet, promote peace, and ensure dignity for all people.

ADRA has been a key member and served on the Board of InterAction. ADRA/I participates in multiple working groups hosted by InterAction. ADRA Country officers are encouraged to be familiar with InterAction and its advocacy efforts and be aware of any local initiatives.

#### Resources:

- [InterAction website](#)
- [InterAction Standards](#)

**Expectation Statement:** ADRA will engage with InterAction and support advocacy and other initiatives taken by InterAction in support of the collective work of NGOs.

### c. NGO Forums / Platforms

In this context, the terms ‘forum’ and ‘platform’ can be used interchangeably. Strictly speaking, a forum is a meeting place where ideas and views can be exchanged, whereas a platform refers to a group of like-minded organisations, which is used as a base from which to jointly work together. Combining both these descriptions together provides a good definition of what an NGO forum or platform is.

In many countries, NGO forums/platforms already exist. ADRA offices are encouraged to identify relevant NGO forums/platforms that exist within their respective countries and join them.

During a disaster response, NGO forums/platforms are often formed ad hoc. ADRA offices are encouraged to join these forums/platforms, as appropriate.

The benefits of a forum/platform include the following:

- i) encourages discussion
- ii) improves communication
- iii) increases collaboration
- iv) facilitates a common approach
- v) assists advocacy
- vi) aids finding the best solutions to issues

#### Resources:

Varies significantly based on the locality. However here are some key forums/platforms that ADRA could engage in:

1. [The UN Cluster Approach](#)
2. [ICVA website](#)

**Expectation Statement:** ADRA offices will actively participate and provide leadership to local, regional and global level platforms whenever the opportunity arises.

### d. VOICE

Voluntary Organisations in Cooperation in Emergencies (VOICE) is an NGO network promoting effective humanitarian aid worldwide since 1992. VOICE is the main NGO interlocutor with the European Union on emergency aid and disaster risk reduction, and it promotes the values of its 86 member organisations. ADRA is a member of VOICE.

VOICE members are active in different sectors of humanitarian aid (such as food and nutrition, health, water and sanitation, shelter, aid to refugees and internally displaced people) in all

countries affected by natural disasters, armed conflicts and emergency situations. Most VOICE members have a framework partnership agreement with the Humanitarian Aid department of the European Commission (DG ECHO). These organisations are dedicated to practising good humanitarian aid and saving lives.

VOICE member organisations share similar core values and strive to:

- save lives and prevent suffering
- respond in a swift and timely manner to humanitarian crises
- base their interventions on international humanitarian law and principles, such as impartiality and independence
- follow the relevant codes of conduct and best practices
- have high quality standards of professionalism and expertise
- have a participative approach with their local partners in the regions of intervention
- view the emergency intervention in the light of future sustainable recovery and development.

**Resources:**

- [VOICE website](#)

**Expectation Statement:** ADRA will engage with InterAction and support advocacy and other initiatives taken by InterAction in support of the collective work of NGOs.

## e. Devex

Devex is the media platform for the global development community. It is a social enterprise working to ensure the \$200 billion aid and development industry do ‘more good for more people’. Devex is the largest provider of recruiting and business development services for global development. They provide data analysis and insight into news, funding opportunities, trends, and employment opportunities for both the development and humanitarian sectors.

ADRA/I has a global Devex PRO membership that is available to all Countries Offices for a small annual fee. Country offices are encouraged to review and explore Devex daily articles and reports, and to share them internally.

**Resources:**

- [Devex website](#)

**Expectation Statement:** ADRA encourages Devex membership to ensure offices and staff members remain informed and can contribute to the dialogue on critical issues for the global development community.

## f. US Global Leadership Coalition (USGLC)

The U.S. Global Leadership Coalition (USGLC) is a not-for-profit organization formed by a coalition of American businesses and NGOs, senior national security and foreign policy experts, faith-based and community leaders from across the United States who promote

increased support for the United States' diplomatic and development efforts among both politicians and the public. Based in Washington D.C., the USGLC advocates a higher International Affairs Budget in order to enhance national security, forward American business interests, and improve humanitarian assistance around the world through political lobbying.

ADRA/I is a member of the USGLC. By being a member ADRA is more visible, is better informed of political matters as they relate to foreign aid and has increased access to the US Government, corporate partners, and NGO leaders.

**Resources:**

- [USGLC website](#)

**Expectation Statement:** ADRA/I will engage with USGLC to facilitate dialogue, information sharing and understanding of the US Government foreign aid program. Country offices will advise ADRA/I of local issues relevant to US Government funding.

## **g. Sphere**

Sphere is a non-profit association legally established in Geneva as the successor of the Sphere Project, founded in 1997 as a time-bound initiative of multiple humanitarian agencies. Sphere is widely known by humanitarian workers thanks to the Sphere Handbook, a set of minimum standards in humanitarian response informed by evidence and reflect 20 years of field testing around the world.

As a non-profit organization, Sphere exists to strengthen the quality and accountability of humanitarian action based on humanitarian principles and recognized rights of those affected by crisis. The mission of Sphere is to convene and support individuals, communities, organizations and other bodies who apply, promote and encourage voluntary adherence to humanitarian standards and principles.

ADRA International is a full member of Sphere. As such, ADRA has exclusive access to learning opportunities for members and also attends, speaks and votes at the Sphere General Assembly, its highest decision-making body. As a large global network, the benefits of this membership is extended to all country offices.

**Resources:**

- [Sphere website](#)

**Expectation Statement:** As a full Sphere member, ADRA expects that all humanitarian programs implemented by country offices are planned and assessed using the Sphere Handbook Standards in line with OVI 10.2.4 of the AAL.

## **h. CHS Alliance**

Since 2019 ADRA International is a member of the CHS Alliance with global network status. Under this membership all ADRA country offices can access CHS Alliance resources and

members benefits. ADRA Accredited offices are expected to conform to the Core Humanitarian Standard, which is accomplished through the ADRA Licensing and Accreditation assessment, specifically Criterion 10. Although a member of the CHS Alliance, ADRA is not CHS certified or verified. To achieve this status requires a formal external audit.

**Resources:**

- [CHS Alliance members](#)
- [CHS Alliance membership pack](#)

**Expectation Statement:** ADRA Accredited offices will conform to the CHS Standard and utilize the benefits of being a CHS Alliance member.

## **i. Accountable Now**

ADRA International is a founding member of Accountable Now, which is a global platform promoting the Global Standard for CSO Accountability and Dynamic Accountability practices amongst CSOs. The Global Standard is summarized into 12 commitments, which informed the development of the ADRA Accreditation and License standards.

ADRA International reports annually to Accountable Now, detailing how ADRA meets the Global Standard for Accountability. This report is made public.

**Resources:**

[Accountable Now members](#), [Global Standards 12 Commitments](#) , and [Dynamic Accountability: Changing approaches to CSO accountability](#)

**Expectation Statement:** ADRA offices will apply the principles of Dynamic Accountability and conform to the Global Standard 12 Commitments.

## **j. Cash Learning Partnership (CaLP)**

The Cash Learning Partnership (CaLP) is a dynamic global network of over 90 organisations engaged in the critical areas of policy, practice and research in humanitarian cash and voucher assistance (CVA) and financial assistance more broadly. The network includes NGOs, donors, UN agencies, academic institutions, private sector actors, independent experts, humanitarian networks, inter-agency initiatives and National Disaster Management Authorities. The CaLP network conducts research, hosts knowledge hubs on CVA and provides training for humanitarian actors and local authorities globally while CaLP members deliver the vast majority of humanitarian CVA worldwide.

The purpose of the CaLP is to maximise the potential that humanitarian CVA can bring to people in contexts of crisis, as one component of broader financial assistance. To do this, CaLP catalyses the power, knowledge and capacities of its diverse global network, alongside other local, national, regional and global actors, all of whom are seeking to secure better outcomes for people living in crisis contexts. The role of CaLP is to generate alignment in the approaches and

actions of those within and across its network, in order to help optimise the quality and scale of humanitarian CVA.

ADRA is an active member of CaLP. As such, ADRA is committed to advancing CVA and best practice across the humanitarian sector as well as to shaping the global research agenda to strengthen the evidence for CVA. As a member, ADRA benefits from access to exclusive resources, learning events and a network of leading specialists and senior decision-makers in cash and voucher assistance.

**Resources:**

- CALP web site: [Cash Learning Partnership \(calpnetwork.org\)](http://calpnetwork.org)

**Expectation Statement:** Country Offices will access and use CALP resources to enhance local-led CVA programs.

## **k. Global Network of Civil Society Organisations for Disaster Risk Reduction (GNDR)**

GNDR is the largest international network of civil society organisations working to strengthen resilience and reduce risk in communities. It is a connector of frontline civil society organisations with national and international policymaking institutions and governments. Some ADRA Regional and Country Offices are members. GNDR is recognized as an umbrella of civil society organizations in localization for DRR/Resilience.

**Resources:**

- [GNDR website](http://gn-dr.org)

**Expectation Statement:** All ADRA offices that have DRR/Resilience programs are encouraged to engage with GNDR and seek membership as appropriate.

## **3.9 Partnerships**

Partnerships with INGOs, local NGOs, other humanitarian organizations, governments and corporates can be complex and challenging, however the outcomes can be powerful and rewarding for the partners and the beneficiaries.

Partnerships harness the unique knowledge, expertise and capability of each partner, which are different but often complementary. Working in a partnership achieves more than what could be done by working separately. To reach the maximum potential of a partnership, it is essential that a process is worked through to ensure a good match and understanding between partners and keeping a clear focus on the best possible outcome for beneficiaries.

**Resources:**

- [Report Collaborating for Impact, NPC](#)
- [Principles of Partnership: Equality, Transparency, Results-Oriented Approach, Responsibility and Complementarity](#)



- [PoP Guidance & Indicators](#)

**Expectation Statement:** ADRA promotes partnerships with other organizations that share common values, have mutual interests, support humanitarian principles, and have complementary attributes to enable the provision of the most appropriate, effective and timely assistance to disaster-affected communities.

### a. Consortia

Humanitarian agencies are increasingly forming consortia to improve collaborative efforts to deliver aid to disaster-affected populations. Consortia potentially can reduce duplication and increase efficiency by using joint designs, needs assessments, data collection, management, monitoring, evaluation, reporting and advocacy. Within consortia, diverse agency strengths can be harnessed across a wider geographic and sector spread meeting humanitarian needs in a unified manner. Effective Consortia depend upon shared values, mutual interests, thorough preparation, deep respect for each member's strengths and limitations, transparency, honesty, humility, and a commitment to shared accountability. Formation of consortia needs to take place prior to disasters to be fully effective and to enable adequate preparation to take place. No more than four or five consortia members are recommended.

#### Resources:

- [Examples of Consortia from India](#)
- [ECB Consortium Learnings 2012](#)
- [Church Agencies Network Disaster Operations \(CAN DO\)](#)

### b. NGOs (e.g. Water Mission, P4H, RAH)

The humanitarian work of ADRA often evolves in an environment where other humanitarian NGOs operate. ADRA may partner with other NGOs to achieve common goals, enable a greater reach, increased efficiency and effectiveness to enhance beneficiary outcomes. ADRA recognizes that other NGO's have specialist expertise in different sectors (e.g. WASH, Food Aid, Logistics) that can complement the work that ADRA is undertaking.

### c. Educational

Participation in country level coordination mechanisms such as the Education Cluster, Education in Emergencies Working Group or Refugee Education Working Group is of vital importance for country offices wanting to implement education in emergencies programs. Coordination and partnerships that are important to develop are as follows:

- UNICEF as a key facilitator of the Education cluster, and providing funding for education in emergencies
- UNHCR in its role in displacement and refugee settings
- Other INGOs such as Save the Children, World Vision and Plan International

The Seventh-day Adventist Church has invested heavily in education in many of the countries for a long time where ADRA operates. Partnership with the church can be beneficial to both organizations, particularly in areas of teacher training, curriculum development, skills training, and in efforts to reach out to school children. Adventist universities and colleges may also engage in and support education research, capacity building activities and disaster risk reduction education programs aimed at children.

It is important to be aware of the following global coordination structures relating to Education in Emergencies, currently organized around the three main spheres, technical, operational and resourcing:

- i. The **Technical coordination** that takes place through the Inter-Agency Network for Education in Emergencies Minimum Standards for Education: Preparedness, Response, Recovery is the internationally recognized resource for the implementation of education in for slow and rapid emergencies programming situations.
- ii. The **Operational coordination** that takes place through the Global Education Cluster that supports Country Clusters and Working Groups to work towards a predictable, holistic, equitable and well-coordinated response by providing direct and remote field support, developing guidance, building evidence, strengthening capacities and advocating for the continued prioritization of education, to meet growing education needs of crisis affected children and youth. The Education cluster also plays a vital role in developing the humanitarian needs overviews and humanitarian response plans for each country (often in cooperation with the Protection cluster)
- iii. The **resourcing coordination** which is currently led by Education Cannot Wait (ECW) established during the [World Humanitarian Summit in 2016](#) by international humanitarian and development aid actors, along with public and private donors, to help reposition education as a priority on the humanitarian agenda, usher in a more collaborative approach among actors on the ground and foster additional funding to ensure that every crisis-affected child and young person is in school and learning.

#### Resources

- [Global Education Cluster](#)
- [Education Cannot Wait](#)
- [Inter-agency Network for Education in Emergencies \(INEE\) Training](#)

#### d. Medical

In emergency situations, the provision of healthcare services is usually disrupted and yet the need for it is often increased. Medical partnerships with healthcare organizations already established in the area who have the capacity, resources and equipment to deliver healthcare in emergencies are valuable. They are likely to know the local epidemiology and how to interact with other actors within the health system. They also may know the local community ADRA is serving and its socioeconomic dynamics.

Key aspects to consider when engaging in a medical partnership:

- The partnership should have a health systems approach in mind and current and future impact on the local healthcare system.
- The healthcare partner must have the required licenses, both professional and organizational to operate in the country where the response is taking place.
- Healthcare services delivered by the partnership should be prioritized and agreed with the Ministry of Health and other health actors and coordination mechanisms, focusing on those risks most likely to occur and cause the greatest morbidity and mortality.
- Health interventions should provide appropriate, effective care, taking into account the context, logistics and resources that will be needed (ref: Sphere Handbook).
- Once mortality rates have declined or a situation has stabilized, more comprehensive health services may be feasible. In protracted settings this may be an essential package of health services, defined at country level (ref: Ibid).

- The essential minimum healthcare in key areas of emergency response are: communicable diseases, child health, sexual and reproductive health, injury and trauma care, mental health, non-communicable diseases and palliative care (ref: Ibid).

**Resources:**

- [Sphere standards, Essential concepts in health](#)
- [Promoting Standards for a quality health response \(WHO\)](#)

## Module 4: Preparedness and Risk Reduction

### 4.1 DRR / Resilience

Disaster risk reduction, especially at the community level, is an important component of emergency management. By reducing a community's vulnerabilities prior to a disaster event and strengthening their capacity to cope with hazards will minimize the loss and damage to life, property and the environment, reduce human suffering and hasten recovery. In the event of a disaster, local communities are the first responders, therefore preparing them for this should be included in any DRR program. DRR should be built into all development programs to ensure greater sustainability of the outcomes of the program.

At the time of an emergency response, it is important to take a disaster risk reduction approach, as not only are there existing risks, but there is also likely to be new disaster risks. Taking this approach enables the design or adjustment of response activities to ensure that people and communities are safer and more disaster-resilient, as well as safeguarding efforts to create and expand enabling conditions for early recovery and building back better. Additionally, it also ensures that the emergency response does no harm by replacing or reinstating critical vulnerabilities.

**Resources:**

- [ADRA Resilience policy](#)
- [DG ECHO DRR Guide](#)

**Expectation Statement:** ADRA will mainstream disaster risk reduction in both development and emergency response programs to ensure that people and communities are more

### 4.2 Planning

#### a. Regional Emergency Response Plan and/or Strategy

Each ADRA Regional Office (see Annex 2 for a list of Regional Offices) is expected to develop a regional Emergency Plan. This plan typically takes the following format:

- i) documentation of the current status of planning and preparedness within the region for disaster response
- ii) a vision of what ideally is required in the region for disaster planning and preparedness
- iii) based on an analysis of the previous two points, develop a strategy to address the priority needs to move closer to the desired vision for the region.

The development of this plan/strategy is completed in consultation with offices within the region. Once the plan is finalized and approved by the Regional Office Board, it is sent to ADRA/I EMU for review and recommendation to AdCom for approval. Once approved by AdCom the plan is uploaded to ENET and is available for the Network to access.

**Resources:**

- [Example: REMP ADRA South Pacific](#)

**Expectation Statement:** ADRA Regional Offices will develop a Regional Emergency Plan that is approved by ADRA/I AdCom and is accessible on ENET.

## **b. National Emergency Management Plan (NEMP) - includes Minimum Preparedness Actions**

All ADRA Accredited offices are required to have an approved NEMP, unless their governing Board minutes an action that the office is not required to complete one. ADRA/I EMU will be notified of this action. The ALERT Platform is the medium where the NEMP is developed and maintained (refer to Module 9.2).

The primary aim of the NEMP is to ensure ADRA Accredited offices are prepared to respond to disasters within their respective country, based on prior identified disaster response scenarios. Offices with an approved NEMP are pre-approved for funding for initial responses up to \$15,000 USD, on the condition the response matches with the response plan in the NEMP (refer to Module 5.1 a. for more details on initial responses).

**Resources:**

- [NEMP Guidelines on ENET](#)
- [NEMP Activation Form](#) on ENET
- [Scaled-up NEMP Guidelines on ENET](#)
- [All currently approved Country Office NEMPs on ENET](#)

**Expectation Statement:** ADRA Accredited offices will have an approved NEMP.

## **c. Safety and Security Plan**

The health and safety of ADRA employees is a prime responsibility which must be planned for and managed appropriately at all levels. Although ADRA must take all practical steps to prevent 'reasonably foreseeable' injury (harm) to its employees and beneficiaries, it is critical that staff recognise managing safety and security risks is everyone's responsibility, not just the organisation's. It is a requirement that all ADRA offices always have an up-to-date Safety and Security Plan.

At the time of an emergency response there is likely to be new and emerging threats/risks specific to the disaster event and the location of ADRA's response operations. This will require a risk assessment, the identification of mitigation measures to address the risks and an update to the existing Safety and Security Plan, which will likely include the development of additional SOPs and contingency plans relevant to the operating environment. The updated

plan must be communicated to all staff, included in the orientation of new staff and always be available to staff. The aim is to protect staff, assets and beneficiaries throughout the emergency response and recovery period.

#### Resources

- [GISF Security to go: a risk management toolkit](#)
- [HPN Operational security management in violent environments](#)
- [ADRA Safety and Security Standards](#)
- [Saving Lives Together \(SLT\) Framework](#)

**Expectation Statement:** ADRA offices will develop and maintain a contextualized safety and security management plan that addresses all likely risks and threats.

### d. Business Continuity Plan (BCP)

Business continuity refers to the capability of an organisation to continue delivery of its services at acceptable pre-defined levels following a disruptive incident. This Business Continuity Plan (BCP) will document procedures that guide ADRA offices to respond, recover, resume and restore to a pre-defined level of operation following disruption. The objective of this plan typically outlines:

- i) how an office would respond to a disruptive incident regardless of the cause
- ii) Identifying and maintaining delivery of critical activities / services during an incident
- iii) strategy to return to “business as usual”.

#### Resources:

- Online free training – [ADRA Asia Learning- Implementing Business Continuity](#)

**Expectation Statement:** All ADRA offices have an up-to-date BCP which is well known by staff and related stakeholders, and has been tested by a simulation exercise.

## 4.3 Training

ADRA has a strong commitment to the professional development of staff and volunteers engaged in emergency management. The training ADRA organizes falls into three distinct categories:

- 1) Global training managed by ADRA/I and available to the Network. An example of this is the ERT Training.
- 2) Regional training managed by the ADRA regional offices. An example of this is the EM 101 (introduction to ADRA’s EM program) that was run in the Asia Region and the EM/DRR program conducted by AFRO targeting church volunteers.
- 3) Country level training managed by Country Offices. These training programs meet unique local needs. An example of this is training for volunteers.

Complementary to this is online training. One of the largest online training resources ADRA utilizes is Kaya. Kaya is a free, global online learning platform specifically designed to provide courses for those working in the humanitarian sector. Additionally, specialist online training

can be accessed, such as the UNDSS Safety and Security training. A copy of recommended online courses can be obtained from ADRA/I EMU.

ADRA also provides learning opportunities for staff from specialist training providers. The one most used by ADRA is RedR, who provide a suite of high-quality courses, designed specifically for humanitarian aid workers.

**Resources:**

- [Kaya Humanitarian Leadership Academy](#)
- [UNDSS Training](#)
- [RedR Training](#)

**Expectation Statement:** ADRA will ensure staff and volunteers have access to training opportunities to match their learning needs for the delivery of high-quality emergency

### **a. Emergency Response Team (ERT)**

In fulfilling ADRA's global mandate, ADRA International, Country and Regional offices work together to ensure a quick and effective emergency response to both natural and human-made disasters to meet the lifesaving needs of the affected population. To facilitate this ADRA has established ERTs at three levels; national, regional and global. Members of the ERT have received specialist training, with their details documented in a database. The formation of an ERT is based on the ADRA Emergency Response Management System (ERMS). This system is applied across the ADRA Network to ensure a coordinated response to any emergency event.

The Country Office will respond first to a disaster. As per their NEMP, an ERT will be formed and sent to the disaster location to begin response operations. Depending on the scale of the emergency and the size of the Country Office, their capability to respond may be limited. The Country Office may request support, or 'surge capacity', from within the region. Experienced and trained personnel will be sourced from the roster of Regional ERT members to further strengthen the capability of the National ERT. In the event of a mega disaster, additional surge capacity may be sourced from Global ERT members. This surge capacity may be provided remotely or ERT members may be physically deployed.

**Resources**

- [ADRA Regional Emergency Response Team Manual – Part 1](#)
- [ADRA ERT Remote Deployment Guidelines](#)
- [Guidelines for International Deployment of ERT Members in the COVID-19 Context](#)

**Expectation Statement:** ADRA accredited offices that respond to emergencies will identify and maintain an ERT based on the ERMS structure, ensuring that each ERT member regularly participates in training and exercise activities.

ADRA International EMU and Regional Offices will ensure training and assessment of prospective ERT members and manage global and regional databases of ERT members.

## b. Emergency Response Simulation Exercises

Emergency response simulation exercises are designed to be as close as possible to reality. A realistic disaster scenario is central to the design of a simulation exercise. Related to this are “injects” of information or situations that simulate what can happen when responding to a real disaster. For example, there might be the inject of information from the health department of the outbreak of a communicable disease or the inject of the unsolicited arrival of in-kind donations.

The value of simulation exercises is immense. They provide a powerful, practical learning opportunity within a safe environment. They strengthen problem solving skills, develop leadership skills and validate plans, processes and capabilities. They also provide a valuable opportunity to strengthen stakeholder relationships.

There are two types of simulation exercises that ADRA engages in for staff learning and capacity building:

- 1) Tabletop exercises (TTX)
- 2) Field operational exercises (SimEx – Simulation Exercise)

ADRA has developed resources for TTXs, which are available on ENET. TTXs can be held at Country Office, regional or inter-regional levels. They can be designed to run in-person or virtually.

Detailed resources have also been developed for planning, implementing and evaluating SimExs. These can also be found on ENET.

### Resources:

- [TTX resources on ENET](#)
- [SimEx resources on ENET](#)

**Expectation Statement:** ADRA will provide a range of experiential learning opportunities for staff engaged in emergency response

## 4.4 Pre-positioning

ADRA International and the ADRA Network are committed to rapid and effective delivery of aid in emergency situations, especially sudden onset emergencies. Prepositioning and stockpiling relief items (globally, regionally and nationally) is part of the agency-wide strategy to have a global agility to respond with tangible, lifesaving supplies when markets are disrupted, and local procurement is not possible. Cost is another reason for pre-purchasing relief supplies. When a disaster occurs, demand for supplies increases dramatically, markets are disrupted, and price-spikes are common.

ADRA has established an excellent relationship with UNHRD globally, engaging specifically with their Dubai Hub where the agency stockpiles relief supplies, mostly NFIs. ADRA utilizes their “lend and borrow” mechanism with other humanitarian partners, WFP’s accredited



sourcing for quick acquisition, and their logistical support, including the “first come, first serve” basis free airlifts to any emergency globally.

Commencing in 2020, ADRA International has prepositioned relief supplies in Florida, USA, primarily for Central and South American emergency responses. This arrangement is private, with the intent to engage other humanitarian partners to participate and expand the facility. Part of the strategy is to facilitate emergency response collaboration with Partnership4Humanity members (a platform co-founded by ADRA International). The platform has pre-established plans and protocols for quick airlifts, ground and maritime transportation, as logistics is always a major challenge when delivering aid for sudden onset disasters.

**Resources:**

- [UNHRD website](#)
- [Partnership for Humanity website](#)

**Expectation Statement:** ADRA will deliver timely and effective aid at the time of an emergency through pre-positioning, stockpiling, and engaging with vetted vendors and

## 4.5 Early Warning Systems

An Early Warning System (EWS) is best described as an integrated system of hazard/threat monitoring, forecasting and prediction, risk assessment, communication and preparedness activities that enables individuals, communities, governments, businesses and others to take timely action to reduce disaster risks in advance of hazardous events.

Early warning systems are a key element of preparedness, and ADRA encourages the application of people-centred early warning systems that cover four inter-related elements:

<b>Risk Knowledge</b>	<b>Monitoring</b>
Communities understand their local hazards and undertake risk assessments.	Communities know how to access accurate and timely hazard monitoring and early warning services.
<b>Communication</b>	<b>Response Capability</b>
Warnings reach all those at risk in a community, and the information is simple and easily understood.	Communities are prepared and ready to react to warnings, making use of local knowledge and capacity.

It is essential to align people-centred early warning systems to the national system. ADRA will work with the local government and the community to exchange information and make the most of the complementary aspects of the two systems. The ADRA Country Office can play an important role to advocate and establish partnerships with actors who assist national governments in developing and/or strengthening national warning systems to support them in establishing people-centred early warning systems that are tailored and closely linked to at-risk communities.

## Resources

- [Practical Action and Early Warning Systems - ReliefWeb](#)

**Expectation Statement:** ADRA Country Offices will integrate disaster risk reduction (DRR) and people-centred early warning systems with development projects to ensure communities are better prepared, and more resilient to the shocks of natural and human-made disasters.

## Module 5: Response

### 5.1 Funding Mechanisms

#### a. Initial, Scaled-up NEMP

Within 72 hours following the onset of an emergency where at least 1,000 people have suffered a humanitarian impact, an ADRA Accredited Office may submit an initial response proposal for a total budget of up to 15,000 USD using the proposal and budget templates on ENET. Initial response projects are intended to reach affected populations with life-saving assistance as soon as possible, while also positioning ADRA as a key agency in the response effort, potentially acting as seed money for follow-on proposals to the ADRA network and external funding sources (including international donor aid agencies and others). The proposal documents should be submitted simultaneously, via email, to the Regional Emergency Coordinator and to the appropriate ADRA International Emergency Management Unit (EMU) point of contact. If the Country Office has an approved NEMP (National Emergency Management Plan), they can instead submit a NEMP activation request consisting of the NEMP Activation Form, SitRep, and Bank Information. In the case of Category 2 or 3 disasters, NEMPs may be scaled up to a higher budget, as decided collectively by EMU and the Regional Office and based on funding availability.

#### Resources:

- [Initial Response Proposal Templates and Guidelines on ENET](#) (In English and Spanish)
- [NEMP Guidelines on ENET](#)
- [NEMP Activation Form](#) on ENET
- [Scaled-up NEMP Guidelines on ENET](#)
- [All currently approved Country Office NEMPs on ENET](#)

**Expectation Statement:** Country Offices will submit either their proposal for an initial response or NEMP activation form within 72 hours of an emergency, ensuring that all guidelines are followed and that plans are relevant and timely to the humanitarian situation.

#### b. Network Proposal

The purpose of the ADRA Network funded Proposal is to provide leverage and additional funding to access Government, UN and partners' funds to implement a larger response for people affected by a disaster. A Network Proposal is typically submitted to respond to a level 2 or 3 disaster, and generally follows an initial response or NEMP activation. Network responses are typically funded for projects with a duration of less than one year and are contingent on

funding being available from ADRA network supporting offices and/or external funding partners. The budget amount may be from \$20,000 to upwards of \$500,000, depending on the needs and funding availability. The proposal documents should be submitted simultaneously, via email, to the Regional Emergency Coordinator and to the appropriate ADRA International Emergency Management Unit (EMU) point of contact.

**Resources:**

- [Network Response Proposal & Guidelines Documents on ENET](#)

**Expectation Statement:** Country Offices will plan for and prepare a network response in coordination with the regional office and EMU as appropriate for the given emergency situation, using the templates and guidelines available on ENET.

### **c. Government**

There are two main types of government funding that might be available to an ADRA office; National Government funding and Foreign Government funding.

In some countries the Government partners with NGOs to deliver disaster risk reduction, community planning and preparedness, response and recovery activities. ADRA offices are encouraged to engage with their national, state and local government bodies to identify and access funding they might be eligible for under the above-listed activities.

Many foreign countries provide funding under their foreign aid and humanitarian assistance budgets. There are several sources for this funding:

- i) From Embassies / High Commissions. Many embassies have discretionary funding that is available for DRR programs and disaster response interventions. It is recommended that if an ADRA office receives development funding from a country that has an embassy in-country that they develop a relationship with relevant staff at the embassy. This should be supported by visits to the embassy when the respective supporting office staff make a monitoring trip for the development program.
- ii) Via a supporting office. Foreign governments who have an aid budget often partner with NGOs based in their country, including ADRA supporting offices. Most of these supporting offices will be notified of available funding. They will then contact the relevant ADRA implementing office and work with them to access this funding. Examples of some foreign government aid funding is given in Module 3.5.

**Expectation Statement:** ADRA Accredited offices will identify potential sources of funding from both national and foreign governments and foster relationships as appropriate.

### **d. Private**

Private funding can come from a variety of sources, including individual donors and foundations. The role of the private sector is shifting from a primary role as donor, to becoming a key partner in humanitarian action. The private donor may require criteria or impose some restrictions for the use of the funds. For this reason, it is important to:

- Maintain contact with major donors and, in some cases, involve them in the project design
- Report to the donor if required. Report frequency and form (templates) should be noted in the agreement/MoU

Note that some ADRA offices, including ADRA International, require private donors to contribute to administrative support costs. The amount differs for each office. If you are receiving private funds for a project, it is recommended that you discuss this with the office managing the private funds, as in some instances this contribution can be shared with the implementing office.

**Resources:**

- [Private Grants Program templates on ENET](#)

**Expectation Statement:** ADRA values the contribution of private donors and will ensure full accountability when reporting to private donors.

## e. United Nations

The Central Emergency Response Fund (CERF) is a humanitarian fund established by the UN General Assembly and launched in March 2006. The CERF is designed to enable timelier and more reliable humanitarian assistance to those affected by natural disasters and armed conflicts. The fund is replenished annually through contributions from governments, the private sector, foundations and individuals.

NGOs cannot directly receive funds from the CERF, however NGOs should be involved in the process. CERF funding is disbursed through the UN agencies. NGOs can often serve as implementing partners for CERF-funded projects, coordinated by the Humanitarian Country Team (HCT). Another funding opportunity are the Country-Based Pooled Funds (CBPFs) **that** are established by the UN Emergency Relief Coordinator (ERC) when a new emergency occurs or when an existing humanitarian situation deteriorates. Funding from CBPF is directly available to UN agencies, national and international non-government organizations (NGOs) and Red Cross/Red Crescent organizations operating in-country so they can deliver timely and effective life-saving assistance.

**Resources:**

- [UN CERF Website](#)
- [CBPF Link](#)
- [CBPF FAQ and Guidelines](#)

**Expectation Statement:** All ADRA Country Offices should develop and maintain a strong working relationship with the UN Humanitarian Coordinator and HCT, to be well-positioned to access UN funding opportunities that can arise at short notice.

## 5.2 Management

### a. ERMS

The ERMS is a standardised management system that is used across the ADRA Network for emergency response planning and training, and to ensure a coordinated response to an emergency event. The Emergency Response Team (ERT) are a group of trained and experienced people who respond to an emergency event. ERT members populate the ERMS organisational structure and apply the policies and procedures within the ERMS. The ERMS enables professionals from diverse backgrounds and experience to work together as an effective and efficient team, ultimately to better meet the most urgent needs of those affected by a disaster.

The aim of the ADRA ERMS is to clarify the role, responsibilities, interactions and processes in an emergency response, so that ADRA may be best placed to meet the humanitarian imperative and the priority needs of emergency-affected persons.

ERMS is primarily used at the local country office level. ERMS is an integral part of the country office National Emergency Management Plan (NEMP). The ERMS structure is given in the NEMP and a country office identifies the best personnel to manage each of the key functions, or positions, within the management structure. As part of preparedness activities, training is provided to personnel to better enable them to manage the functions they have been allocated within the NEMP. In the event of the need for additional personnel capacity to manage a disaster response, ERT members from the region can be deployed to the country office. ERT members will then fit into the ERMS structure, based on their skills and experience.

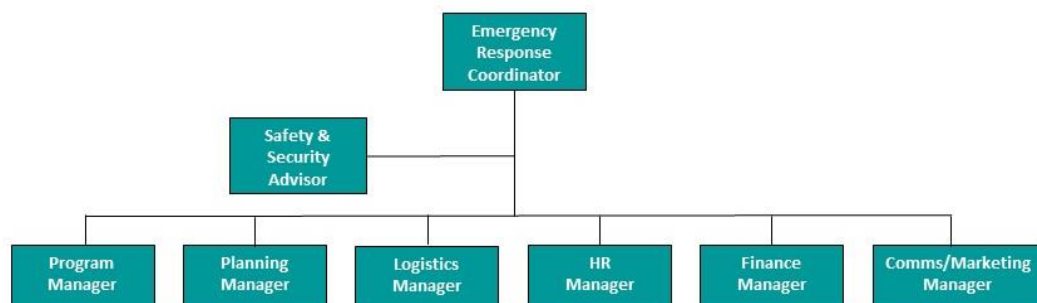


Fig. 1: ERMS Core Structure

#### Resources:

- [ADRA Regional Emergency Response Team Manual – Part 4](#)

**Expectation Statement:** ADRA accredited offices that respond to emergencies will apply the ERMS structure to manage the response.

### b. Exit Strategy

At the onset of a major disaster surge capacity is deployed to a country office to meet the sudden need for an increase in capacity. Over the ensuing days and weeks recruitment is undertaken to build the capacity of the local office, eventually resulting in no further need for deployed ERT members. It is important that an exit strategy is developed early in the

deployment process. The exit strategy describes how the ERT intends to withdraw while ensuring the continuing disaster management program continues to meet the program goals and support recovering communities. The aim of the exit strategy is to transfer program responsibilities, assets, and activities fully to the Country Office without the need for external human resources. The determinant for the exit of ERT members is that the Country Office has the staff capacity to take over all functions of the ERT members.

**Resources:**

- [ERT Manual Annex XXIV](#)

**Expectation Statement:** An exit strategy will be developed early in the deployment of ERT members.

## 5.3 ERT Deployment

When a large-scale disaster occurs, it is likely that the Country Office will require additional personnel (surge capacity) to manage ADRA's response. Within each region, ADRA has established a team of highly skilled and experienced individuals (ERT members) who can be called upon at short notice to respond quickly and effectively to an emergency event.

The deployment of ERT members has five distinct phases:

1. Alert

In this phase, there is either a slow onset or impending disaster event for which early warnings have been issued OR a sudden onset disaster event. Either situation is likely to require the deployment of an ERT. ERT Members are alerted and placed on standby for possible deployment. During this phase the EMU at ADRA/I may take a lead role until a Regional Emergency Coordinator (REC) has been appointed. In a sudden onset disaster, this phase is likely to last up to 12 hours.

2. Deployment

This phase is activated by a formal decision to deploy an ERT. Key activities within this phase are those which are necessary to deploy and have the ERT arrive safely and quickly within the host country. During this phase an Emergency Response Coordinator (ERC) is appointed. It is expected that this phase will be implemented within a maximum of 48 hours.

3. Establishment

Once the ERT arrives within the host country it is critical they establish themselves and prepare a firm foundation on which to base all response activities. The ERC takes the lead for this and liaises closely with the Country Director to ensure integration with the National ERT, which is likely to have been established under the NEMP.

Occasionally, the ERT may deploy where there is no ADRA Country Office. In this case the ERC may liaise with the local SDA Church leadership, if there is a church presence, and work to complement any church response, as appropriate for ADRA as an

International NGO. If there is no church presence the ERC, with the ERT, will take the lead role in representing ADRA under the direction of the REC. It is expected this phase will be completed within 24 hours of arriving in-country.

4. Continuation

Once the initial establishment activities are completed the ERT will respond to the immediate disaster needs and continue operations for up to three months, either in support of the Country Office or as the primary representative of ADRA where there is no Country Office.

5. Deactivation

This is the final phase and is undertaken once a formal decision has been made to deactivate the ERT and transfer full responsibility for the continuing disaster management programme to either the Country Office, the local SDA Church or to a newly established ADRA office. A key component included in this phase is the capturing of lessons learnt for the continual improvement of the systems and processes ADRA has established for responding to emergencies.

When an ERT member is deployed three essential documents are required:

- 1) A secondment agreement between the Regional Office and the Country Office that employs the ERT member
- 2) A Code of Conduct signed by the person being deployed
- 3) A certificate for travel insurance.

**Resources:**

- [ADRA Regional Emergency Response Team Manual – Part 3](#)

## 5.4. Needs Assessment

**Expectation Statement:** ADRA will maintain trained ERT members for deployment in large-scale disasters.

The primary purpose for conducting a needs assessment is to collect and analyse information that relates to the different types of needs of affected populations, disaggregated by different categories of people (e.g. all affected persons, pregnant women, children, people living with a disability). The collected information helps determine gaps between an agreed standard and the current situation and provides the necessary information to assist with decision-making, planning and implementing a disaster response.

There are four types of needs assessments that all serve a different purpose and are conducted at different stages of a disaster response: Initial, rapid, in-depth, and monitoring. Wherever possible, needs assessments should be coordinated to ensure efficient use of resources, improve the quality of the output, promote buy-in with relevant partners, and to avoid communities experiencing assessment fatigue. Coordinated assessments can be classified into two groups:



- **Joint:** assessments are designed and conducted jointly. Examples of these are inter-cluster or inter-sector (e.g. MIRA or MSNA); or intra-cluster or intra-sector where many partners work together to conduct a sector specific assessment.
- **Harmonized:** assessments are run by individual organizations but adhere to a set of agreed standards (e.g. the use of common data sets or a set of agreed indicators).

#### 5-steps to conduct a Rapid Needs Assessment:

1. **Plan and design:** identify scope and objective, engage with stakeholders, define information needs, design methodology, design data collection tools, and organize assessment team, logistics and operations
2. **Implement:** secondary data review, enumerator training, data collection (ensuring any protection concerns are immediately referred), and debriefing
3. **Clean and process:** data entry, data cleaning, data processing
4. **Analyze:** preparatory, descriptive, interpretive, anticipatory, and validation
5. **Share findings:** Prepare the final report and disseminate findings

#### Basic Principles for Rapid Needs Assessments:

- *Be accountable:* ensure accountability to the communities and beneficiaries we work with (refer to the Core Humanitarian Standards).
- *Do no harm:* information sources should be protected by complying with best practices regarding privacy, confidentiality and seeking informed consent. Protection risks should be addressed or referred. Be sensitive to cultures and customs. Assess and build on existing community capacities.
- *Participation and inclusion:* ensure participants represent a diverse sample of people (women, men, girls, and boys), include vulnerable and marginalized groups (persons with disabilities, older persons, youth, LGBTQI persons, etc.).
- *Collect useable data:* standardized and rigorous procedures should be used for the collection and analysis of data so as to minimize bias and ensure credible results are achieved.
- *Coordinate with others and share findings:* all stakeholders should know when and where the assessments will be carried out. Engaging a broad set of stakeholders will strengthen the quality and usability of findings and their impact on the humanitarian response.
- *Manage community expectations:* ensure communities do not have unrealistic expectations as a result of completing a needs assessment (clearly communicate the purpose of the assessment and next steps).
- *Produce accurate, relevant, and timely analysis:* ensure needs assessment results are crosschecked and reports are relevant and produced in a timely manner.

#### **Resources:**

- [WHO Needs Assessments](#)
- [Humanitarian Response Needs Assessment](#)
- [Needs Assessment Templates on ENET](#)

**Expectation Statement:** ADRA will conduct needs assessments in a coordinated and timely manner, ensuring humanitarian principles are met.  
ADRA will use information gathered through needs assessments to inform their responses to disasters.

## 5.5. Situation Reports (SitReps)

As soon as possible following the onset of an emergency, an ADRA Country Office will prepare a Situation Report (SitRep) and email it simultaneously to the Regional Emergency Coordinator and to the appropriate ADRA International Emergency Management Unit (EMU) point of contact. A SitRep is a concise document that provides the latest information on the situation, humanitarian impact, funding opportunities, ADRA's response, coordination, constraints, and public relations. It is an invaluable document to inform the network of current crises and response opportunities globally and to share (when appropriate) with external donors in support of funding and partnerships. There is a set template to follow that includes guidelines and instructions for each section. There is no minimum or maximum length for a SitRep – enter enough information to adequately share about the current situation and what has changed since the previous SitRep. The first SitRep should be completed within 24 hours of the emergency onset. Thereafter the frequency will be determined by the scale of the disaster and by the new information being reported. In a Category 3 response, the frequency will be determined by the Regional Emergency Coordinator.

The Sitrep may be circulated widely by ADRA supporting offices, including to Government and UN agencies to seek funding support. It is important that the Sitrep is professional, impartial and concise.

### Resources:

- [ADRA SitRep Template & Guidelines \(In English and Spanish\)](#)

**Expectation Statement:** Country Offices will submit a SitRep within 24 hours of an emergency onset and as needed thereafter, following the ADRA template and guidelines.

## 5.6. Management (Coordination)

Centralized coordination following a major disaster event is essential to ensure that those most in need receive timely assistance. Well planned coordination avoids duplication, ensures assistance goes to the worst-affected places, and helps save lives. Effective coordination saves time and maximises the impact of limited resources. Coordination occurs at many levels; for example within organisations, within a country and globally. It is critical that these differing levels of coordination are interconnected to ensure a synchronized and effective response.

### a. Network

When a large disaster occurs ADRA will activate the global emergency response plan. The key elements within this plan are as follows:

- i) An Emergency Response Coordinator (ERC) will be appointed. The ERC will coordinate the response within the affected country.
- ii) Appointment of a Regional Emergency Coordinator (REC). The REC will coordinate ADRA's global response to the disaster. The REC is responsible for managing the deployment of ERT members. The REC and the ERC will work closely together to ensure synchronization between the two levels of coordination within ADRA.

- iii) Within 24 hours of a category 3 emergency being declared a meeting of the Network Emergency Response Committee (NERC) will be convened to facilitate coordination and communication across the Network. Members of the NERC include the ERC, CD, REC, EMU and Network Supporting Offices. In the initial response phase, the NERC meets daily.
- iv) The EMU at ADRA/I provide support to the REC.
- v) See Module 5.7 d. for how ADRA coordinates communication in disaster responses.

Underpinning ADRA's Network coordination is the ERMS (refer to Module 5.2 a).

At the country level, ADRA will coordinate with the government and with UNOCHA as relevant.

#### Resources:

- ERT Manual
- [Emergencies Classification & Corresponding Response Mechanisms](#)

**Expectation Statement:** ADRA will establish an organization-wide coordination mechanism at the time of a large disaster.

## b. Government

The government of a disaster-impacted country has the sovereign right to manage and coordinate the response to a disaster event. Most governments have a designated ministry or department for managing the response to disasters. Often, a 'whole of government' approach will be used whereby government ministries will pick up responsibility for various sectors e.g. shelter by the Housing Ministry, health by the Ministry of Health. Each of these ministries will come under the overall government coordination of the response. It is expected that ADRA offices will coordinate with the government in a response to ensure the most effective and efficient outcomes for disaster-affected populations.

#### Resources:

- [Guide for Governments - International Humanitarian Action \(OCHA\)](#)

**Expectation Statement:** ADRA offices will respond to disasters under the coordination of the government-mandated agency.

## c. Cluster Approach

The Cluster Approach, sometimes called the Cluster System, is a global emergency preparedness and response mechanism supported by the UN and the IASC. The approach aims to strengthen system-wide preparedness and technical capacity to respond to humanitarian emergencies, provide leadership and accountability, ensure effective coordination, and overall improve humanitarian assistance.

Clusters are groups of humanitarian organizations, both UN and non-UN, in each of the main sectors of humanitarian action, e.g. WASH, health, shelter, and logistics. The clusters are designated by the Inter-Agency Standing Committee (IASC) and each have a designated lead agency which has clear responsibilities for coordination. In total there are 11 clusters. Inter-cluster coordination is facilitated by UNOCHA. The cluster approach is designed to support governments in their preparedness activities and responses to disasters.

Clusters are organised at the global, regional, and country levels. ADRA Regional Offices are encouraged to liaise with regional clusters that best represent the likely response capability of ADRA offices within the region. ADRA Country Offices are encouraged to join clusters within the country that best represent their expertise and capability in disaster response. Not all clusters exist or are active in all countries. Often, clusters are only activated following the onset of an emergency when certain criteria are met.

**Resources:**

- [Humanitarian Response - Coordination & Clusters](#)
- [UNHCR Emergency Handbook: Cluster Approach \(IASC\)](#)

**Expectation Statement:** ADRA offices will actively engage with and participate in cluster meetings, where active, at both the regional and country office levels.

## 5.7 Fundraising / Marketing

### a. Press/Media

ADRA has a responsibility to nurture relationships with the press and media to accurately portray an emergency and to promote response activities. It is critical to act ethically in all communication and transactions with the press and media and to prioritize four key elements of content gathering in emergencies: accuracy, balance, dignity, and follow-up.

**Accuracy:** Provide context for the emergency by supplying background information on the affected area and communication with a strong focus on ensuring accurate details. Specify your sources and confirm rapidly changing facts and figures to avoid spreading misinformation.

**Balance:** There are a lot of potential stories to be told in an emergency, but we must be intentional by including different perspectives and engaging different types of people to provide better balance in coverage.

**Dignity:** Being a communicator in an emergency is a position of power that must never be exploited. In gathering and in telling, we must show respect for those who are trusting us with their story and represent them with dignity.

**Follow-up:** Follow-up stories are critical in keeping attention on an ongoing response and offering deeper insight into the prolonged effects of an emergency on the affected community.

**Resources:**

- [Story Gathering in an Emergency](#)
- [Crisis Coverage Overview](#)

- [Telling Humanitarian Stories](#)

**Expectation Statement:** ADRA will engage with the press/media in an ethical manner that provides broader context to an emergency, promotes response activities accurately, and shares the stories of those affected with respect and dignity.

## b. Social Media

Social media is arguably the most important tool for communication in any context, and instant access to the most up-to-date information becomes even more valuable to audiences during an emergency. This is a time when the outlet provided by social media channels provides ADRA with the greatest opportunity for relevance, engagement, and growth, but it is also when the most care must be given to be responsible and timely with what is shared to avoid the spread of misinformation or other critical missteps.

ADRA's social media guidance within the ADRA International Digital Participation Guidelines puts a spotlight on both the usage of ADRA-sponsored social media channels, as well as the personal behaviour of ADRA employees and others who may represent ADRA, even inadvertently, online.

ADRA also aligns its guidance with the comprehensive social media guidelines created by the Big Data & Social Media team of the North American Division (NAD) of the Seventh-day Adventist Church. These guidelines have also been adopted by the General Conference of Seventh-day Adventists and is open to usage by global entities outside of the NAD with appropriate credit.

### Resources:

- [ADRA International Digital Participation Guidelines \(pg. 49\)](#)
- [Seventh-day Adventist Church North American Division Social Media Guidelines](#)

**Expectation Statement:** Usage of social media during an emergency must be done responsibly and must adhere to the ADRA International Digital Participation Guidelines in alignment with the Seventh-day Adventist Church's NAD Social Media Guidelines.

## c. Branding

Corporate branding in an emergency is important on multiple levels. First, it provides valuable visibility in a time when more eyes than usual will be on the work ADRA is involved with. Good use of branding also reinforces ADRA's professional reputation and can make an impactful impression if done properly and cohesively. And when reporting back on activities, imagery with visible branding helps to connect ADRA with wider relevance amongst various audiences.

Kits of branding and visibility materials should be prepared and ready at a regional level, or local level in emergency-prone locations, so materials are immediately available for deployment when needed during an emergency. These kits can include vests and other appropriate clothing for ERT members, backdrops that can be used at material distribution

sites, magnets for cars, logo stickers than can be added to emergency response items, bibs for volunteers, and more.

To be effective, ADRA branding must not only be visible, but also be in strict adherence with the guidelines detailed in the ADRA Standards Manual. Accurate branding is the responsibility of every person involved with an emergency response, whether they are developing marketing materials, participating in response activities, or simply creating documents.

**Resources:**

- [ADRA Standards Manual & Branding Resources](#)
- [ADRA Emergency Response Communications Training Syllabus \(pg. 41\)](#)
- [High-resolution ADRA logos on ENET](#)

**Expectation Statement:** ADRA branding is required to be included on materials and visibly displayed on emergency-related items. All branding must adhere to ADRA's standards as detailed in the ADRA Standards Manual.

## d. Communication Hub

ADRA activates a Communication Hub in large-scale emergencies to simplify the communication process, strengthen the capacity to develop urgently needed fundraising and marketing materials, and remove some of the burden from the ERT Comms Manager and supporting roles so the focus in the field can remain on the gathering of raw content.

Hub Roles include a rotating manager so that 24/7 coverage is possible in the earliest days of the emergency, as well as coordinating roles focused on communications, fundraising, graphic design, technology, and network. Digital, media relations, content development, and multimedia officers are also part of the hub to ensure that materials are created in a timely manner across all needed areas.

The Communications Hub follows a comprehensive Running Sheet, which is a very detailed resource that provides a timeline for each day of an emergency response for both the communication hub and the ERT comms roles. The running sheet includes every task that is required, who is responsible for each task, when materials must be produced, and what resources are available. It begins at day 0 when the emergency first hits and goes to 40+ days after the emergency response is underway.

Another valuable element that is both a benefit of the Communication Hub as well as a product of it is the Content Marketplace. This is a designated place – usually a Dropbox or other shared folder – that is accessible to ADRA offices where all can find or share materials to support fundraising and marketing efforts for the emergency. Raw photos, videos, and interviews from the field are uploaded here, as well as edited materials that include promotional videos, fundraising appeal packages, social media graphics, press releases, and anything else that the hub or a network office may create.

**Resources:**

- [ADRA Communication Hub Overview](#)

- [ADRA Communication ERT Comms Running Sheet](#)

**Expectation Statement:** ADRA's Emergency Response Communication Hub is a critical structure that will be activated in large-scale emergencies to provide support and produce urgent materials required for fundraising and marketing.

## e. Statement of Operational Intent

The Statement of Operational Intent is an internal document developed and released by the ERT Comms Manager in coordination with the Communication Hub that provides a programmatic overview of the emergency to ADRA network offices and relevant partners under the advisement of the ERC and REC. The statement helps inform planning and funding decisions and should be created when plans for ADRA's response activities are known. It is included on day 6 of the ERT Comms running sheet but is flexible and should be produced at the earliest possible time. The statement includes four general sections:

Context: Provide background information and situational context about the emergency in narrative form. Include current photos of the situation if available.

ADRA's Capacity: Provide an overview of ADRA's capacity on the local, regional, and global network levels in the context of the current emergency.

ADRA's Response: Includes details on the staffing structure, sector focus, and goals, as well as provides as much information as possible about ADRA's response plans for the next twelve months.

Annexes: Resources that provide additional information or insight, including maps of the local area and emergency locations, should be attached as appropriate.

### Resources:

- [ADRA Statement of Operational Intent Template](#)

**Expectation Statement:** The production and distribution of a Statement of Operational Intent is a requirement to provide to ADRA network offices and relevant partners that helps inform planning and funding decisions.

## 5.8 Evaluation

### a. After Action Review

ADRA is committed to being a learning organisation. In support of this ADRA encourages all Country Offices to review each of their emergency responses to capture learning that will contribute to the improvement of future responses, and to sustain the things that worked well. In 2017, ADRA's Emergency Management Advisory Committee (EMAC) published the After-Action Review (AAR) guidelines to help Country Offices in the debrief and review process following a disaster. The guidelines assist with the collection, analysis and sharing of lessons learned from small to medium sized responses that are usually funded under the NEMP or a scaled-up NEMP response.



The After-Action Review is a structured review and debriefing process for analysing what happened, why it happened, and how it can be done better by key participants of ADRA's response. The observations are captured and themed according to the following six capability pillars: Communication, Coordination, Governance, Operations, People, and Resources. Areas for improvement are then drafted as recommendations for the Country Office to action.

These post-response reviews should be organised and managed by the Country Office and can either be conducted informally as a hot debrief, or formally as an AAR. The Regional Office can be invited to join the formal review to ensure lessons learned are shared with other Country Offices in the region.

The aim of the AAR is to find ways to do things better, not to find fault with personnel. The process is designed to identify best practices and how things can be done better in the future, ensuring staff are well informed. The approach must keep the focus on actions, not personalities.

#### Resources

- **After Action Review (AAR) Guidelines**

**Expectation Statement:** ADRA Country Offices will orientate all staff and volunteers on the AAR process, ensuring formal and informal reviews are undertaken and documented following an emergency response.

## Module 6: Recovery

### 6.1 Build Back Better

This is a strategy for post-disaster recovery that reduces community vulnerability to future disasters and builds community resilience. ADRA, engaging in emergency management, has the responsibility of assisting communities to identify areas of improvement and to work with them to ensure that they are more resilient to face future shocks and/or stressors. Building back better is the “integration of disaster risk reduction measures into the restoration of physical infrastructure and societal systems, and into the revitalization of livelihoods, economies and the environment”<sup>[1]</sup> following a disaster.

The principle of ‘build back better’ is included as one of the four priorities in the Sendai Framework for disaster recovery, risk reduction and sustainable development, which was adopted by UN member states in 2015.

#### Resources:

- [Building a Better Response](#)

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<sup>[1]</sup> <https://www.undrr.org/terminology/build-back-better>

- [Sendai Framework for DRR 2015](#)

**Expectation Statement:** ADRA will apply the ‘build back better’ approach in all disaster recovery programs.

## Module 7: Policies

### 7.1 Classification of Emergencies

ADRA has developed a classification for emergencies consisting of four categories:

- Category 1      small emergency
- Category 2      medium emergency
- Category 3      mega emergency
- Category 4      global emergency

Defining characteristics for each category have been identified to aid in the classification of an emergency.

The determination of the category of an emergency then informs the type of response ADRA will initiate and how it will be managed. These are documented as Standard Operating Procedures (SOPs) for each category.

#### Resources:

- [ADRA's Emergencies Classification](#)
- [Emergencies Classification & Corresponding Response Mechanisms](#)

**Expectation Statement:** ADRA will classify all emergencies within 24 hours of them happening to clearly identify the appropriate response model.

### 7.2 Safeguarding and Safeguarding Code of Conduct

Safeguarding is a term used to denote the duties and responsibilities that those representing ADRA must carry out to protect the vulnerable individuals that we work with from potential harm that may arise due to ADRA’s presence and activities and our obligation to respond in a just manner when harm and abuse do occur.

People in emergencies are generally more vulnerable or at risk of harm due to the breakdown of societal structures that have been impacted. As a development and relief agency whose work is underpinned by the Seventh-day Adventist Church, ADRA is committed to ensuring that anyone who comes into contact with the organization is treated with respect and dignity regardless of their diversities.

ADRA considers all forms of harassment, abuse, and exploitation to be in contradiction of its core ideology. ADRA is committed to the welfare and protection from sexual harassment, exploitation, and abuse (SHEA) by ADRA representatives as expressed in the ADRA PSHEA

Policy, Safeguarding Code of Conduct, and accompanying ADRA Safeguarding Framework policies and standards. ADRA promotes child and youth safe practices, approaches, interventions, and environments that respect, recognize and respond to the specific safeguarding needs and addresses the protection risks of their differing and intersecting identities. ADRA has a zero tolerance of deliberate harm towards children and enforces rigorous policies to prevent and respond to these issues.

In accepting engagement with ADRA, staff, volunteers and contractors undertake to discharge their duties and to regulate their conduct in line with the requirements of ADRA's Safeguarding Code of Conduct. Representing ADRA means that one must comply with ADRA's standards in this Code of Conduct, even if the standards are higher than one's local context or governing laws. The Code of Conduct applies while in and outside of the workplace during working and non-working hours every day of the year. Breaches of the Code of Conduct are grounds for disciplinary action, up to and including termination of employment, contract, volunteer assignment, or any other form of engagement.

**Resources:**

- [ADRA Protection from Sexual Harassment, Exploitation, and Abuse \(PSHEA\) Policy](#)
- [ADRA Safeguarding Standards](#)
- [ADRA Safeguarding Policy](#)
- [ADRA Code of Conduct](#)
- [Roles and Responsibilities for Safeguarding at ADRA](#)
- [Acknowledgement and Agreement Form](#)
- [ADRA Anti-Trafficking in Persons Policy Network](#)
- [ADRA Whistleblowing Policy Network](#)
- [ADRA Anti-Trafficking in Persons Policy](#)
- [ADRA Child Safeguarding Policy](#)

**Expectation Statement:** ADRA staff, volunteers and contractors will comply with ADRA's Safeguarding Framework and Safeguarding Code of Conduct when responding and implementing emergency response related activities. This includes reporting and responding to incidents of misconduct.

## 7.3 Human Resources

### a. Volunteers

Volunteers play an important role during an emergency response and are valued by ADRA. They enable ADRA to provide an increased level of essential programs and services to those in need. Working in partnership with the Adventist Church, ADRA often sources volunteers from the Church. All volunteers that ADRA engages must be covered by volunteer insurance.

Generally, there are two types of volunteers in the context of a disaster response:

i) formal or organized volunteers who are engaged and trained prior to a disaster.

When recruiting for volunteers it is important that there are clearly defined roles that they are going to engage in. There should also be a registration form that allows the ADRA office to have contact information as well as getting to know the volunteers. Utilizing technology and

social media allows organizations to keep in touch and communicate quickly with volunteers. It is important to engage with volunteers on a regular basis to ensure the currency of their readiness and for continued motivation.

ii) spontaneous volunteers who appear at the time of a disaster.

These volunteers most often will be self-organizing, voluntary groups and individuals from both within and outside disaster-affected communities, who are compelled to assist when a disaster occurs. It should be recognized that local people are important actors in disaster response. When a disaster strikes, they provide an immediate response, often when formal organisations haven't yet mobilized.

Spontaneous volunteers can be unpredictable and difficult to plan for, however they are inevitable in crises and can have valuable skills. Depending on the scale, spontaneous volunteers can present significant coordination, integration, communication, logistical, and health and safety challenges for emergency managers, therefore they must be planned for and managed well.

**Resources:**

- [Communities Responding to Disasters-Planning for Spontaneous Volunteers Handbook](#)
- [Spontaneous Volunteer Management Resource Kit - Australian Red Cross](#)

**Expectation Statement:** ADRA will ensure volunteers are well informed, trained, covered by relevant insurance, there is a system in place to manage them and that their contribution is recognised and valued.

## **b. Staff care**

It is critical that the health and welfare of employees, volunteers and contractors is of primary concern during an emergency response situation. This includes several areas:

1. Physical – managers must enable team members to care for their physical wellbeing. This includes eating, resting, exercise and attending to any ailments or medical care.
2. Emotional – personnel responding to disasters see and experience extreme situations that can affect them in some way. ADRA provides training and information to personnel responding to disasters to raise their awareness to the warning signs of emotional distress, how to provide peer support and refer for more specialized support.
3. Social – it is important that as much as possible personnel can socialize and develop relationships amongst themselves. Managers/Team Leaders are encouraged to facilitate team building exercises with staff. Additionally, staff should be enabled to connect with their families on a regular basis.
4. Spiritual – Team Leaders/Managers are encouraged to provide a time each day for spiritual emphasis. This allows staff to inspire each other as well as remember that no matter what they see during the response God is in control.

For effective staff care, systems and processes must be in place prior to a disaster, staff trained, and support services identified. During the response phase Managers/Team Leaders

must be vigilant in observing and supporting staff. At the conclusion of a deployment to a disaster response, it is ADRA's practice that staff are debriefed.

**Resources:**

- [Understanding and coping with traumatic stress - Headington Institute](#)
- [Trauma and critical incident care - Headington Institute](#)
- [Coping with travel stress - Headington Institute](#)
- [Understanding and coping with vicarious trauma - Headington Institute](#)
- [Family Matters - Headington Institute](#)
- [Spirituality and Humanitarian Work - Headington Institute](#)

**Expectation Statement:** ADRA will ensure the health and welfare needs of employees, volunteers and contractors are managed during an emergency response situation

## 7.4. Community & Beneficiary Feedback and Complaints policy/mechanism

ADRA is committed to listening to feedback and complaints of the stakeholders, especially the people in the community during emergencies. While upholding confidentiality and protection, information received will be dealt with appropriately and fairly in a timely manner. Examples of complaints may include unfair services, inappropriate staff behaviours, delays, and exploitations. However, most of the time, feedback tends to be on the positive side, with words of gratitude and encouragement that can motivate staff.

A community feedback and complaints mechanism will only be effective if communities know that they have the right to provide feedback and feel comfortable using the established channels and that ADRA has an effective system in place to process the feedback and complaints received.

Different groups will prefer different methods to communicate their feedback. This may be influenced by their levels of literacy, access to phones and radios, and confidence in the staff delivering the project. Vulnerable groups, including women, children, and people with disabilities must be consulted with to mitigate specific barriers for access. The goal is to provide access with as little barriers as possible. Complainants need to feel safe and not fear for any retribution or intimidation for voicing their concerns. Some examples of communication methods include having suggestion boxes, a dedicated telephone line and email.

The correct handling of feedback and complaints is critical. Sensitive complaints will need to be referred to the appropriate channels immediately and with a high level of confidentiality. Others need to be captured and reviewed appropriately with fairness and impartiality. It is important that a record of all complaints, how they were managed, and the outcome is documented.

**Resources:**

- [ADRA Intro to CFRMs](#)
- [ADRA Intro to the CFRM Guide](#)

- [ADRA DEVELOPING A COMMUNITY FEEDBACK & RESPONSE MECHANISM – SUMMARY](#)
- [ADRA DEVELOPING A COMMUNITY FEEDBACK AND RESPONSE MECHANISM – COMPLETE GUIDE](#)
- [ADRA Standard Operating Procedure \(SOP\) Complaint Reporting Mechanism Template](#)
- [IFRC SETTING UP AND MANAGING COMPLAINTS AND FEEDBACK MECHANISMS](#)
- [Engagement of crisis-affected people in humanitarian action](#)
- [Rhetoric or reality? Putting affected people at the centre of humanitarian action](#)

[Effective feedback in humanitarian contexts – Practitioner Guidance](#)

[TIME TO LISTEN: Hearing People on the Receiving End of International Aid](#)

[World Vision s experience with humanitarian feedback mechanisms in Darfur](#)

**Expectation Statement:** All ADRA emergency programs will include a feedback and complaints mechanism that is appropriate to the context and is communicated to all key

## Module 8: Quality

### 8.1 EMAC

The Emergency Management Advisory Committee (EMAC), which reports to NETCOM, was established in 2011 to provide the Network of ADRA offices with technical support and advice, with the aim of strengthening ADRA’s emergency management programs globally. The committee consists of up to ten skilled and experienced emergency management specialists from the ADRA Network.

Terms of Reference, that include EMAC’s responsibilities and current membership, can be found [here](#).

**Expectation Statement:** Working Groups, Advisory Committees and Technical Learning Labs will be established to inform operational excellence, increased accountability and cutting-edge approaches that are validated by field experience.

### 8.2 AAL

The ADRA Accreditation and License program was launched in 2019 to ensure that all entities using the ADRA name and logo meet minimum standards, covering both administrative and programmatic aspects of an office’s functionality. The minimum standards aim at ensuring quality programs and reducing management risks. Only offices demonstrating and maintaining compliance with the AAL standards receive a license to use the ADRA name and logo. The AAL assessment consists of 10 criteria with a total of 17 sections to be completed.

The AAL process is as follows:

- a. the AAL online assessment is completed by the Country Office and submitted to the Regional Office.

- b. the Regional Office reviews the assessment and either endorses or defers the submission.
- c. the AAL Committee reviews endorsed assessments and then recommends to the ADRA International Board the issuance of either a license or an accreditation.

Countries without AAL accreditation and license cannot receive foreign funding from the network.

#### Resources:

- [AAL presentation and guidelines](#)
- [ADRA country license and accreditation statuses](#)

**Expectation Statement:** ADRA country offices will hold either an ADRA License, or License and Accreditation, to be a member of the ADRA Network.

### 8.3 TLLs

The Technical Learning Labs (TLL) were created with the express purpose of branding and documenting ADRA operational approaches. ADRA offices across the Network are stronger when we are united as a global organization, sharing lessons learned and ways of operating across our local and regional contexts. By sharing our developmental approaches, the TLLs aim to have a consistent application of evidence-based and solution-focused interventions. In emergency settings, these approaches can be applied, as relevant, capturing the learning from the experience of the ADRA Network. There are currently six TLLs:

- 1) Cash Transfer
- 2) Education
- 3) Health, Nutrition and WASH
- 4) Livelihoods
- 5) Monitoring, Evaluation and Learning
- 6) Resilience.

#### Resources:

- [TTL tools and resources](#)

**Expectation Statement:** ADRA will implement evidence-based and solution focused interventions to address challenges faced by communities impacted by disasters.

### 8.4 MEAL

Collecting, analysing, and using data is a critical part of each emergency response. Accurate information leads to good decisions, which are paramount for saving lives, reducing damage, meeting the basic needs of the affected population, and coordinating relief activities to ensure the most vulnerable are not left behind.

Monitoring in relief situations involves setting up systems which constantly review the progress of the emergency response and compare this with the needs of the affected populations. Indicators based on standards like CHS and SPHERE define and measure the



expected outputs of the project. Monitoring concentrates on regular data collection and analysis to check whether planned activities have been executed as intended, in a timely manner and to an acceptable quality. Feedback and complaints mechanisms ensure that beneficiaries and communities can comment on the appropriateness of the response so that relevant adaptations can be made where necessary.

Access to data often depends on security in the intervention area. In conflict zones direct monitoring or evaluation of humanitarian activities is challenging. Remote monitoring and evaluation by using phones and internet may partly replace direct contact with the beneficiaries. There are various digital tools available that can support remote monitoring when direct access is a challenge such as KoBo Toolbox. All data should be protected to ensure the privacy of the beneficiaries.

Evaluation concentrates on outcomes of the emergency response and measures the achievements of the intervention activities. Evaluation also provides an insight into the management structure of the project and helps in the learning process for improvements. To frame the right questions for project evaluations in emergencies the OECD/DAC developed the following criteria: Relevance/Appropriateness, Connectedness, Coherence, Coverage, Efficiency, Effectiveness, and Impact. Evaluations are based on defined methodical approaches. Typically, quantitative and qualitative techniques, which are usually triangulated, are used for data collection and analysis.

ADRA recommends using a Real time Evaluation (RTE) for Level 3 emergencies. RTEs provide immediate feedback which can be incorporated into response activities. For Levels 1 and 2 at least lessons learned or after-action reviews should be conducted. For complex emergencies and protracted crises, more in depth and thematic evaluations are appropriate to capture the reality of the context, ensure accountability towards beneficiaries and include a learning process to capture lessons for future interventions. Due to the complexity of emergencies, ADRA recommends conducting evaluations with external and internal evaluators, where possible.

**Resources:**

- [ADRA Monitoring, Evaluation, Accountability, and Learning Policy](#)
- [ALNAP Evaluation of Humanitarian Action Guide](#)
- [Real-Time Evaluations of Humanitarian Actions. An ALNAP Guide](#)
- [DATA PROTECTION PRINCIPLES](#)

**Expectation Statement:** ADRA is committed to MEAL training, planning and establishment of effective MEAL systems for all programs.

## 8.5 Accountability

Accountability means openly explaining what ADRA has done and taking full responsibility for all of ADRA's actions. These actions include finances (proper use of funds), effectiveness (satisfaction of beneficiaries needs) and efficiency (best use of limited resources). Being accountable also includes having efficient systems to receive and process feedback and complaints, generally from beneficiaries or staff, to correct actions and improve the general

quality of the organisation. ADRA is accountable to beneficiaries, the Board of Trustees, donors and governments.

**Resources:**

- [ADRA Accountability to Affected Populations Guidelines](#)
- [Global Standards 12 Commitments](#)
- [Dynamic Accountability: Changing approaches to CSO accountability](#)

**Expectation Statement:** ADRA offices will be fully transparent with all their operations, take responsibility for their actions, and have a complaint processing mechanism in place.

## 8.6 Reporting

Project final reports, which include a narrative report and financial report, are due on or before 30 days from the end of an initial response project, NEMP activation, or network response project. There are separate reporting templates to use for an initial or NEMP response and a network response. Narrative reports should be submitted in Word, with all sections completed as per the guidelines. Financial reports should be submitted in Excel format only. Audit reports, completed by an external auditor, are required for all projects with a budget of \$100,000 or more and are due within 45 days of the project end date. High-resolution photos and human-interest stories showing the situation and project impact are also required as part of a final report.

**Resources:**

- [Network Response Report Templates & Guidelines on ENET](#)
- [Network Response Audit Guidelines on ENET](#)
- [Initial Response Report Templates and Guidelines on ENET \(Use for NEMP activations too\)](#)

**Expectation Statement:** Country Offices will submit timely and complete final reports for all emergency-related projects as per the ADRA templates and guidelines.

## 8.7 Financial Management

Effective financial management in emergency responses is critical for successful response and recovery outcomes. Each ERT will have a designated finance person who is specifically in charge of the financial management of the emergency response. This person will oversee the preparation of the response budgets and later the management and reporting of the financial resources allocated to the response.

During the budget preparation the designated finance person will coordinate with the proposal writers. This coordination with the planning team is to ensure all planned activities are included in the budget. Budgeted costs should be, as much as possible, based on current costs, as costs of items tend to increase during emergency responses due to high demands and interrupted supply lines. There is also a need to understand donor-specific regulations to maximize cost recovery during the response, and to report in the correct way financial activities.

During the implementation of the response, financial management includes adhering to donor regulations, internal policies, and sound financial practices. All transactions must be documented and filed to facilitate final reporting and support any audit that might be required.

- **Resources:**
- [A Guide to the FMD Pro](#)
- [A Practical Guide to the Financial Management of NGOs](#)

**Expectation Statement:** ADRA will manage all resources entrusted to an office, in accordance with finance policies, other internal policies and donor regulations, ensuring the safekeeping of auditable records.

## 8.8 Audits

For some emergency responses there is a requirement for an independent audit of the financial documents. This may be a government or donor requirement. ADRA/I requires audits for all projects they finance that are valued at \$100,000 or more. When it is known that an audit is required, estimated costs for the audit must be included in the proposed budget. At the end of the project, arrangements for the audit must be made as soon as practically possible. In all cases the ADRA implementing office will keep financial documentation that easily allows for an audit to be conducted.

The audit of an ADRA Network funded project shall be performed as agreed upon in the project agreement between ADRA International on behalf of the Network and the CO. The auditor must be a chartered accountant and must be able to conduct the audit in accordance with the International Standards on Auditing (ISA) and standards issued by the International Organization of Supreme Audit Institutions (INTOSAI) or similar international standards.

In the case of an audit request after the project has commenced and therefore is not budgeted for, the ADRA office will either revise the budget to accommodate the audit or negotiate with the donor to cover the cost of the audit before the audit is undertaken. In both instances, the ADRA office will do their best to ensure relevant financial documents are available for the audit. The objective of the audit is to ensure that:

- Project funds are used solely for their intended purpose;
- All project income is properly sourced and identified;
- Expenditures are legitimate and correspond to adequate supporting documentation;
- Expenditures are in accordance with approved budget;
- Accounting records and documentation are at acceptable level, are transparent, and were prepared in accordance with accepted accounting standards;
- Donor agreements, regulations, and organizational policies and procedures have been properly followed;
- Stated project objectives have been achieved; and that
- The financial report of the project is fairly stated and reliable.
- The scope of an audit includes an examination of all underlying records and access to information without limitation imposed by the office being audited.

The results of the audit must verify through the auditor's statement, opinion, and/or conclusion that all monies received as income to this project were used (or not used) in accordance with the intended purposes, donor agreement, and applicable policies, procedures, and regulations. The audit report is expected to disclose any instances of funds being misused, any costs that are questioned, and any infraction from the donor agreement, policies, procedures, and regulations.

**Resources:**

- [Audit Guidelines](#)

**Expectation Statement:** ADRA offices will budget for audits where they are required, and keep financial records that allow a full and transparent audit to be conducted.

## Module 9: Technology

### 9.1 ENET

ENET is ADRA's platform for sharing information, resources, knowledge, and expertise across the Network. Among other things, ENET hosts ADRA's Advocacy campaign, Marketing and Fundraising resources, Monitoring and Evaluation resources, network Policies and Procedures, the ADRA License and Accreditation program, Private Grants, Safeguarding, and Safety and Security. ENET also hosts the Emergency Management site, providing the Network with a record of emergency response activities and an extensive source of Emergency Management resources.

ENET is available to anyone within the ADRA Network. Contact your Country Director if you require an account.

**Resources:**

- [ENET Home](#)
- [Emergency on ENET](#)

**Expectation Statement:** ADRA staff will use ENET as a source of tools and resources to facilitate effective emergency management operations.

### 9.2 LogAlto

LogAlto is a project management tools that specialises in M&E (Monitoring and Evaluation), which the ADRA Network has adopted as the default tool for documenting all projects, including emergency projects. Collaboration between all ADRA offices involved is enabled through centralisation of the key project information. LogAlto has a mobile application that allows field officers to collect information or run rapid assessment surveys on or offline.

Key data required for a project in LogAlto are:

- **Project Code**, of which Emergency projects typically start with EM and the year of the disaster e.g. EM21-
- **Project Title**: a brief headline for the project, which includes the disaster name and country
- **Start and End Dates**: if the end date isn't known, add a date in the future and then revise
- **ADRA Office(s)** includes all the offices involved e.g. implementing and supporting offices
- **Location(s)**: The location(s) of the disaster response. This is important as it is how the project can be reflected on the map infographics.
- **Sector**: the primary sector of the project intervention
- **Project Budget**: this is the estimated total project budget and the corresponding currencies.
- **Project Budgets (more)**: Under the 'more' option at the top right specific project expenses can be added, which can be used for the annual reporting process.
- **Beneficiaries**: under the LogFrame menu Primary or Direct beneficiaries and Secondary or Indirect beneficiaries of the project are entered. Disaggregated data should be entered.
- **Contact details**: all users involved should be listed to facilitate making contact.
- **Documents**: Any documents that are relevant to the project can be uploaded for reference at a later stage.

#### Resources:

##### General LogAlto Information

- <https://Source.ADRA.cloud>
- <https://source.adra.cloud/logalto-ensure-your-projects-are-updated-for-2020/>
- <https://Help.LogAlto.com>
- <https://source.adra.cloud/logalto-adra-network-covid-response-indicators/>
- <https://source.adra.cloud/logalto-video-tutorials/>

##### System Information

- <https://ADRA.LogAlto.com>

##### LogAlto support contact email

- [Support@ADRA.cloud](mailto:Support@ADRA.cloud)

**Expectation Statement:** All ADRA offices will upload and maintain emergency project information in LogAlto.

## 9.3 GIS (Geographic Information Systems)

**GIS** is a computer-based system capable of capturing, storing, analyzing, and displaying geographically referenced information. GIS is a very powerful tool that can be used in all projects, but particularly during disasters as it allows responding staff to quickly obtain an easily understandable and referenced set of information.

There is currently no one standard tool to collect, analyse or report on GIS information, however KoboCollect is promoted via the HumanitarianResponse.info and has been used successfully in multiple disasters in the past for collecting GPS (Global Positioning System) points as well as other information relevant to a disaster.

GIS can be broken down into a number of components:

- i. GPS collection (hardware), which can be done via the following -
  - GPS devices
  - Mobile phones (examples of apps are KoBo Collect and LogAlto)
  - Drones
  - Printed maps
- ii. Visualization and analyses (software) using the following -
  - ArcGIS
  - QGIS
  - Open Street Maps
  - Google Maps

Ideally, GIS information should be collected before a disaster, such as access routes, transportation, buildings, prepositioned supplies and risk reduction infrastructure. This is valuable baseline data to inform a disaster response. Immediately after disaster rapid damage assessments and then more detailed data around distributions or other interventions are often captured using GIS. There are many ways GIS tools can be used to mitigate the impact of disasters, such as mapping coastlines for communities at a high risk of tsunamis or coastal erosion, deforestation or drought. Drones have also been used to gather detailed information for project design, assessing damage and even search and rescue.

**NOTE:** GPS (Global Positioning System) points can be extremely valuable in humanitarian aid work, BUT great care needs to be taken as to the type of data and who that data is shared with e.g. making public a list of vulnerable children's locations is not acceptable and in some situations, such as conflict, sharing locations and movement of people could result in harm to vulnerable populations.

**Resources:**

- [OCHA Humanitarian Response](#)
- [KoBo Toolbox Login](#)
- [KoBo Toolbox support resources](#)
- [Field Papers](#)
- [QGIS](#)
- [Open Street Map](#)

**Expectation Statement:** ADRA will use technology to support enhanced data collection and analysis for improved decision-making

## 9.4 KoBo Toolbox

KoBoToolbox is a free open-source tool for mobile data collection that makes collecting data, such as needs assessments, monitoring data and distribution lists, easy, accurate and fast. It allows the creation of surveys (online) and to collect data (offline, if required, using KoBoCollect) in the field using mobile devices such as mobile phones or tablets, as well as with paper or computers. Collecting data using mobile technology saves time, by reducing the need to transcribe data from paper to computer before it can be analysed and is more accurate as it reduces enumerator errors and eliminates transcription errors. KoBoToolbox was designed for humanitarian work. Its offline capabilities make it easy to use (requires no technical

knowledge to manage and enumerators can be trained within minutes) and can be rolled out rapidly, even in difficult and remote locations.

**Resources:**

- [KoBoToolbox support resources](#)
- [A quick tour of KoBoToolbox – a simple and safe way to collect reliable data](#)

**Expectation Statement:** ADRA will use technology that results in access to faster, more accurate data.

## 9.5 Microsoft Teams

Microsoft Teams is a full-featured communication and collaboration tool that enables emergency response teams to centralize activities and work effectively together online using Microsoft Office applications. Document collaboration is enhanced by co-editing, dynamic comments, and chats, and conventional communications are enhanced through posts, chats, audio, and video calling. MS Teams enables all aspects of emergency management including training via virtual tabletop exercises (TTX), response planning, and response operations.

MS Teams is available for free with some limitations, or as part of Microsoft 365. Microsoft 365 may be available free or at discounted rates to qualifying non-profits (see below link).

**Resources:**

- [An introduction to MS Teams](#)
- [A suite of MS Team training videos](#)
- [A comparison of MS Teams free and MS Teams](#)
- [Criteria to qualify for Microsoft 365 discount](#)
- [Guidelines for using MS Teams for TTXs](#)

**Expectation Statement:** ADRA will utilize communication and collaboration platforms such as MS Teams to facilitate effective emergency planning, preparedness and response.

## 9.6 Information Management

Effective information management in emergency operations supports decision making, planning, monitoring and reporting. It also supports accurate communication of the situation to emergency personnel and other stakeholders.

**Note:** *Information referred to in this context is operational. It does not include personal information collected from the affected population. Please see section [9.6 Data Protection](#) on how this information is managed.*

Information management in an emergency should adhere to the following principles:

- **Accessibility.** Humanitarian information should be made accessible to all humanitarian actors by applying easy-to-use formats and by translating information into common or local languages when necessary. Information used for humanitarian purposes should be widely available through a variety of online and offline distribution channels, including the media.



- **Inclusiveness.** Information management and exchange should be based on a system of collaboration, partnership, and sharing. There should be a high degree of participation and ownership by multiple stakeholders, especially representatives of the affected population.
- **Inter-operability.** All sharable data and information should be made available in formats that can be easily retrieved, shared, and used by humanitarian organizations.
- **Verifiability.** Information should be accurate, consistent, and based on sound methodologies, validated by external sources, and analyzed within the proper contextual framework.
- **Relevance.** Information should be practical, flexible, responsive, and driven by operational and decision-making needs throughout all phases of a crisis.
- **Objectivity.** Information managers should consult a variety of sources when collecting and analyzing information to provide varied and balanced perspectives for addressing problems and recommending solutions.
- **Humanity.** Information should never be used to distort, to mislead, or to cause harm to affected or at-risk populations and should respect the dignity of victims.
- **Timeliness.** Humanitarian information should be collected, analyzed, and distributed efficiently, and must be kept up to date.
- **Sustainability.** Humanitarian information should be preserved, catalogued, and archived so that it can be recovered for future use in areas such as preparedness, analysis, lessons learned, and evaluation.

#### Resources:

- [Information Management Manual for Disaster Response Teams](#)
- [Information Management - UNHCR Emergency Handbook](#)

**Expectation Statement:** ADRA will incorporate information management best practices into response planning and training and will follow these practices during response operations.

## 9.7 Data Protection

In an emergency response, ADRA may need to collect, process, and share personal data from the affected population. Given the vulnerable position of these individuals (referred to as “Data Subjects”), their personal data is particularly sensitive, and must be afforded special protection. Data protection in an emergency response will adhere to the following six principles:

- ***Principle 1:** Personal data shall be processed lawfully, fairly and in a transparent manner in relation to the Data Subject.* Inform Data Subjects how their data will be used, process the data accordingly, and adhere to national and regional data protection laws.
- ***Principle 2:** Personal data shall be collected for specified, explicit and legitimate purposes and not further Processed in a manner that is incompatible with those purposes.* Limit processing of personal data to only what is necessary to achieve emergency response objectives.
- ***Principle 3:** Personal data shall be adequate, relevant and limited to what is necessary in relation to the purposes for which they are processed.* Do not store any personal data beyond what is strictly required.

- *Principle 4: Personal data shall be accurate and, kept up to date. Maintain accurate and up-to-date data.*
- *Principle 5: Personal data shall be kept in a form which permits identification of Data Subjects for no longer than is necessary for the purposes for which the Personal data is Processed. Wherever possible, store personal data in a way that limits or prevents identification of the Data Subject.*
- *Principle 6: Personal data shall be processed in a manner that ensures appropriate security of Personal data, including protection against unauthorized or unlawful processing, and against accidental loss, destruction or damage. Use appropriate technical and organizational measures to ensure the integrity and confidentiality of personal data.*

#### Resources:

- [UN Personal Data Protection Principles](#)
- [IASC – Data Responsibility in Humanitarian Action](#)
- [UNHCR Personal Data Protection Policy](#)

**Expectation Statement:** Personal data collected and processed by ADRA as part of an emergency response will be managed so that response objectives can be met, taking all precautions necessary to safeguard and protect such data, to prevent any harm to the affected population as a result of data mishandling or misuse.

## 9.8 Renewable Energy in emergencies

When disaster hits, energy becomes a rare commodity, alongside other basic human needs in the affected areas. As such, availability of energy for the affected communities also becomes one of the critical elements in achieving goals of immediate recovery and longer-term resilience in these fragile and crisis contexts. The ability of communities to cope with and rapidly recover from crisis hinges in many ways on their ability to regain sustainable access to energy, given that energy is critical for regenerating livelihoods and local economies.

The provision of renewable energy solutions (e.g. solar-powered solutions for phone and equipment charging, solar lamps, solar water pumps and water filters, solar irrigation kits, solar street lights in camps, solar powered vaccine refrigerators and freezers) in emergency response, are now receiving greater attention, as a way of effectively meeting the needs of affected communities and setting the foundation for increased community resilience. Additionally, it is important that these investments are climate-proofed, through preparedness training of the communities on how to assemble and disassemble these energy sources, so as to avoid any possible destruction that might arise from a recurring disaster, such as cyclone or floods.

#### Resources:

- [FAO Energy needs in an emergency](#)
- [Energy, Gender & GBV in Emergencies](#)

**Expectation Statement:** ADRA will, where practical, include renewable energy sources that meet the needs of disaster-affected people in both pre-positioning and disaster response

## 9.9 Disaster Alerts

Some disasters can be forecast, based on remote sensors, radar, and meteorology monitoring tools. The early warnings are often posted by different agencies. It is important to subscribe to these alerts and use the information provided to make informed decisions. Some of this information, including imaging, can be shared on SitReps, infographics, regional reports/updates, and marketing.

### Resources:

- [Global Disaster Alert and Coordination System \(GDACS\)](#)
- [Windy.com](#)
- [Copernicus - European Union's Earth observation programme](#)
- [National Hurricane Center and Central Pacific Hurricane Center](#)
- [National Oceanic and Atmospheric Administration](#)
- [World meteorological organization](#)
- [ERCC - Emergency Response Coordination Centre](#)

**Expectation Statement:** ADRA will use existing disaster alert services to make informed decisions and capture reliable information based

## Annexes

### Annex 1: Acronyms

<b>AdCom</b>	Administrative Committee
<b>AAL</b>	ADRA Accreditation and Licensing
<b>ADRA</b>	Adventist Development and Relief Agency
<b>ADRA/I</b>	ADRA International
<b>AFRO</b>	ADRA African Regional Office
<b>BHA</b>	Bureau for Humanitarian Assistance (US)
<b>CCCM</b>	Camp Coordination and Camp Management
<b>CD</b>	Country Director
<b>CO</b>	Country Office
<b>CHS</b>	Core Humanitarian Standard
<b>DART</b>	Disaster Assistance Response Team
<b>DRR</b>	Disaster Risk Reduction
<b>EiE</b>	Education in Emergencies
<b>EMAC</b>	Emergency Management Advisory Committee
<b>EMU</b>	Emergency Management Unit (at ADRA International)
<b>ERC</b>	Emergency Response Coordinator
<b>ERT</b>	Emergency Response Team
<b>FBO</b>	Faith Based Organization
<b>FFP</b>	Food For Peace
<b>GNDR</b>	Global Network of Civil Society Organisations for Disaster Risk Reduction
<b>HCT</b>	Humanitarian Coordination Team
<b>HR</b>	Human Resources
<b>IASC</b>	Inter-agency Steering Committee
<b>IDP</b>	Internally Displaced Persons
<b>IFRC</b>	International Federation of Red Cross and Red Crescent Societies
<b>IOM</b>	International Organisation for Migration
<b>MEAL</b>	Monitoring, Evaluation and Learning
<b>NEMP</b>	National Emergency Management Plan
<b>NERC</b>	Network Emergency Response Committee
<b>NetCom</b>	Network Committee
<b>OCHA</b>	Office for the Coordination of Humanitarian Affairs
<b>OECD/DAC</b>	Organisation for Economic Co-operation and Development – Development Assistance Committee
<b>OFDA</b>	Office of Foreign Disaster Assistance
<b>PDAC</b>	Programs Development Advisory Committee
<b>PRM</b>	Bureau for Populations, Refugees and Migration
<b>REC</b>	Regional Emergency Coordinator
<b>REMP</b>	Regional Emergency Management Plan
<b>RTE</b>	Real Time Evaluation
<b>SDA</b>	Seventh-day Adventist Church
<b>SOP</b>	Standard Operating Procedure
<b>TLL</b>	Technical Learning Lab
<b>UN</b>	United Nations
<b>UNHRD</b>	United Nations Humanitarian Response Depot
<b>USAID</b>	United States Agency for International Development
<b>USG</b>	US Government
<b>VOICE</b>	Voluntary Organisation in Cooperation in Emergencies
<b>WFP</b>	World Food Program
<b>WHO</b>	World Health Organisation

## **Annex 2: ADRA Regional Offices**

- Africa Region
- Asia Region
- Europe Region
- Euro-Asia Division
- Inter-American Division
- Middle East and North Africa Union
- North American Division
- South American Division
- South Pacific Division