Disaster Management Standards
This is the second edition of these standards. The first edition was published in 2008, and the publication will be updated every three years.

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Introductory Letter from Dan Kelly

On behalf of Humanitarian and Emergency Affairs (HEA), I am pleased to share with you the new 2011 Standards for Disaster Management. These standards systematically and clearly define our operational responsibilities and accountabilities across the whole of disaster management, not just the response phase.

The 2008 Standards were a significant milestone in the evolution of World Vision’s disaster management work, but after several years of application in a wide variety of contexts it has become necessary to revise and refine them. As World Vision has grown and the number of emergencies increased, it has made sense to decentralise many decision-making processes to the regions. This represents a maturing of roles in our disaster management system, as regions are well placed to bring together both field and global perspectives when making key decisions. As these decisions are made, Global Centre HEA will continue to set standards, support and advise as necessary. These changes have been reflected in the new standards with greater clarity on roles and accountabilities.

We are now moving from three response levels for World Vision Operations (level 1, 2 and 3) to two – national office and global responses. This reflects the growing capacity of national offices to take the lead in responses to their emergencies. Global responses are when the wider Partnership needs to manage a response to large-scale disasters. In addition we also have standards for no response and/or monitor context and for working through partners. To help staff implement all of these, the standards are one easy, portable resource containing specific requirements and tools for improving disaster management.

Dan Kelly
Partnership Leader
Humanitarian & Emergency Affairs
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### Abbreviations

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<th>Description</th>
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<tr>
<td>ADP</td>
<td>Area Development Programme</td>
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<tr>
<td>ARG</td>
<td>Advocacy Response Group</td>
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<td>ARP</td>
<td>Area Rehabilitation Programmes</td>
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<td>CEWG</td>
<td>Children in Emergencies Working Group</td>
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<td>CMR</td>
<td>Crude Mortality Rate</td>
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<td>CoP</td>
<td>Community of Practice</td>
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<td>CRR</td>
<td>Country Risk Ratings</td>
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<td>CSR</td>
<td>Core Security Requirements</td>
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<td>DDG</td>
<td>Declaration Decision Group</td>
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<td>DM</td>
<td>Disaster Management</td>
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<tr>
<td>DME</td>
<td>Design, Monitoring and Evaluation</td>
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<td>DNH/LCP</td>
<td>Do No Harm/Local Capacities for Peace</td>
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<td>DRM</td>
<td>Disaster Risk Management</td>
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<td>DRR</td>
<td>Disaster Risk Reduction</td>
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<td>EOD</td>
<td>End of Deployment Appraisal</td>
</tr>
<tr>
<td>EPRF</td>
<td>Emergency Preparedness and Response Fund</td>
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<tr>
<td>GC</td>
<td>Global Centre</td>
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<tr>
<td>GIK</td>
<td>Gifts-in-Kind</td>
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<td>GOps</td>
<td>Global Operations</td>
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<td>GPRN</td>
<td>Global Pre-positioning Resource Network</td>
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<td>GRRT</td>
<td>Global Rapid Response Team</td>
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<td>GSCN</td>
<td>Global Surge Capacity Network</td>
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<tr>
<td>HAP-I</td>
<td>Humanitarian Accountability Partnership – International</td>
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<tr>
<td>H-DME</td>
<td>Humanitarian Design, Monitoring and Evaluation</td>
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<td>HEA</td>
<td>Humanitarian &amp; Emergency Affairs</td>
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<tr>
<td>HEARRT</td>
<td>See RRTs</td>
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<tr>
<td>HEAT</td>
<td>Hostile Environment Awareness Training</td>
</tr>
<tr>
<td>H-LEARN</td>
<td>Humanitarian Learning, Evaluation, Analysis and Review Network</td>
</tr>
<tr>
<td>ICST</td>
<td>In-Country Support Team</td>
</tr>
<tr>
<td>INGOs</td>
<td>International Non-governmental Organisations</td>
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</tbody>
</table>
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An introduction to the 2011 Disaster Management Standards

What is new?

The 2011 Disaster Management Standards seek to be simple, flexible and adaptable in the wide variety of contexts, situations and disasters in which World Vision works. It builds on a thorough consultative process within HEA and is aligned to the 2010 Partnership Representative Committee resolution on ‘Strengthening our Approach to Large Scale, Rapid Onset Emergency Response.’ Another improvement is a virtual version of the standards available in the HEA Library on wvcentral, where the resources can be accessed at the click of a mouse, making them more accessible and up-to-date. The standards also incorporate the following new features:

1. These standards apply to all parts of disaster management, not just response and thus include significant input from all lines of ministry, sectors and functions. They are also adaptable to all contexts including, but not limited to, slow onsets, rapid onsets, natural disasters and complex emergencies.

2. The number of emergencies is growing, and so we need to have quicker more flexible procedures and ways of working. Regions, and particularly regional HEA directors (RHEADs), have enhanced decision making powers because they are able to balance field realities with Partnership/global perspectives.

3. These standards reflect an increased ease of use through greater consistency, streamlining processes and reducing the number and complexity of standards. The 2008 Standards were a great compilation of what we know, but this grew in an ad hoc manner to become difficult to implement on the ground. The new standards have been refined to make them more consistent and ‘do-able’ in the pressure of an emergency.
4. The new standards have been structured to have **clearer lines of roles and responsibilities**. Each standard can be broken up by office responsibility or response function, making it easier to delegate and allocate responsibility to key staff.

5. **These standards have been updated to reflect what we have learnt.** Application and experience in a range of dynamic contexts demonstrated which standards worked well, which were necessary, and which needed adjusting or removing. World Vision and the larger humanitarian community have also changed considerably, and the standards need to be updated to better fit these changing realities.

6. The standards have been updated to **better focus on the needs of those impacted by disasters**.

7. The standards cover **what needs to be done**; a new piece of work, ‘Adaptive Response’, will cover the operational details of **how this should be done**. Adaptive Response will be rolled out in phases as each piece becomes ready, starting in mid 2011.

**Who was involved in putting them together?**

The 2011 Disaster Management Standards document was compiled through a consultative process that involved a broad range of practitioners, management and technical experts from HEA and other parts of World Vision. This process was overseen by a steering committee that reviewed the big picture decisions and a core working group that met online every six weeks and twice face to face. Detailed work was completed by a sub-working group for each standard, overseen by the core working group. In all, more than 25 people have contributed in some way to the revision of the standards and all have been highly valued.

**How do the new Standards work?**

The new set of standards is summarised in the following Standards Frame table that covers all disaster management work and simply explains how each part fits together. Six overarching quality assurance principles have been built into the new framework and must be applied by all, irrespective of context.

The overarching standards are:

- accountability to beneficiaries
- quality in programming
• quality in operations
• quality in staffing
• accountability to donors
• continual learning and improvement.

There is a separate standard for each ‘box’ on the diagram. Each standard is then broken up into logical pieces that make it easy to allocate roles. In some standards this is by office and in the response standards this is also by function in an emergency. This makes it easier to divide roles, responsibilities and accountabilities for each stage of the emergency as staff will only need to familiarise themselves with the contents of the piece that they are working on.
The Standards Frame:

- applies to all emergencies – irrespective of size, type or who manages them
- establishes a simple and clear process to follow in responding to an emergency
- identifies clearer responsibilities for each part of the organisation involved
- includes short and simple document for each ‘box’ in the system.

The Standards Frame starts with the **preparedness standards** which should be the normal way of working in every office. Once a disaster has occurred, the declaring and undeclaring guidelines are used to determine the magnitude (category) of the disaster and the response model that WV will use – either WV national office response, WV global response, partnering response or no WV response/monitor context. After this, the response model chosen will be operationalised. Each has its own separate standards document. Finally, the **transition standard** guides the process of moving the response towards longer term programming or phase out.
Standards for preparedness

The preparedness standards address the period leading up to the declaration of a disaster. They apply to all national offices and should be considered as requirements for ‘normal operations’ even when no disaster is occurring or anticipated. The preparedness standards are organised according to NO, SO, RO and GC audience in order to clarify where the responsibility for implementing each standard lies. Note that a full toolkit of the latest resources is available on wvcentral in the HEA Library.

Standards for the national offices

<table>
<thead>
<tr>
<th>#</th>
<th>Standards</th>
<th>Management notes</th>
<th>Selected resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Develop a National Office Disaster Management (DM) Strategy in line with National Office Strategy.</td>
<td>This is done in collaboration with the regional HEA office and as part of established strategy cycles. Further support may be available from Integrated Technical Teams and lines of ministry as required. The strategy may need to be revisited more regularly in response to disaster events or changing context.</td>
<td>• Community-Based Disaster Risk Management (CBDRM) Project Model&lt;br&gt;• Disaster Risk Reduction (DRR) guidance</td>
</tr>
<tr>
<td>2</td>
<td>Develop national office preparedness requirements as outlined in the NO Disaster Management (DM) scorecard.</td>
<td>The primary purpose of the NO DM scorecard is to improve and ensure NO capacity to respond to disasters by highlighting priority areas for action to achieve effective disaster management. NOs should provide a periodic (e.g. annual) self-measurement tool to assist national offices to make the right investments in preparedness to enable the professional management of disaster risk within the national programme. The standards for the NO scorecard include but are not limited to the following standards: strategy, people and structures, programme effectiveness, and physical resources for response.</td>
<td>• NO Scorecard</td>
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### Standards for the national offices

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<tr>
<th>#</th>
<th>Standards</th>
<th>Management notes</th>
<th>Selected resources</th>
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<tr>
<td>3</td>
<td>Maintain an acceptable level of capacity (and/or access to capacity) relative to risk ranking.</td>
<td>An acceptable level of capacity defined by the regional offices based on comparison of risks and scorecard results. If an office plans to draw on external capacity, e.g. from another NO, this should be documented in the DM Strategy and scorecard.</td>
<td>• Risk and Capacity Assessment (RCAT)</td>
</tr>
<tr>
<td>4</td>
<td>Relationships with potential donors, partners and sub-contractors should be built in advance.</td>
<td>Identification of donors, partners or sub-contractors should be done in advance as this is the best time to build relationships and the understandings needed to access funding in an emergency. Potential operational partners or sub-contractors should be identified using the HEA Guidelines for Partnering and Sub-contracting. (Part of this set of standards) and relevant tools such as Integrated Programming Model’s (IPM) critical path and those recommended by the Partnering CoP. This could include initial capacity building and due diligence work.</td>
<td>• HEA Guidelines for Partnering and Sub-contracting</td>
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Standards for the support offices

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<th>Standards</th>
<th>Management notes</th>
<th>Selected resources</th>
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<tbody>
<tr>
<td>5</td>
<td>Support offices fundraise for preparedness.</td>
<td>Fundraising initiatives generated during the disaster raise funds for preparedness.</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>SOs fulfil annual obligations for EPRF</td>
<td>The EPRF fund is maintained at appropriate levels through: a) reimbursement of allocations where possible, and b) the annual replenishment process. The replenishment amount is determined each year, and GC Finance subsequently apportions amongst SOs and advises SOs simultaneously with the annual GC core contributions. The replenishment amount is usually fairly consistent from year to year. SOs should anticipate this replenishment request, ensure funding is set aside each year and commit to Partnership Budgeting and Actual System on a timely basis.</td>
<td>EPRF Manual</td>
</tr>
<tr>
<td>7</td>
<td>SOs that deal in GIK have systems and agreements in place to support relief supplies and GIK pre-positioning or rapid diversion to disaster response use.</td>
<td>SOs agree to NOs maintaining stockpiles of supplies, GIK and equipment. In normal operations (e.g. development before the disaster) this will involve allowing NOs to hold back some GIK for possible emergency use. When disaster strikes SOs should be able to quickly authorise the diversion of GIK for disaster use. Appropriate, both food and other private GIK, can be provided to the programme, upon agreement from the response manager.</td>
<td>Minimum Standards GIK</td>
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## Standards for the support offices

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| 8  | SOs have systems and structures in place that can be rapidly mobilised to support emergency response. | SO should have flexible staffing structures, systems and procedures in place so that they can rapidly mobilise communications, advocacy, programming and other support staff to support emergency response. (In their country – not deployed). Additionally support offices’ HEA teams may have disaster management staff that can be deployed and are adequately trained in emergency response including HEAT. | • SO preparedness and response systems documents  
• Deployment ToR                                                                                                                      |
| 9  | Keep donors and media engaged and updated during ‘normal’ times.           | Support office staff need to liaise with donors and media to keep them alert on changes happening in countries so that when a disaster strikes doors are open and relations are built for funding.                       |                                                                                                                                                                                                 |
## Standards for the support offices

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| 10 | SOs build capacity of NOs to ensure compliance to donor regulations, increase access to local funding and meet SO contractual requirements. | NOs are likely to implement projects with multiple government donors. The SO should work with the respective national office staff to ensure they are aware of the donor specific compliance requirements, ideally through tools that can be referred to quickly during a response. As many grant funding decisions are made by international government donors in the affected country either through permanent representation (e.g. embassies) or newly arrived disaster experts, it is critical that national offices build credible relationships with these donors in advance of the crisis (where permanent donor representations exist) in order to gain funding. SOs require MoUs/agreements with the NO to ensure clarity of expectations during a response. The SO should ensure the relevant staff are aware of the likely requirements and have the sufficient capacity and resources to meet them. | • Donor guidelines from SOs  
• SO MOUs/agreements                                           |
## Standards for the regional offices

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<th>Management notes</th>
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<tr>
<td>11</td>
<td>Early warning/early action reports are collated and disseminated.</td>
<td>Regional offices are responsible for identifying and monitoring disaster related status of countries within their regions. Early Warning Reports can be compiled from information gathered from the CEWG, NO and RO observations, UN and governmental monitoring initiatives, media reports, etc., and disseminate them around the Partnership. They help identify patterns of potential humanitarian emergencies to improve future responses. However, information gathering is not an end in itself but should be used to inform countries at risk of disaster to take action to avoid or reduce risks.</td>
<td></td>
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<td>12</td>
<td>Macro Regional Risk Mapping (MRRM) Process is carried out.</td>
<td>Risk mapping helps to establish the risk profile of all the NOs within a region and should be carried out before the development of a Disaster Management Strategy and undergoing annual review.</td>
<td>• MRRM Process</td>
</tr>
<tr>
<td>13</td>
<td>Risk ranking of all NOs is established.</td>
<td>Risk ranking assists in determining the capacity prioritisation.</td>
<td>• MRRM Process</td>
</tr>
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<td>14</td>
<td>Contingency plans are in place for rapid entry or partnering in countries with no WV presence that have been identified as high profile and high risk.</td>
<td>The RO is the first point of call in the event of a high-profile large emergency in a country with no WV presence in their region.</td>
<td>• Partnering Standards</td>
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## Standards for the regional offices

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<tr>
<td>15</td>
<td>Provide NOs support to complete Risk &amp; Capacity Assessment annually.</td>
<td>The RO should provide guidance on the most appropriate type of assessment for each NO along with the resources to do so.</td>
<td>• Risk and Capacity Assessments</td>
</tr>
<tr>
<td>16</td>
<td>Support and ensure all national offices develop a Disaster Management Strategy that is integral to their NO Strategy.</td>
<td>NOs are provided support to develop a Disaster Management Strategy.</td>
<td>• NO DM Preparedness Standards</td>
</tr>
<tr>
<td>17</td>
<td>Develop staff capability for Regional Rapid Response and maintain deployment agreements with each NO.</td>
<td>The regional office is responsible for capacity building of regional and national office staff to respond to disasters. The regional office is mandated to have staff ready for national and region-wide emergency responses managed within a region. This is the case except in the event of a global, large-scale response, where the region works with GRRT in the initial phase response to provide regional staff as well as RDMT/HEARRT human resources for the response.</td>
<td>• Deployment Decision Flowchart for Regions • Anatomy of a GRRT Deployment</td>
</tr>
<tr>
<td>18</td>
<td>Ensure ongoing effective regional networking and engagement with donors, UN Agencies and other key regional stakeholders.</td>
<td>Regional office staff should engage with key stakeholders that maintain a multi-country humanitarian view (geographic and thematic) and can provide insights to the NOs, SOs and GC in terms of early warning, needs, funding opportunities and regional agency coordination.</td>
<td>• Partnering Strategic Intent • HEA Strategic Intent</td>
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## Standards for the regional offices

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<tr>
<td>19</td>
<td>Supplies are pre-positioned appropriate to the risk profile of the region.</td>
<td>GPRN regional advisors support the development of regional emergency logistical knowledge, networks, response systems and plans. They support logistical staff on RDMTs.</td>
<td></td>
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<tr>
<td>20</td>
<td>Funding is acquired for assessments and preparedness activities.</td>
<td>Funding may be acquired bilaterally from an SO, a donor or the EPRF. RHEADs make EPRF requests on behalf of NOs, for long term preparedness activities submitted to EPRF WG for consideration.</td>
<td>• ToR for R-HEA Directors</td>
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<td></td>
<td></td>
<td></td>
<td>• EPRF Usage Criteria</td>
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<td></td>
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<td></td>
<td>• NEPRG Form</td>
</tr>
<tr>
<td>21</td>
<td>Ensure NOs incorporate community resilience building plans into their development planning and programme implementation.</td>
<td>Regions provide the resources and innovation to reduce the impact of disasters through mitigation and reduction of risk and building of capacity.</td>
<td>• IPM Critical Path guidance and associated DRR tools</td>
</tr>
<tr>
<td>22</td>
<td>Assess the need (and if needed) activate the Pre-Crisis Review Team.</td>
<td>As a consequence of early warning indicators a Pre-Crisis Review Team (PCRT) will deploy before a disaster occurs to provide strategic guidance, support and coaching. This will also help them to identify the best preparedness and monitoring measures for the future.</td>
<td>• Pre-Crisis Review Team</td>
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<td></td>
<td></td>
<td></td>
<td>• ToR</td>
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## Standards for the Global Centre

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<th>Management notes</th>
<th>Selected resources</th>
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| 23 | EPRF can provide funding for preparedness, pre-positioning and response activities for large-scale Partnership responses. | EPRF submissions can be made by NOs, ROs and the GC. While there is generally an expectation that EPRF allocations will be reimbursed, it is understood that reimbursement of preparedness allocations is often more challenging. The EPRF WG, which manages the fund, consists of SO, RO and GC representatives with no one group having a majority. | • Policy for Use and Management of EPRF  
• EPRF Manual  
• EPRF request form  
• Funding Sources for Emergency Response paper |
| 24 | Relief supplies are pre-positioned and supply chain systems in place.     | GPRN guides and assists ROs and NOs with emergency logistics preparedness and planning, NFI programming, and pre-positioning. This may include support for pre-agreements with suppliers at the global, regional or national level. | • GPRN Catalogue  
• NFI Standards and guidelines                                                   |
| 25 | Staff are made available through effective systems and mechanisms that are in place for rapid deployment. | The GRRT serves as staff surge capacity during the initial stage of a large-scale response by assessing the situation, developing a response structure, accessing funding and material resource streams, and managing the processes for proceeding with a response. Alongside the GRRT, the Global Surge Capacity Network (GSCN) supports additional deployments for complementary staffing requirements both during and after GRRT phase-out. Note: GRRT is one of the GSCN streams. | • GSCN  
• GRRT Operations Plan  
• GRRT Business Plan                                                                   |
# Standards for the Global Centre

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<th>Standards</th>
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<tr>
<td>26</td>
<td>Ensure that systems and processes are in place to ensure quality responses that anticipate disasters.</td>
<td>HEA GC Quality and Strategy team and Integrated Programming Effectiveness team offer technical expertise in learning, accountability, DME and capacity to strategically improve resilience prior to disasters.</td>
<td>- HEA Strategic Intent 2010–2015&lt;br&gt;- Programme Accountability Framework</td>
</tr>
<tr>
<td>27</td>
<td>Ensure ongoing effective global networking and engagement on humanitarian issues with donors, UN Agencies and other key stakeholders.</td>
<td>GC staff should engage with key stakeholders that maintain a global- or sector-wide humanitarian view and can provide insights to the NOs, SOs and RO in terms of early warning, needs, funding opportunities and global agency coordination.</td>
<td>- Partnering Strategic Intent&lt;br&gt;- HEA Strategic Intent&lt;br&gt;- Global Capitals Leads</td>
</tr>
<tr>
<td>28</td>
<td>Generic deployment plans exist.</td>
<td>Deployment plans exist to allow for immediate implementation at the start of the response, thereby reducing time taken for planning and improving the overall effectiveness of the response. These plans are based on: 1) estimated usual requirements for starting a response from analysis of previous emergencies, and 2) priority sectors for WV as determined in the ‘Do, Assure, Don’t Do’ frameworks and initial activities within those sectors.</td>
<td>- Generic deployment plans template</td>
</tr>
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Guidelines for declaring and undeclaring emergencies

A. Purpose

- World Vision has created a set of criteria to guide decisions regarding the magnitude (size) of emergency and the selection of the response model we will use to respond. The magnitude of emergencies may be designated category (CAT) I, II, or III, and WV can choose the following response models:
  - National office response
  - Global response
  - Partnering response
  - No response/monitor context.

- When a response model is chosen it outlines which of the standards will be used and outlines organisational accountabilities.

- Emergency magnitude is declared to raise the profile of the disaster to the Partnership and help justify which of the response models will be used. This should be managed strategically so that declarations maintain their value. If there are too many high level declarations it will reduce their ability to raise profile in the WV Partnership.

- Declarations are normally made in response to a disaster event or when an ongoing situation reaches a level where further action by organisations like WV becomes possible or necessary. However, in some circumstances it may become necessary to use a declaration to stimulate early warning or early action. These occasions should be limited to those where an impending disaster is highly likely to occur and large scale preparedness activities are required. This should be limited to areas where WV would be highly likely to respond and where there is strategic benefit for the wider partnership in doing so.

- Due to the number of possible combinations of magnitude (CAT I, II and III), and the implications of the chosen response model (such as on EPRF allocations, deployment of staff, marketing effort), there often exists some ambiguity and confusion surrounding the following: who is responsible
for initiating the declaration process; how the decision is made and communicated; to what extent consultation is required in the process; and what happens if there are differences among stakeholders about the nature of the emergency and, more importantly, the scale of WV’s response. These guidelines bring clarity and consistency to this process.

- The Declaration Decision Group (DDG) is the key mechanism for evaluating both the emergency magnitude and the criteria for choosing the response model.
B. Emergency Declaration Process

Declaration and Undeclaration Process

Disaster trigger/event

Declaration Decision Group (DDG) convenes
(RHEAD (chair) +SO+NO+GC)

DDG confirms the magnitude of the event

Refer Potential CAT IV to Op Com

Declare CAT III

Declare CAT II

Declare CAT I

DDG decides on the response model
chosen response standards apply

Global response

Partnering response

National office response

No response/monitor context

Automatic Undeclaration process administered by RHEAD
(unless DDG or other stakeholder raises flag)

- As soon as possible following the onset of a large magnitude (CAT II or III) disaster event (within 12 to 24 hours) but prior to a DDG call, communications should be started by DDG members with their various constituencies (see section below for more).
• When an emergency occurs or is imminent, the **DDG is responsible for** ensuring that it is given a **category designation** based on World Vision’s criteria for the declaration of category of magnitude of an emergency.

• In the event of a slow onset emergency, the **DDG can be called at any time** that a member feels that situation could make it necessary to consider declaration of an emergency. This could be based on triggers that identify a worsening situation or that show an early declaration is needed to be able to begin contingency planning and early action.

• Triggers or context monitoring can also show that a previously declared emergency may be deteriorating and requires a new level of magnitude or response model. For example, if a CAT II drought is being responded to with a national office response, it may become necessary to upgrade this to a CAT III magnitude disaster using a global response model.

• Communications between the DDG will be facilitated by the relevant RHEAD to quickly ensure agreement is reached on the **magnitude of emergency and response model**, and that communications are sent to the Partnership as appropriate from the ND, RHEAD, regional leader or Partnership leader for Global Operations.

• Any member of a DDG can request the DDG discuss a recent disaster event or triggers that show a serious decline in a situation. This may be through calls, emails or other means as appropriate.

• Emergency declarations should take place **within 24 hours of a rapid onset** emergency occurring.

• The **DDG is chaired by the RHEAD** for the relevant region.

• The DDG will keep minutes and make a written recommendation on the magnitude of emergency and selection of the response model to the ND, regional leader or Partnership leader for Global Operations, respectively.

• The composition of the DDG for each level of response is detailed in the following section.
C. The Declaration Decision Group (DDG)

A DDG convenes around each emergency. Because large consultative groups are harder to get together quickly, the DDG will consist of just four members.

The limited size of the DDG will enable these groups to be quicker, more nimble, and to be held to account for their decisions. Each group member is expected to represent his/her whole constituency, e.g. the SO representative has the perspectives of SOs, the HEA Global Centre representative for all Global HEA, the RHEAD for all regional functions (communications, advocacy, etc.).

This representativeness can be built upon prior experience, agreements, or consultation about specific emergencies as the individuals on the DDG deem appropriate. Regions are at the centre of the convening process, therefore the RHEAD is responsible for convening the DDG and making sure that the membership meets the following criteria.

Membership of the DDG:

- **RHEAD** for the region
- An **SO representative** (SO with the biggest investment in the region or the SO whose investments are most affected by the disaster in question or other appropriate criteria)
- **GC HEA representative** (Chosen by the HEA Partnership leader or her/his designee)
- **National director(s)** of the affected country or countries

When more than one country is affected, see section F below for additional guidance.
Declaring & Undeclaring

RACI Matrix for Response Level Decision-Making

<table>
<thead>
<tr>
<th>Confirm the magnitude of the event (CAT I, II or III) based on the criteria to declare a category of emergency</th>
<th>Responsible</th>
<th>Accountable</th>
<th>Consulted</th>
<th>Informed</th>
</tr>
</thead>
<tbody>
<tr>
<td>DDG (decision by vote, GC HEA has casting vote)</td>
<td>HEA Partnership Leader</td>
<td>DDG members consulting/represent their constituency</td>
<td>Partnership</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Decide the response model (Global response, national office response, partnering response, no response/monitor context) based on the criteria to select a response model</th>
<th>Responsible</th>
<th>Accountable</th>
<th>Consulted</th>
<th>Informed</th>
</tr>
</thead>
<tbody>
<tr>
<td>DDG (decision by vote, GC HEA has casting vote)</td>
<td>Regional Leader</td>
<td>DDG members consulting/represent their constituency</td>
<td>Partnership</td>
<td></td>
</tr>
</tbody>
</table>

D. Guidance notes for RHEAD/DDG on use of ‘Emergency Magnitude and Response Criteria’

- Detailed criteria are in place to enable World Vision to rapidly classify emergencies and consistently identify response models. HEA leadership and regional leader/DDG must be guided by the criteria, and determine the magnitude of emergency (from CAT I to III) and response model respectively (global response, national office response, partnering response or no response/monitor context). **Any reasons for deviation from the criteria must be clearly recorded by the DDG.**

- World Vision has now established a mechanism to declare a **category IV** magnitude of disaster. This is for an event or events of global magnitude that have a humanitarian impact across multiple continents, an event that has an impact across multi-regions and/or an event in a country, region, or globally that puts World Vision’s business continuity at risk (for example the recent global food crisis or a future pandemic). Early warning of such an event can be made by various agencies, and DDGs can alert the Partnership to a potential category IV. They **can refer a situation to**

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1 R – Responsible, A – Accountable, C – Consult, I – Inform
Declaring & Undeclaring

the senior executive team operations committee (Op Com) for further consideration if it believes a CAT IV declaration should be made. Op Com recommends the declaring and undeclaring of a CAT IV and the WVI Present makes the declaration. More information can be found at: wvcentral > Our Work > Humanitarian & Emergency Affairs > HEA Resources > Policies and Standards > Internal Standards > Category I, II, III and IV Standards > Category IV Standards

The magnitude of emergency will generally be confirmed by the DDG, by comparing the size of the emergency to the primary and secondary criteria (see criteria to declare, undeclare and amend the category of magnitude of an emergency). There will be few, if any, occasions when there are significant questions about the magnitude category choice. It is recommended that where there are borderline cases, a higher magnitude category should be assigned.

Determining the response model that WV will use can be a complex decision. The implications of determining the response model are significant, as are the consequences of getting it wrong. The response model often determines access to resources such as EPRF and GRRT, and also sends a strong signal across the Partnership about the relative importance of this particular response in the context of competing demands. Furthermore, it is the response model that determines who makes the declaration.

Where a DDG is invoked in order to declare the magnitude of response level, the decision will be determined by a simple majority of the DDG members present on the phone call. The GC HEA representative has the casting vote in the case of a tie. Responsibility for declaring the emergency (both response model and category) falls to the following positions:

**Responsibilities for declaring an emergency response**

<table>
<thead>
<tr>
<th>Declares a global response</th>
<th>Regional leader</th>
</tr>
</thead>
<tbody>
<tr>
<td>Declares a national office response</td>
<td>National director</td>
</tr>
<tr>
<td>Declares a no response/monitor context</td>
<td>RHEAD</td>
</tr>
<tr>
<td>Declares a partnering response in a non-presence country</td>
<td>Regional leader</td>
</tr>
<tr>
<td>Declares a partnering response in a presence country</td>
<td>National director</td>
</tr>
</tbody>
</table>
Declaring & Undeclaring

Note: The declaration in this section shows minimum levels of responsibility. It may be that a national director considers it necessary to refer a national office declaration to the regional leader, or the regional leader decides to refer a global response declaration to the Partnership leader for Global Operations. This decision could be shaped by factors like the size, complexity, media and marketing considerations, international profile, and unusually complex partnership dynamics.

E. Notes on undeclaring or revising DDG decisions

Emergency declarations, about both the magnitude (category) and the response model, automatically expire within a given time frame, unless DDG members or another key stakeholder flags reasons not to do this. This applies equally to early warning and response situations. The RHEAD is responsible for maintaining a record of all DDG decisions and administering the process of automatic undeclaration. This includes ensuring that appropriate communications are sent from the ND, RHEAD or regional leader.

Undeclaring or re-categorisation of emergency

<table>
<thead>
<tr>
<th>Time frame</th>
<th>Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Changing of emergency magnitude (Cat I, II, III) or the response model</td>
<td>DDG</td>
</tr>
<tr>
<td>Automatic undeclaration for national office response emergencies after six months</td>
<td>RHEAD</td>
</tr>
<tr>
<td>Automatic undeclaration for partnering response after six months</td>
<td>RHEAD</td>
</tr>
<tr>
<td>Automatic undeclaration for global emergencies response after 12 months</td>
<td>RHEAD</td>
</tr>
</tbody>
</table>

If the situation on the ground requires, the DDG can reconvene to extend the emergency declaration or revise it upwards or downwards in line with the guidelines in this document. Otherwise declaration decisions will automatically expire in line with the time frames in the table above.
F. Declarations in multi-country scenarios

In multi-country or cluster contexts, the declaration process **for the cluster** of countries will be similar to single country scenarios. An aggregated magnitude category/response model status will be declared for the cluster of countries, utilising a DDG of the same composition but with the addition of NDs from each of the countries in the cluster. A determination of the magnitude category/response model status will also be made at the same time for each of the individual countries in the cluster, but this individual status will not be declared separately from the category/response model status of the cluster as a whole.

**Criteria to declare, undeclare and amend the category of magnitude of an emergency**

The category of magnitude of an emergency determines the magnitude of the event and needs of the disaster-affected population.

**Criteria to confirm magnitude of emergency**

**CAT IV**

An event that has a humanitarian impact across multiple continents, and/or an event that has an impact across multi-regions, and/or an event in a country, region, or global that puts business continuity at risk.

If an event or events appear to have occurred or are likely to occur that could be covered by a CAT IV, they should be referred to Op Com (Crisis Management Team) for further consideration. This is then governed by the CAT IV response protocols which can be found here wvcentral > Our Work > Humanitarian & Emergency Affairs > HEA Resources > Policies and Standards > Internal Standards > Category I, II, III and IV Standards > Category IV Standards
### Criteria to confirm magnitude of emergency

<table>
<thead>
<tr>
<th>CAT III</th>
<th>CAT II</th>
<th>CAT I</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Primary criteria</strong></td>
<td><strong>Primary criteria</strong></td>
<td><strong>Primary criteria</strong></td>
</tr>
<tr>
<td>1. Over 1 million people (or over 50% of the population are affected or potentially affected by the emergency.)</td>
<td>1. 100,000 to 1 million people (or 25% to 50% of the population) are affected or potentially affected by the emergency.</td>
<td>1. Up to 100,000 people are affected or potentially affected by the emergency.</td>
</tr>
<tr>
<td>2. High immediate or projected death rates (CMR&gt;1/10,000/day, U5MR &gt; 2/10,000/day) or doubling of the baseline CMR and U5 MR per country/geographic affected area.</td>
<td>2. The emergency has an impact on 1–2 sectors.</td>
<td>2. ADP/WV activities are directly affected/threatened.</td>
</tr>
<tr>
<td></td>
<td>3. CMR up to 1/10,000/day and/or U5MR up to 2/10,000/day or projected increase level of mortality compared to what is considered normal for the country.</td>
<td>3. Livelihoods are threatened.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4. Development potential is threatened.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5. Mortality is increased.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>6. Significant increase in incidence of violence/abuse towards children, women and other vulnerable groups.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>7. Impact on infrastructure, and basic services.</td>
</tr>
</tbody>
</table>

Any one of these criteria requires the declaration of a CAT III emergency.

Any one of these criteria requires the declaration of a CAT II emergency.

The combination of any four of these criteria leads to the declaration of a CAT I emergency.
### Criteria to confirm magnitude of emergency

<table>
<thead>
<tr>
<th>CAT III</th>
<th>CAT II</th>
<th>CAT I</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Secondary criteria</strong></td>
<td><strong>Secondary criteria</strong></td>
<td><strong>Secondary criteria</strong></td>
</tr>
<tr>
<td>3. Collapse of livelihoods and traditional coping mechanisms.</td>
<td>4. Significant erosion of livelihoods and traditional coping mechanisms.</td>
<td></td>
</tr>
<tr>
<td>4. Breakdown in national government infrastructures (i.e. energy, roads, bridges, building upkeep, potable water, and medical care), economy and social order.</td>
<td>5. Breakdown in national government infrastructures (i.e. energy, roads, bridges, building upkeep, potable water, and medical care), economy and social order.</td>
<td>6. Host government has declared a national state of emergency with possible appeals for humanitarian assistance from international agencies and NGOs.</td>
</tr>
<tr>
<td>5. Emergency affects a cluster of countries.</td>
<td></td>
<td>7. The country has a Human Development Index below 0.70.</td>
</tr>
<tr>
<td>6. National or regional social/economic/political complexity.</td>
<td></td>
<td>8. Increased GAM rate above 10% in children U5.</td>
</tr>
<tr>
<td>7. Host government(s) has declared a national state of emergency or has made an international appeal for humanitarian assistance or the international community recognises a national state of emergency and has made an international appeal for humanitarian assistance.</td>
<td></td>
<td>9. The prevalence of HIV and AIDS over 5%.</td>
</tr>
<tr>
<td>8. The country has a Human Development Index below 0.70.</td>
<td></td>
<td>10. Significant increase in incidence of violence/abuse towards children, women and other vulnerable groups.</td>
</tr>
</tbody>
</table>
## Criteria to confirm magnitude of emergency

<table>
<thead>
<tr>
<th>CAT III</th>
<th>CAT II</th>
<th>CAT I</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Secondary criteria (continued)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Increased GAM rate above 10% in children U5.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. Increased incidence or outbreak of epidemic diseases.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11. The prevalence of HIV and AIDS is over 5% and/or children below the age of 18 years orphaned by AIDS &gt; 10%.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12. Significant increase in incidence of violence/abuse towards children, women and other vulnerable groups.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>The combination of any five of these criteria leads to the declaration of a CAT III emergency.</strong></td>
<td><strong>The combination of any four of these criteria leads to the declaration of a CAT II emergency.</strong></td>
<td></td>
</tr>
</tbody>
</table>
### Criteria to declare, undeclared and amend the selection of response model

The response model is the management system and set of accountabilities that WV will use to respond to an emergency/disaster.

#### Selection criteria

<table>
<thead>
<tr>
<th>Response model</th>
<th>Criteria</th>
<th>Action</th>
</tr>
</thead>
</table>
| No response/monitor context   | 1. No WV presence in country and no strategy to set up an office  
2. WV country response is restricted/prohibited by the Regional Leader  
3. No connection with partner agencies  
4. Very low potential for donor funding  
5. Very low media interest  
6. Very low interest from support offices and Partnership  
7. Very low WV capacity to respond  
8. Very high risk to staff safety  
9. Unacceptable restrictions on freedom to communicate and practice WV’s Core Values  
10. Adequate government or civil society capacity to respond exists | • No response is undertaken but this is declared and recorded by the RHEAD (See Declaration Guidelines)  
• ‘No response/monitor context’ standards |

The combination of five of these criteria requires the selection and declaration of a ‘no response/monitor context’ response model or a consultative process using the DDG.
## Selection criteria

<table>
<thead>
<tr>
<th>Response model</th>
<th>Criteria</th>
<th>Action</th>
</tr>
</thead>
</table>
| Partnering and sub-contracting | 1. Government capacity, civil society or other response capacity is high.  
2. A partnership will lead to better programming quality.  
3. It is more effective/efficient to sub-contract than build up capacity ourselves.  
4. Alignment with regional or national office strategy means that scope for ongoing programming (post-emergency phase) is extremely limited.  
5. WV has no government registration in the country.  
6. The emergency is outside WV geographic areas.  
7. Limited potential exists for ongoing donor funding.  
8. Support office and Partnership interest is limited.  
9. WV has limited capacity to respond.  
10. Very high risk to staff safety.  
11. Unacceptable restrictions on freedom to communicate and practice WV’s Core Values. | - Response is undertaken through partners  
- Use guidelines for partnering and sub-contracting |
<table>
<thead>
<tr>
<th>Response model</th>
<th>Criteria</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>National office response model</strong></td>
<td>1. Increase up to 10 million USD in new programming or less than 50% increase in national office budget.</td>
<td>• National office response standards apply</td>
</tr>
<tr>
<td><strong>National office takes the lead and is accountable in managing the response</strong></td>
<td>2. ADP funds/NEPRF are available to start the response.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. Up to 50% new staff are required to respond.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4. Increase up to 10,000 MT of commodities for a 12-month period.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5. Limited or short-term media potential.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>6. Potential for resource acquisition from donors and partnership to support the response plan for up to six months.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>7. High capacity to respond of other NGOs and stakeholders, including the community.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>8. NO capacity – results of NO scorecard and risk and capacity assessment – demonstrates adequate capacity for NO to respond without Partnership support.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>9. Emergency is unlikely to increase or spread.</td>
<td></td>
</tr>
<tr>
<td><strong>The combination of six of these criteria requires the selection and declaration of a National Office Response or a consultative process using the DDG.</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Selection criteria

<table>
<thead>
<tr>
<th>Response model</th>
<th>Criteria</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Global response model</strong>&lt;br&gt;Partnership (SO, RO and GC) provides a high level of support and appoints a response manager to the national office</td>
<td>1. Increase by over USD 10 million in new programming and/or the probability of that occurring within 180 days.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. 50% increase or more of a national or project office annual budget.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. Probability of 50% or over increase in staffing.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4. Increase of 10,000 MT or more of commodities for 12-month period.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5. Government of the affected country(ies) has requested international assistance and/or UN has mobilised large-scale response.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>6. High, sustained international media interest very likely.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>7. Potential for high levels of resource acquisition from donors and Partnership for over six months.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>8. Limited response capacity in country in relation to humanitarian needs.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>9. Limited capacity for support to the response exists in the region/sub-regional office.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>10. WV current project/ADP areas are or have very high potential of being affected or being overwhelmed by the increased needs of neighbouring communities.</td>
<td></td>
</tr>
</tbody>
</table>
### Selection criteria

<table>
<thead>
<tr>
<th>Response model</th>
<th>Criteria</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>11. WV has no national office presence in the country; therefore high-level support from Partnership is required.</td>
<td>• Global response standards apply</td>
</tr>
<tr>
<td></td>
<td>12. National office is new or is in close-down phase, and therefore requires external support.</td>
<td>• Support from GC HEA</td>
</tr>
<tr>
<td></td>
<td>13. NO capacity – results of NO scorecard and risk and capacity assessment – does not demonstrate adequate capacity for NO to respond without Partnership support.</td>
<td></td>
</tr>
</tbody>
</table>

**The combination of six of these criteria requires the selection and declaration of a Partnership Response or a consultative process using the DDG.**
Standards for a national office response

The national office response standards address the magnitude of the response and recovery dimensions of disaster management in its area. They are organised according to the NO, SO and RO audience in order to clarify where the responsibility for implementing each standard lies. Note that a full toolkit of the latest resources is available on wvcentral in the HEA Library.

Standards for the national offices

<table>
<thead>
<tr>
<th>#</th>
<th>Standards</th>
<th>Management notes</th>
<th>Selected Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Management:</strong> Planning, organising and overseeing the use of resources to accomplish performance goals</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>A response strategy is developed and updated as appropriate based on needs, contextually relevant and aligned with internal, external and international humanitarian standards, and communicated to key stakeholders.</td>
<td>External standards may include government standards or local sector standards, etc.</td>
<td>• Refer to Transitions Guidelines</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The response team will forecast and prepare for the different phases of an emergency.</td>
<td>• HAP-I</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Key stakeholders will depend on the context but are likely to include government, peer INGOs, UN agencies and other elements of civil society.</td>
<td>• Sphere</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Transition planning should start as soon as possible. This can be done by identifying and resourcing a transitions person early on who can bring together response and longer term perspectives at all stages of the planning cycle.</td>
<td>• People in Aid</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Red Cross Code of Conduct</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• DNH/LCP</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Good Enough Guide</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Refer to Partnering and Sub-contracting Guidelines</td>
</tr>
</tbody>
</table>
## Standards for the national offices

<table>
<thead>
<tr>
<th>#</th>
<th>Standards</th>
<th>Management notes</th>
<th>Selected Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>The disaster response strategy development programmes operating in high-risk areas work with communities and partners to prepare a community-owned disaster response strategy. An agreed time frame by which to complete the response strategy is to be agreed upon between the response manager and the national director and shared with the appropriate Partnership stakeholders. The time frame will be appropriate to the context and emergency type.</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Management will foster and promote a culture of continuous learning and improvement.</td>
<td>Continuous learning and improvement benefits those we work with, our organisation and ourselves as it increases the quality of our work and helps us to deliver a better response.</td>
<td></td>
</tr>
</tbody>
</table>
# Standards for the national offices

<table>
<thead>
<tr>
<th>#</th>
<th>Standards</th>
<th>Management notes</th>
<th>Selected Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Operations</strong>: Implementation of response strategy through the assignment of tasks, allocation of resources and arrangement of activities</td>
<td></td>
<td>• HEA Performance Framework (in development)</td>
</tr>
<tr>
<td>3</td>
<td>Operations will be implemented in a timely, efficient and well coordinated manner that ensures high technical standards of quality and accountability.</td>
<td>The response is demonstrably accountable to beneficiaries, donors and other internal/external stakeholders. Consideration should be made of the need to continue, adapt or suspend regular Area Development Programming in disaster-affected areas. This may require negotiation with SOs as appropriate. Implementation should take place in a manner that reflects and fulfils WV and international policies and standards. For example HISS-CAM may be used to analyse and document decisions around the level of engagement with police, military or other stakeholders. Where development programmes are ongoing, disaster response is to be implemented jointly with existing local partners in a way that builds the capacity of local communities and organisations.</td>
<td>• WV Programme</td>
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<td></td>
<td></td>
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<td>• Accountability Framework</td>
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<td>• HAP-I Quality &amp; Accountability in New Emergencies – Quick Reference for Staff</td>
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<td>• Sphere</td>
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<td>• Good Enough Guide</td>
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<td>• Red Cross Code of Conduct</td>
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## Standards for the national offices

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<tr>
<td>4</td>
<td>Response plan(s) is to be developed iteratively over time as assessment and situational information increases and context changes.</td>
<td>Response plans are to guide the implementation of the response and funding acquisition and drawn from the iterative assessments undertaken over time. Consequently, the plans will evolve with time and their size will reflect this; content should remain directive, informative and concise. An agreed time frame by which to complete the response plan(s) is to be agreed between the response manager and the national director and shared with the appropriate Partnership stakeholders. The time frame will be appropriate to the context and emergency type.</td>
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</table>

**Programmes:** To assess needs, analyse data, design activities and acquire income that not only meet response strategy but continues to improve upon it

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</table>
| 5 | Programmes are designed based on analysis of context and assessment of humanitarian needs. | Programmes meet with agreed international humanitarian standards. Assessments for responses in areas where development programmes exist are to be conducted jointly with existing local partners wherever possible. Results and recommendations from assessments to be jointly owned. | • Sphere  
• Good Enough Guide  
• People in Aid Code  
• Local Capacities for Peace  
• HISS-CAM (All covered in LEAP Toolkit)  
• Red Cross Code of Conduct  
• HAP-I |
## Standards for the national offices

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<td>6</td>
<td>Programmes will be implemented with continuous monitoring and evaluation.</td>
<td>Programmes will allow for measurement of the change in people's lives resulting from our work and apply this learning to improving our impact.</td>
<td>• HAP-I</td>
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<tr>
<td>7</td>
<td>A ‘real time learning event’ is scheduled and implemented.</td>
<td>Response managers should go beyond scheduling a learning event and look into real time learning with other NGOs, joint programming evaluations, etc.</td>
<td>• H-LEARN templates and toolkits for learning events</td>
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<tr>
<td><strong>Support:</strong></td>
<td>To provide services that enable rapid and effective response delivery</td>
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<tr>
<td>8</td>
<td>Support functions will enable rapid and effective response delivery.</td>
<td>Support functions (P&amp;C, IT, Finance, Administration, Logistics, Supply Chain) will work together to ensure maximum efficiency. Standards for individual support functions can be found.</td>
<td>• ToR and End of Deployment (EOD) templates</td>
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<td></td>
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<td></td>
<td>• Standard operating procedures for each support function</td>
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<td></td>
<td></td>
<td></td>
<td>• Generic job descriptions</td>
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<tr>
<td></td>
<td></td>
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<td>• People in Aid</td>
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<td>• NEPRF guidelines</td>
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Standards for the national offices

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<tr>
<td></td>
<td><strong>Liaison:</strong> To position with external and internal stakeholders for effective response (Internal/External stakeholders include but are not limited to: beneficiaries, government, UN [including clusters], other NGOs, inter-agency groups, donors, relevant SOs, RO &amp; GC functions, advocacy, communications, marketing and media)</td>
<td></td>
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<tr>
<td>9</td>
<td>Internal and external stakeholders are identified and a plan for engagement is implemented.</td>
<td>Response Team will identify internal and external stakeholders with whom they need to interact to ensure a competent response. This will often include developing an advocacy strategy, particularly in chronic livelihood emergencies. Advocacy Response Group (ARG) may coordinate advocacy messages and approaches between NO, RO and SOs.</td>
<td>• Visitors ToR</td>
</tr>
<tr>
<td>10</td>
<td>The Response Team will develop and implement a strategy for information management for internal and external stakeholders.</td>
<td>There are multiple stakeholders that will require information during a response. By developing and implementing a competent strategy to anticipate and manage requests for information. It will reduce some of the pressure on the team to provide responses to individual requests from SOs, RO, GC, etc., and to improve efficiency. Situation reports are uploaded to wvrelief; timely approval for media, marketing, advocacy and communications messaging. The information needs of beneficiaries should also be considered and consistent approaches built up to meet them.</td>
<td>• Examples of Advocacy strategies</td>
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Standards for the national offices

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<td></td>
<td><strong>Security:</strong> Manage risk to enable safe and secure response delivery</td>
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</table>
| 11 | The Response Team will implement Core Security Requirements (CSR) relevant to the country risk rating, which will be informed through a revised security risk assessment (if appropriate). | A detailed security assessment is undertaken and a security plan is implemented; security management is built into all aspects of the project management cycle, particularly the design phase; funding for security resources should be included in annual operating budgets; and grant funding proposals need to be commensurate with the assessed level of risk in the area of programme implementation. | • Country Risk Ratings (CRR)  
• Security Risk Assessments  
• CSR  
• Rapid onset security guidelines  
All documents are located on the Office of Corporate Security page on wvcentral |

Standards for the support offices

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<tr>
<td>12</td>
<td>SO will acquire private, government and corporate finances and GIK in proportion to the Programme Strategy.</td>
<td>Programme Strategy should balance needs and capacity. SO will assess and respond to requests from the NO for assistance.</td>
<td>• Minimum Standards GIK</td>
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# Standards for the support offices

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</table>
| 13 | SOs support NOs in ensuring compliance to donor regulations, increasing access to local funding and meeting SO contractual requirements. | NOs are likely to implement projects with multiple government donors. The SO should work with the respective response staff to ensure they are aware of the donor specific compliance requirements.  
As many grant funding decisions are made by international government donors in the affected country, either through permanent representation (e.g. embassies) or newly arrived disaster experts, it is critical that national offices engage in this relationship during a response in order to gain funding.  
SOs should help ensure that discussions by response staff with donors are strategically guided with knowledge of the donor’s response/funding strategy and clarity on which aspects of WV’s response plan align with this direction and, therefore, should be pursued for funding.  
Some SOs require MoUs/agreements with the NO to ensure clarity of expectations. The SO should ensure the relevant staff are aware of the requirements and are provided with the sufficient capacity and resources to meet them. |                   |
# Standards for the support offices

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| 14 | SO staff provide technical assistance to the national office through deployments or remotely. | SO will ensure that any staff that they may deploy at the NO/RO’s request has the right level of skill, aptitudes and experience to competently contribute to the response.  
  All staff travelling to or working in medium- or high-risk environments should have completed Hostile Environment Awareness Training (HEAT). | • OCS online training  
• OCS HEAT  
• OCS SRMT  
Details of this training can be located on the Office of Corporate Security page on wvcentral |
| 15 | SOs will align their advocacy and communications messaging with NO.       | SO to engage with ARG if activated. A communication and advocacy strategy is agreed in consultation with relevant advocacy, operations and communications stakeholders.                                     | • Global Advocacy and Justice for Children protocols |
## Standards for the regional offices

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<tbody>
<tr>
<td>17</td>
<td>The RO will provide technical/mentoring/leadership support to NO as required.</td>
<td>When an NO/response office assesses that it has capacity gaps and requires assistance, the RO is available to provide technical, mentoring or leadership support as required or be able to identify and recommend individuals who may be able to provide this support.</td>
<td>• NO scorecard</td>
</tr>
<tr>
<td>18</td>
<td>The RO will work in conjunction with the NO to determine surge capacity needs.</td>
<td>When surge capacity (additional staffing required due to an Emergency/ongoing response) is necessary, the RO will work with the NO to determine staffing capacity gaps and identify and recommend groups/individuals available to assist.</td>
<td>• Global Relief Register  &lt;br&gt;• GSCN  &lt;br&gt;• RRTs²</td>
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</tbody>
</table>
Standards for a global response

Global responses are needed where national offices do not have the capacity to fully respond to the disaster. This may be due to the size and/or nature of the emergency, the emergency may be in a remote region, or the office needs to draw on extra capacity. The standards for global responses are organised according to response office, SO, RO and GC audience in order to clarify where the responsibility for implementing each standard lies. Note that a full toolkit of the latest resources is available on wvcentral in the HEA Library.

Standards for the response office

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<tbody>
<tr>
<td><strong>Management:</strong> Planning, organising and overseeing the use of resources to accomplish performance goals</td>
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</table>
| 1 | A response strategy is developed and updated as appropriate based on needs, is contextually relevant and aligned with internal, external and international humanitarian standards, and is communicated to key stakeholders. | External standards may include government standards or local sector standards, etc. The Response Team will forecast and prepare for the different phases of an emergency. Key stakeholders will depend on the context but are likely to include government, peer INGOs, UN Agencies and other elements of civil society. Transition planning should start as soon as possible. This can be done by identifying and resourcing a transitions person early on who can bring together rapid responses and longer term perspectives at all stages of the planning cycle. | • Refer to Transitions Guidelines  
• Refer to Partnering and Sub-contracting Guidelines  
• HAP-I  
• Sphere  
• People in Aid  
• Red Cross Code of Conduct  
• DNH/LCP  
• Good Enough Guide |
## Standards for the response office

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<tr>
<td></td>
<td>The disaster response strategy for development programmes operating in high risk areas work with communities and partners to prepare a community owned disaster response strategy. An agreed time frame by which to complete the response strategy is to be agreed between the response manager and the Partnership executive team and shared with the appropriate Partnership stakeholders. The time frame will be appropriate to the context and emergency type.</td>
<td>Continuous learning and improvement benefits those we work with, our organisation and ourselves as it increases the quality of our work and helps us to deliver a better response.</td>
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</tr>
<tr>
<td>2</td>
<td>Management will foster and promote a culture of continuous learning and improvement.</td>
<td>Operations: Implementation of response strategy through the assignment of tasks, allocation of resources and arrangement of activities</td>
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</table>
|   | The response is demonstrably accountable to beneficiaries, donors and other internal/external stakeholders. Consideration should be made of the need to continue, adapt or suspend regular ADP programming in disaster-affected areas. This may require negotiation with SOs as appropriate. | • HEA Performance Framework  
• WV Programme Accountability Framework  
• HAP-I Quality & Accountability in New Emergencies – Quick Reference for Staff | |
### Standards for the response office

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|   | Implementation should take place in a manner that reflects and fulfils WV and international policies and standards. For example, HISS-CAM may be used to analyse and document decisions around the level of engagement with police, military or other stakeholders. Where development programmes are ongoing, disaster response is to be implemented jointly with existing local partners in a way that builds the capacity of local communities and organisations. | • Sphere  
• Good Enough Guide  
• Red Cross Code of Conduct | |
| 4 | Response plan(s) is to be developed iteratively over time as assessment and situational information increases and context changes. Response plans are to guide the implementation of the response and funding acquisition and drawn from the iterative assessments undertaken over time. Consequently, the plans will evolve with time and their size will reflect this; content should remain directive, informative and concise. An agreed upon time frame by which to complete the response plan(s) is to be agreed between the response manager and the Partnership executive team and shared with the appropriate Partnership stakeholders. The time frame will be appropriate to the context and emergency type | • Response plan template | |
Standards for the response office

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| 5  | Programmes are designed based on analysis of context and assessment of humanitarian needs. | Programmes meet with agreed international humanitarian standards. Assessments for responses in areas where development programmes exist are to be conducted jointly with existing local partners wherever possible. Results and recommendations of assessments to be jointly owned. | • Sphere  
• Good Enough Guide  
• People in Aid Code  
• Local Capacities for Peace  
• HISS-CAM (All covered in LEAP Toolkit)  
• Red Cross Code of Conduct  
• HAP-I |
| 6  | Programmes will be implemented with continuous monitoring and evaluation. | Programmes will allow for measurement of the change in people’s lives resulting from our work and apply this learning to improving our impact. | • HAP-I |
| 7  | A Real time Learning Event is scheduled and implemented.                   | Response managers should go beyond scheduling a learning event and look into real time learning with other NGOs, joint programming evaluations, etc. | • H-LEARN templates and toolkits for learning events |
Standards for the response office

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| **Support:** To provide services that enable rapid and effective response delivery | Support functions will enable rapid and effective response delivery. | Support functions (P&C, IT, Finance, Administration, Logistics, Supply Chain) will work together to ensure maximum efficiency. Standards for individual support functions can be found. | • ToR and EOD templates  
• Standard operating procedures for each support function  
• Generic job descriptions  
• People in Aid |
| 8 | Support functions will enable rapid and effective response delivery. | | |
| **Liaison:** To position with external and internal stakeholders for effective response | Internal and external stakeholders are identified and a plan for engagement is implemented. | Response Team will identify internal and external stakeholders with whom they need to interact to ensure a competent response. This will often include developing an advocacy strategy, particularly in chronic livelihood emergencies. ARG may coordinate advocacy messages and approaches amongst NO, RO and SOs. | • Visitors ToR  
• Examples of Advocacy strategies |
| 9 | | | |
## Standards for the response office

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<tr>
<td><strong>10</strong></td>
<td>The Response Team office will develop and implement a strategy for information management for internal and external stakeholders.</td>
<td>There are multiple stakeholders that will require information during a response. By developing and implementing a competent strategy to anticipate and manage requests for information, it will reduce some of the pressure on the team to provide responses to individual requests from SOs, RO, GC, etc., and improve efficiency. Situation reports are uploaded to wvrelief; timely approval for media, marketing, advocacy and communications messaging; the information needs of beneficiaries should also be considered and consistent approaches built up to meet them.</td>
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### Security: Manage risk to enable safe and secure response delivery

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| **11** | The Response Team will implement Core Security Requirements (CSR) relevant to the country risk rating, which will be informed through a revised security risk assessment (if appropriate). | A detailed security assessment is undertaken and a security plan is implemented; security management is built into all aspects of the project management cycle, particularly the design phase; funding for security resources should be included in annual operating budgets; and grant funding proposals need to be commensurate with the assessed level of risk in the area of programme implementation. | • Country Risk Ratings (CRR)  
• Security Risk Assessments  
• CSR  
• Rapid Onset Security Guidelines  
• OCS Security Management Manual  
All documents are located on the Office of Corporate Security page on wvcentral |
## Standards for the support offices

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<td>12</td>
<td>SO will acquire private, government and corporate finances and GIK in proportion to the Programme Strategy.</td>
<td>Programme Strategy should balance needs and capacity. SO will assess and respond to requests from the response office for assistance.</td>
<td>• Minimum Standards GIK</td>
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<td>13</td>
<td>SOs support NOs/response offices in ensuring compliance to donor regulations, increasing access to local funding and meeting SO contractual requirements.</td>
<td>NOs/response offices are likely to implement projects with multiple government donors. The SO should work with the respective response staff to ensure they are aware of the donor-specific compliance requirements. As many grant funding decisions are made by international government donors in the affected country, either through permanent representation (e.g. embassies) or newly arrived disaster experts, it is critical that national/response offices engage in this relationship during a response in order to gain funding. SOs should help ensure that discussions by response staff with donors are strategically guided with knowledge of the donor’s response/funding strategy and clarity on which aspects of WV’s response plan align with this direction, and therefore should be pursued for funding.</td>
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<td>Some SOs require MoUs/agreements with the/response offices to ensure clarity of expectations. The SO should ensure the relevant staff are aware of the requirements and are provided with the sufficient capacity and resources to meet them.</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>A response SO representative is appointed.</td>
<td>The SO representative will be a member of the Partnership Executive Team (PET) in line with the PET ToR. The SO representative will act as point person to facilitate and coordinate SO interests in the areas of marketing, communications, GIK, donor engagement, etc.</td>
<td>• Partnership Executive Team ToR</td>
</tr>
<tr>
<td>15</td>
<td>Programme and marketing departments in each SO work together to make private and public funding projections available.</td>
<td>SOs will advise response office of funding projections based on advice from their marketing and programming teams.</td>
<td>• Examples of funding matrices</td>
</tr>
<tr>
<td>16</td>
<td>SO staff provide technical assistance to response office through deployments or remotely.</td>
<td>SO will ensure that any staff that they may deploy at the NO/RO’s request has the right level of skill, aptitude and experience to competently contribute to the response. All staff travelling to or working in medium- or high-risk environments should have completed Hostile Environment Awareness Training.</td>
<td>• OCS online training • OCS HEAT • OCS SRMT Details of this training can be located on the Office of Corporate Security page on wvcentral</td>
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<td>17</td>
<td>SOs will align their advocacy and communications messaging with national/response office.</td>
<td>SO is to engage with ARG if activated. A communication and advocacy strategy is agreed in consultation with relevant advocacy, operations and communications stakeholders.</td>
<td>• Global Advocacy and Justice for Children protocols</td>
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## Standards for the regional offices

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<td>19</td>
<td>The RO will provide technical/mentoring/leadership support to national/response offices as required.</td>
<td>When a response office assesses that it has capacity gaps and requires assistance, the RO is available to provide technical, mentoring or leadership support as required or be able to identify and recommend individuals who may be able to provide this support.</td>
<td>• NO scorecard</td>
</tr>
<tr>
<td>20</td>
<td>An MOU has been agreed upon outlining decision making rights amongst regional office, national office(s) and response office(s).</td>
<td>The regional office should work closely with the Partnership Executive Team to develop the MOU. Global Centre HEA can also advise as necessary. These MOUs are highly context specific so generic samples are unavailable. Final approval of the MOU is done by the Partnership Executive Team.</td>
<td>• Partnership Executive Team ToR • Examples of MOUs used in previous responses</td>
</tr>
<tr>
<td>21</td>
<td>The RO will work in conjunction with the national/response office NO to determine surge capacity needs.</td>
<td>When surge capacity (additional staffing required due to an emergency/ongoing response) is necessary, the RO will work with the response office to determine staffing capacity gaps and identify and recommend groups/individuals available to assist.</td>
<td>• Global Relief Register • GSCN • RRTs M</td>
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## Standards for the regional offices

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<td>22</td>
<td>Regional leader site visit takes place.</td>
<td>The regional leader will arrange with the response office and RHEAD a visit to the emergency site to get a swift and accurate high-level picture of the situation. This will help with support to senior staff, managing the demands of other senior executives and informing senior strategic decision-making.</td>
<td>• Regional Leader ToR</td>
</tr>
<tr>
<td>23</td>
<td>Partnership Executive Team is activated.</td>
<td>The Partnership Executive Team provides high-level strategic guidance to the regional leader, RHEAD and response manager on strategic issues relevant to the emergency response; provides a forum for strategic discussions and decision making; provides a forum for common agreement on sensitive issues; and supports the response manager and Response Team by promoting an enabling organisational environment.</td>
<td>• Partnership Executive Team ToR</td>
</tr>
<tr>
<td>24</td>
<td>Partnership Coordinating Team is activated.</td>
<td>The Partnership Coordinating Team oversees actions among key functional stakeholders throughout the Partnership on issues relevant to the emergency response; and provides a forum for operational discussions and decision-making.</td>
<td>• Partnership Coordinating Team ToR</td>
</tr>
<tr>
<td>25</td>
<td>EPRF is activated.</td>
<td>RHEAD ensures that up to $100,000 is released and additional EPRF requests are made as appropriate.</td>
<td>• EPRF request form</td>
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### Standards for the Global Centre

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<td>*</td>
<td>For large-scale rapid onsets, in addition to the standards below, please refer to the PRC resolutions.</td>
<td></td>
<td>• Strengthening our Approach to Rapid Onsets</td>
</tr>
<tr>
<td>26</td>
<td>Appoint a response manager.</td>
<td>HEA PL or his/her designee will appoint the response manager.</td>
<td>• Response Manager ToR</td>
</tr>
<tr>
<td>27</td>
<td>Mobilise a rapid response team.</td>
<td>HEA PL or his/her designee will mobilise GRRT/RRTs and other surge capacity staff subject to issuance of visas, flight schedules, access to country, etc.</td>
<td>• Generic Response Plans</td>
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<td></td>
<td></td>
<td>Ideally this should be based on a national office capacity assessment that can identify gaps and prioritise the skill sets that need to be deployed to the response.</td>
<td>• Global Technical Resource Network</td>
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<td>• Regional RRT</td>
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<td></td>
<td></td>
<td></td>
<td>• GRRT/GPRN</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Integrated Technical Teams staff</td>
</tr>
<tr>
<td>28</td>
<td>People surge mechanisms mobilised, including mobilising of senior recruiter and GSCN.</td>
<td>Global Surge Capacity Network handles the initial surge while a senior Partnership recruiter is designated and recruitment processes triggered.</td>
<td>• P&amp;C Recruiter</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• GSCN</td>
</tr>
<tr>
<td>29</td>
<td>Access the need to (and if needed) deploy the In-Country Support Team.</td>
<td>The In-Country Support Team (ICST) coordinates actions among key functional stakeholders throughout the Partnership on issues relevant to the emergency response; and provides a forum for operational discussions and decision-making.</td>
<td>• In-Country Support Team ToR</td>
</tr>
</tbody>
</table>
## Standards for the Global Centre

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<th>Standards</th>
<th>Management notes</th>
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<tbody>
<tr>
<td>30</td>
<td>Establish the Advocacy Response Group (ARG).</td>
<td>The primary purpose of this group is for diplomatic and advocacy positioning of WV. It will align its efforts with the response, national and regional strategy. It is not for new strategic or operational planning but would be expected to contribute thinking to those activities.</td>
<td>ARG ToR</td>
</tr>
<tr>
<td>31</td>
<td>A senior Partnership spokesperson is selected from among Partnership executive leadership (e.g. chief executive officer, chief operating officer, etc.).</td>
<td>The regional leader will approve the visit of a senior Partnership spokesperson selected from among Partnership Executive Leadership. This is primarily an outward facing position and requires an individual who can represent the whole Partnership in dealing with senior external stakeholders such as global media, senior government leaders, UN representatives, etc.</td>
<td>Senior WV Executive ToR</td>
</tr>
<tr>
<td>32</td>
<td>Partnership communications mechanisms are activated.</td>
<td>Partnership communication mechanisms include a web page for the emergency on wvrelief.</td>
<td>Communications templates, Examples from other emergencies on wvrelief</td>
</tr>
<tr>
<td>33</td>
<td>GPRN is mobilised.</td>
<td>Emergency logistics and global supply chain systems are activated. GPRN works with GSCN, response manager, Response Team and NO to ensure timely positioning and delivery of supplies.</td>
<td>Global Supply Chain Management Standards, GPRN catalogue</td>
</tr>
</tbody>
</table>
Guidelines for partnering and sub-contracting

These guidelines apply whenever World Vision is not operational but where we wish to be involved and would like to work through other organisations. It can be used to cover all types of partnering and sub-contracting relationships in all aspects of disaster management (including preparedness, response, transition, etc.). This could include partnering or sub-contracting in countries where WV does not have a direct presence, or where WV would like to assist short-term but not yet commit to long-term assistance. Wherever possible partnerships and sub-contractors should be identified in advance of the emergency/disaster before time frames become a key factor and there is a lot of competition to work with good local organisations. Some sectors may also have further restrictions on partner or sub-contractor selection that should be incorporated into this standard. Note that a full toolkit of the latest resources is available on wvcentral in the HEA Library.

Examples:

**No country presence:** If WV were to respond to an earthquake in a country where we have no presence, the response could be done through other organisations as we have no office there.

**Sector:** Where another organisation may have significant expertise in a development sector that WV does not have in that area, or where it does not make sense to replicate such expertise.

Who is the partnering/sub-contracting team?

Working through or alongside others is not the same as just giving them financial resources and then picking up a report. Support may be necessary in the areas of money, people (staff secondments), things (GIK, goods, etc.) and organisational requirements (for systems, levels of quality, etc.). This may involve deploying WV staff to support partners, by providing training or mentoring as appropriate. These arrangements to support and work with others should be made by a partnering or sub-contracting team. This is not a special unit or department in World Vision but a designation of who is responsible for selecting the external organisation, making an agreement and
providing support to the external organisation(s) that mutually meets their and WV’s immediate objectives.

Where WV has an office, the national director (or response manager if deployed) is responsible for leading the partnering/sub-contracting team and the signing of any agreements.

In non-presence countries the RHEAD (or response manager if deployed) is responsible for the role of partnering/sub-contracting team and the signing of any agreements.

All World Vision’s dealings with partners and sub-contractors should reflect World Vision’s principles for partnering with external organisations (See ‘World Vision’s principles for partnering with external organisations’ document in the HEA Library on wvcentral.)

### Standards for the support offices

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<tbody>
<tr>
<td><strong>Support with regulations</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Partnering/sub-contracting Unit is advised on any donor requirements around anti-terrorism or donor regulations that are relevant to a particular partnership/sub-contracting relationship.</td>
<td>When partners/sub-contractors are to be given donor resources, the relevant SO must provide adequate support for the partnering/sub-contracting team so that it is best able to meet these requirements.</td>
<td>• Donor and anti-terrorism regulations as appropriate</td>
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</table>
## Standards for the regional offices

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<tbody>
<tr>
<td></td>
<td><strong>Support with regulations</strong></td>
<td><strong>When partners/sub-contractors are to be given resources, the relevant RO is responsible to ensure that the partnering/sub-contracting team receives sufficient support on outputs and standards.</strong></td>
<td><strong>Regional Office Finance</strong></td>
</tr>
<tr>
<td>2</td>
<td>The Partnering/sub-contracting Unit is advised on any relevant specific Partnership requirements around anti-terrorism or donor regulations.</td>
<td></td>
<td><strong>RHEAD and Partnership Legal</strong></td>
</tr>
</tbody>
</table>
Standards for the partnering/sub-contracting team

*Led by ND (or response manager if deployed) where there is a national office
Led by RHEAD (or response manager if deployed) where there is no office*

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<tbody>
<tr>
<td>Partner/contractor selection</td>
<td>(This should be done in advance of the emergency/disaster event or trigger when there is more time)</td>
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</table>
| 3 | Identify joint implementing partners/sub-contractors – ideally this should be done before a response is necessary. | Clarify ‘due diligence’ to ensure that other organisations are suitable; ensure compliance with civil/military police guidelines; WV will purposely seek out partners which bring complementary resources, capabilities and capacities to partnerships; potential partners will agree with and will be seen to be striving towards the implementation of fundamental humanitarian principles (see contracting section below for more); wherever possible the rationale for partner selection should be captured (something like HISS-CAM may be useful for this); partnerships must contribute towards improving the well-being of children; partners must be able to adhere to codes of conduct appropriate to our Christian ethos and agree not to use World Vision resources to proselytise. | • HEA Standards pocketbook
• WVI Collaboration and Partnering + Partnering CoP³
• IPM Critical⁴ Path sets out simple steps for developing partnering/sub-contracting arrangements
• WVI Collaboration and Partnering - Guidance Notes on Due Diligence
• Civil/military policy guidelines
• HISS-CAM may be useful to get perspectives and record rationales on partner selection in some contexts
• HEA guidelines on partner selection |

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³ Partnering related resources are located on the Partnering CoP site on wvcentral at https://www.wvcentral.org/cop/partnering/default.aspx.

⁴ One of the the reasons IPM has been developed is to help development programmes partner with local organisations. In an emergency it might not be possible to apply the whole of IPM, but the Critical Path contains a set of simple and useful questions to help work through how to design activities with other organisations.
## Standards for the partnering/sub-contracting team

**Led by ND (or response manager if deployed) where there is a national office**  
**Led by RHEAD (or response manager if deployed) where there is no office**

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<tr>
<td>4</td>
<td>If possible before the disaster strikes, agree to a general MOU with joint implementing partners/sub-contractors.</td>
<td>An MOU can be agreed in advance of a disaster. This defines the contribution and responsibilities of each partner in different situations, but is different to a contract around agreed activities. In any MoU, WV should be transparent about its core values and Christian identity with partner organisations.</td>
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</table>
  - Partnership Legal Department  
  - Template for Partnering Agreement (if appropriate for this type of partnership/sub-contract) |
| 5  | Whenever possible conduct joint planning/activity design with partner/sub-contractor. | Joint planning should identify complementarities, organisational strengths as well as weaknesses in both WV and the other organisation(s). It should also identify the value and contribution that each party brings and its importance in the relationship. |  
  - WVI Collaboration and Partnering + Partnering CoP  
  - IPM Critical Path |
Standards for the partnering/sub-contracting team

Led by ND (or response manager if deployed) where there is a national office
Led by RHEAD (or response manager if deployed) where there is no office

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| 6  | Conduct capacity assessments to ensure that the partner or sub-contractor can complete activities within reasonable levels of risk and identify areas where they may need support. | Partner or sub-contractor capacity needs to be strong enough to complete the activities that have been agreed with World Vision, therefore, capacity assessment and programme/activity design should go together. Ensure potential partners have sufficient capacity and that areas needing support are identified using the OCAT (Organisation Capacity Assessment Tool) or a similar tool. Finance is a particular area to consider and World Vision Finance staff that have sufficient knowledge and experiences of programme financial management should check external organisations. If this is not possible, other qualified organisations should be asked to conduct such an assessment. | - Organisational Capacity Assessment Tool (OCAT)  
- OCAT scoring explanation  
- OCAT financial capacity assessment (MEER finance staff have developed a short Financial Capacity Assessment that should be used to compliment the OCAT.) |
### Standards for the partnering/sub-contracting team

*Led by ND (or response manager if deployed) where there is a national office
Led by RHEAD (or response manager if deployed) where there is no office*

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</table>
| 7 | All resource transfers to other organisations are covered by a suitable Partnering Agreement. | The Partnering Agreement should be based on a Partnership Legal-approved template that covers the contributions and responsibilities of all parties. This should include a budget and a monthly cash-flow plan (see finance section 10 below). Ideally, a programme plan, scope of work or proposal with clear activity targets should also be added as an appendix. Resource transfers includes money, secondments of WV staff, supply of goods and commodities and consideration of who owns assets after activities have finished. | **• Partnership Legal template for Partnering Agreement**  
| 8 | WV and partner(s) agree on branding in the shared activity.               | This will depend upon context but may include WV and partner(s) who will discuss the appropriate use of logos, banners, stickers, tee shirts, hats and WV logo materials.                                                                                                                                                                                                 | **• WVI Basic Branding Standards**                                                                                                                                                                                                                                           |
| 9 | WV and partner organisations have agreed to comply with recognised international standards and protocols. | WV and partner agencies meet regularly to discuss standards and protocols, agree to their application and monitor implementation. Particular attention should be paid to WV Child Protection Policy and the Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disasters.                                                                 | **• WV and International Humanitarian Standards**  
**• World Vision National Office Response Standard**                                                                                                                                                                                                                  |
Standards for the partnering/sub-contracting team

**Led by ND (or response manager if deployed) where there is a national office**  
**Led by RHEAD (or response manager if deployed) where there is no office**

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</table>
| 10 | Clear financial reporting requirements are agreed upon upfront.           | WV cannot expect to impose the field financial manual and WV systems on partners. However, basics need to be covered to ensure that donor and WV Partnership financial expectations are met. A budget for the partner will be an Annex to the Partnering Agreement and this should include a monthly cash-flow plan which indicates the necessary transfer of funds from WV to the partnering organisation. Adherence to this cash-flow plan and respective funding transfers as well as required reports for each transfer must be monitored closely. It has to be explicitly agreed in a section of the Partnering Agreement to ensure clear understanding of both parties (WV and partner) from the start, clarifying expectations as well as each others' responsibilities. Furthermore, either WVI or donor guidelines must be made available to the partner preferably before (e.g. during partner selection time) or latest at the time of signing the Partnering Agreement. If required, the partner should receive an introduction by the responsible WV Finance and programmes staff to the most important WV respective donor guidelines in relation to the project to be implemented. Regular project update meetings as well to be agreed upon upfront between WV and partner. | • National Office Finance Department  
• Regional office in non-presence countries  
• Handbook for Integrated Programming: Guidance for Financial Partnering                                                                                           |
Standards for the partnering/sub-contracting team

**Led by ND (or response manager if deployed) where there is a national office**
**Led by RHEAD (or response manager if deployed) where there is no office**

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<tbody>
<tr>
<td>11</td>
<td>A clear operational plan is agreed with the partner/sub-contractor that outlines a budget and key performance targets.</td>
<td>This document could be a proposal or LEAP design document as is necessary to capture what is needed to be done.</td>
<td>• LEAP</td>
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<tr>
<td></td>
<td></td>
<td>A logframe, activity plan and indicator/activity tracking table should be provided in a partner agreed format.</td>
<td>• Core Security Requirements and other documents on Office of Corporate Security section on wvcentral website (2011 Security Manual)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Monitoring by WV staff should also be discussed up front.</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Security implications of the operational plan should be clearly discussed before implementation, including risks and liabilities. World Vision has a moral and ethical responsibility to minimise risks of collaboration for partners.</td>
<td></td>
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</table>

**Operational details/implementation**

| 12 | WV’s normal operating requirements have been communicated and discussed with partner/sub-contractor. | The national office response standards represent the minimum that WV expects in emergency response. When working with partners these should be communicated to the partner/sub-contractor and discussed as part of the negotiations. | • National Office Response Standards                                               |
## Standards for the partnering/sub-contracting team

*Led by ND (or response manager if deployed) where there is a national office

*Led by RHEAD (or response manager if deployed) where there is no office*

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<tr>
<td>13</td>
<td>There is a plan to help partner/sub-contractor meet WV’s normal operating requirements.</td>
<td>Where possible, a plan should be agreed to help the partner/sub-contractor meet WV’s operating requirements. This could include seconding WV staff to other organisations, provision of training or other means to help meet these requirements.</td>
<td>• OCAT tool</td>
</tr>
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<td></td>
<td></td>
<td></td>
<td>• National office response</td>
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<td></td>
<td></td>
<td></td>
<td>• ToR and EOD templates</td>
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<td></td>
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<td></td>
<td>• Generic job descriptions</td>
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<tr>
<td>14</td>
<td>WV puts in place suitable monitoring of partner/sub-contractor activities to ensure that donor targets, WV normal operating requirements and reporting requirements are met.</td>
<td>The type of monitoring needed will depend upon the context and type of organisation that WV is entering into a Partnering and Sub-contracting agreement. This may involve onsite monitoring visits, financial audits or evaluation/review as appropriate. Key here is that WV is reasonably sure that activities a have taken place as described in reports and that adequate information is available to meet donor and WV requirements. Monitoring should ideally also consider the ‘health’ of the relationship between organisations, as well their systems and approaches. Wherever possible, WV and the partner should undertake a joint evaluation that will assess programme effectiveness and create learning for all parties.</td>
<td>• LEAP</td>
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<td></td>
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<td>• H-DME</td>
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No World Vision response/monitor context

This section pertains to all ‘no response’ or ‘monitor context’ decisions made by the Declaration Decision Group (DDG). No response applies when WV decides not to launch an operation, increase activities or engage partners to respond to an emergency. ‘Monitor context’ applies when the situation is not ready for response, but remains volatile and a heightened level of monitoring is required. In countries where we are present, this may be done through the national office with regional office support as appropriate. Note that a full toolkit of the latest resources is available on wvcentral in the HEA Library.

Standards for the regional offices

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<tbody>
<tr>
<td>1</td>
<td>All DDG ‘No response’ or ‘monitor context’ decisions are recorded centrally and shared with the wider WV community.</td>
<td>The RHEAD for the region of the disaster affected country(ies) is responsible for posting decisions on wvcentral and for informing the relevant parties in the WV Partnership. Decisions to not respond to disasters with a CAT I magnitude need only be recorded when the DDG makes a decision on them or the national office has received a request to respond to a CAT I disaster from key external stakeholders (e.g. the UN, government, etc.).</td>
<td>• Single global Disaster Management Decisions Database/page on wvcentral</td>
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### Standards for the regional offices

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<tr>
<td>2</td>
<td>In non-presence countries where a response is not started but the situation remains volatile, the RHEAD should ensure effective close monitoring of key conditions or triggers on the ground.</td>
<td>The RHEAD can deploy a Pre-Crisis Review Team (PCRT) to gather further information or to develop key triggers to review the ‘no response’ decision.</td>
<td>• Pre-Crisis Review Team ToR</td>
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### Standards for the national offices

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<tbody>
<tr>
<td>3</td>
<td>National director ensures that key national stakeholders are informed of the ‘no response’ or ‘monitor context’ decision.</td>
<td>Key stakeholders could be government, UN, or peer NGOs, etc., as appropriate in the context. All key stakeholders that have approached WV to respond need to be informed.</td>
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## Standards for the national offices

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<tr>
<td></td>
<td>For ‘monitor context’ decisions in presence countries, the national office and RHEAD identify and monitor key triggers for reconsideration of response decision.</td>
<td>Some disasters unfold gradually (e.g. drought) or situations can be highly unstable and change rapidly at short notice. Where appropriate, the ND or RHEAD may decide to monitor the situation closely through identifying key triggers to reconsider response. (This would be special focus that goes beyond standard monitoring across the region or country concerned). Triggers may include but not be limited to sudden granting of access, a deterioration in the humanitarian situation or other key contextual factors. Where WV has a presence, the ND is responsible for context monitoring. In countries with no presence, this responsibility falls to the RHEAD.</td>
<td></td>
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Guidelines for transition

The following guidelines apply to the period in the Disaster Management continuum where World Vision transitions from emergency response to longer term development work. Given the ambiguity and complexity of this period, guidelines rather than standards are provided. Note that a full toolkit of the latest resources is available on wvcentral in the HEA Library.

**Response Strategy Roadmap**

- **Pre-crisis NO strategy**
- **Divergence & Reallocation**
  - Resources reallocated:
    - People
    - Equipment
    - Time
    - Funding
- **CRISIS**
- **NO Strategy**
- **Revision & Integration**
  - Value integration:
    - Child well-being aspirations contribution
    - Capacity increase
    - New funding streams
    - Strategic positioning
    - Geographic expansion
    - Innovation & learning
- **Revised NO strategy**

It should be noted that there are many types of transition (management transition, programme transition, etc.). These guidelines apply to two levels of transition. These are as follows:

**High-level strategic and management transition** – will cover issues like how the Response Strategy hands WV’s role back to longer term structures that are covered in the ‘Revised NO Strategy’ part of the diagram above. This may involve phase-out in non-presence countries or the process of handover from emergency response programming and structures to longer term arrangements, including but not limited to the resumption of ADPs or
Area Rehabilitation Programmes (ARPs). Broad directions should be agreed to as soon as possible between the national director and response manager. In larger responses, the RHEAD, regional leader and the Partnership Executive Team may also have a key roles.

**Programmatic level** – these guidelines apply to the processes that need to considered as the situation on the ground becomes more appropriate for longer term programming. This makes it necessary for programmes and the communities we serve to transition from saving lives and protecting child well-being to restoring the capacity of the community to maintain and improve child well-being. Not all groups in a community will be ready for transitions at the same time as specific vulnerabilities vary. Similarly, some sectors will transition earlier than others based on the specific needs of the communities. Changes in programming will also make it necessary to make the strategic and management changes outlined in the first level of transition above. As transition to longer term programming takes place, clear communication is needed to all parties (including local authorities, partners and communities).

### Guidelines for Transition

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<tr>
<td>1</td>
<td>Targeted communities are assessed as having capacity and readiness to transition to working with WV in longer term programming.(^5)</td>
<td>DME assesses vulnerable communities based on transition criteria. Transition readiness is measured on the basis for community capacity to work towards child well-being aspirations. The readiness of groups within communities will vary based on specific vulnerabilities. It is possible that some groups in a community will transition before others.</td>
<td><em>Programme transition assessment criteria</em></td>
</tr>
</tbody>
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\(^5\) In some contexts transition may be to longer term modes of operation through ADPs, etc. In some chronic situations this may involve transitioning to longer term approaches that can handle the 'new normal' that a national or response office faces. Possible examples include adapting ADP programming to ongoing multiyear droughts, regular CAT I level small emergencies or longer term non-ADP programming in fragile states.
## Guidelines for Transition

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<tbody>
<tr>
<td>1</td>
<td>Communities and other key local stakeholders (e.g. civil society, government, UN, etc.) should be informed of WV’s rationale and plan for transition.</td>
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<tr>
<td>2</td>
<td>Transition plan builds on contextual analysis and community capacity for child well-being aspirations.</td>
<td>DME plans transition process with a focus on restoring and building capacity to achieve child well-being. Internal and external stakeholders should be well informed about the transition plan. Where possible and appropriate, transition planning should re-examine ADP models of operation to consider if they should be amended to take into account the changes context. Transition plans should build up contextual analysis and capacity assessment of WV, country concerned and partners.</td>
<td>• Programme transition assessment criteria • Transition plan process and template</td>
</tr>
<tr>
<td>3</td>
<td>Response Strategy is finalised.</td>
<td>The transition plan is the final phase of the response strategy. Transition approach needs to be chosen. Once the plan is done, the response strategy is updated and finalised. The response strategy should include emergency, recovery and transition dimensions of the response. All WV entities in country should participate in transition planning, including the Humanitarian staff, development staff and staff from Microfinance Institutions.</td>
<td>• Programme transition approach options (e.g. phase-out, hand-over) • Response strategy process and template</td>
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Annex 1: Terms of Reference for the Pre-Crisis Review Team

Purpose

As a consequence of early warning indicators (from the CEWG, NO and RO observations, UN and governmental monitoring initiatives, media reports, etc.), a Pre-Crisis Review Team (PCRT) may deploy when a disaster is anticipated to provide in-country strategic guidance, mentoring, support and coaching. The PCRT engagement is targeted towards senior members of national offices (ND, SMT), national board, and the relevant RO. The purpose of the PCRT is to enable NOs to identify and implement preparedness and monitoring measures that will strengthen their future implementation of an emergency response commensurate with humanitarian needs. It will also help NOs meet Partnership and international policies, protocols and standards, and Partnership expectations.

Membership

A PCRT will typically be comprised of two to four individuals who have recognised knowledge and significant accumulated experience in large-scale disaster management, with the number of team members dependent on the size and complexity of the anticipated disaster and WV’s response. A roster of WV senior staff deemed suitable as PCRT members will be maintained by the Global Surge Capacity Network on behalf of the Partnership leader for HEA Operations, drawn from: GC, RO, SO HEA staff.

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6 Two exceptions to this would be in a slow onset situation where a PCRT may be needed to gather information in an ongoing situation (after a ‘no response’ decision has been made) or in a post-disaster situation where a response has not been triggered but there is real potential of a bigger disaster occurring in the near future.
Roles and responsibilities

- Advises and coaches leadership and board members
- Creates working knowledge in the NO(s) and RO of Partnership policies, standards and expectations in large-scale disasters using the global response model
- Creates working knowledge of international humanitarian standards
- Coaches NO leadership, NO board, and RO to fulfil their respective roles and responsibilities in large-scale emergency response
- Supports strategic planning processes during the preparedness phase in anticipation of an emergency
- Reviews NO strategy relative to HEA; reviews existing HEA function relative to current emergency and risk analysis; reviews response capacity for current emergency
- Assists in the establishment of preparedness and monitoring activities, ensuring these align with and support the proposed emergency response strategy
- Supports NO leadership in development and implementation of communications, advocacy and networking
- Coaches NO leadership in the management of Partnership expectations
- In non-presence countries or contexts, assists the RHEAD in the selection of potential organisations to work through (sub-contracting or partnering) and mentors them in the national office standard

Where a ‘no response/monitor context’ has been declared, a PCRT may be deployed to get further information or identify triggers for reconsidering the decision. The PCRT is not a decision-making or operational entity. Where there are no NOs, then the RHEAD and RO would be the point of contact.
Spheres of PCRT engagement and review

- Review and update the DPP where necessary
- Review scenarios and likely impact of pending emergency
- Review NO vulnerability and capacity assessment, including action plan to address identified gaps
- Advise on draft MOU/ToRs amongst RO, NO and response team
  - Discuss linkages, roles, and decisions-rights of RO, NO, relief team, NO board
- Advise on Partnership expectations – GC, RO and SO
  - Promote awareness of WV’s DM standards and humanitarian standards
  - Examine policy and advocacy issues and strategies
  - Review NO linkages with external stakeholders – host government, donors, UN, etc.
  - Review pre-positioning plan (including GIK) and supply chain management capacity
  - Advise on immigration and customs clearances, radio licenses, etc., as feasible
- Promote pre-emergency learning using H-LEARN tools
- Review security context/scenarios, including updated security plan
- Conduct an emergency response simulation
- Review human resource, finance, IT, communications systems
- Promote programme quality and accountability mechanisms
- Advise on visitors and visitor protocols
Outputs

- Updated DPP
- Vulnerability and capacity analysis, including action plan to address capacity gaps
- Assessment and monitoring processes initiated
- Pre-positioning strategy (including for GIK)
- Contingency plan to lessen negative impacts of emergency, and the WV response, on the NO and its normal programming
- Strategy to enhance/manage links with the wider WV Partnership and external identities
- Action plan for NO to implement specific preparedness initiatives and capacity enhancements
- Pre-agreements or MOUs with potential partner or sub-contracting organisations (Refer to the Partnering/Sub-contracting Guidelines)

Activation process

1. Analysis indicates that context is deteriorating and there is a high likelihood of a Partnership response with high levels of complexity, visibility or risk that requires extra support to prepare for.

2. Regional leader approves appointment of PCRT and commencement of activities following consultation with RHEAD and PL HEA Ops.

3. ND issues invitation to PCRT to engage and visit.

Accountability

- Regional leader, with secondary reporting to ND and HEA Partnership leader or his/her designee
Duration of engagement

On-site (usually at NO head office) for typically two to three weeks from activation, with follow-up by email and phone until the emergency is averted or occurs. If the emergency does occur, the PCRT will have an intentional strategy to transfer its data and action plans to the In-Country Support Team (see ICST ToR).

Cost coverage

- EPRF to underwrite
- SOs to cover their involvement where possible
- Relief programme to pursue retrospective funding when emergency occurs
Annex 2: Terms of Reference for In-Country Support Team

Purpose

At the onset of a large-scale emergency response, an In-Country Support Team (ICST) may be deployed to assist national and regional leadership to fulfil their functions as per Partnership standards and expectations. This support is usually around but not limited to:

- orientation to the internal and external policies and standards
- understanding specific leadership roles, protocols and responsibilities in the response
- dealing with large operational scale-up and functional adaptation
- advice on operational relationships complexities – internal and external.

The regional and national office leadership is encouraged to see and use the ICST asset as intended to support the effective management of a large-scale response.

Membership

The ICST will typically be comprised of two to four individuals who have recognised knowledge and experience in large-scale disaster management, with the number of team members dependent on the size and complexity of the disaster and WV’s response. The team members will have senior status and have the leadership and behavioural competencies as well as the technical skills needed to fulfil the role. A roster of WV senior staff deemed suitable as ICST members will be maintained by the Partnership leader for HEA.
Roles and responsibilities

- Advises and coaches leadership and board members
- Creates working knowledge in the NO(s) and RO of Partnership policies, standards, protocols and expectations in large-scale emergencies that use the global response model
- Coaches NO leadership, NO board(s), and RO to know and fulfil their respective roles and responsibilities in a global response
- Supports strategic planning processes during the establishment and early implementation phases of the response
- Monitors at both field and NO levels, establishes and implements activities, and assists in aligning these with the response strategy
- Supports the emergency programme management and NO leadership to develop and implement strategies for communications, advocacy and networking
- May facilitate engagement with external entities
- Assists the NO leader in managing Partnership expectations
Spheres of ICST engagement and review

- Governance, Strategy and Policy
- MOU/ToRs between NO and response team/programme
- Role of NO board
- Partnership expectations – GC, RO and SO
- Strategy development and review of ‘usual’ NO activities impacted by the emergency and response
- Partners and alliances
- Networking and agency representation
- Integration of NO regular programme and response programme
- Funding strategy including sectoral mixes in response
- Human resources, including staff care and well-being
- Finance management systems
- Programme quality and accountability
- Capacity building
- Advocacy
- Media relations
- Information and communications
- Programme team structure
- Security
- Supply chain management
- Programme transitions
- Visitor protocols
Triggers for activation

Declaration (or anticipated declaration) of global response by the Partnership leader for Global Operations or regional leader, Partnership leader for Global Operations and/or request from president, Partnership Executive Team, regional leader, national director and response manager.

Activation process

Partnership leader HEA, in consultation with the RHEAD (on behalf of the regional leader)

Accountability

Regional leader (recognising that all functions and activities of the global response are ultimately under the authority of the regional leader who chairs the Partnership Executive Team)

Duration of engagement

The ICST will be deployed at the head office for typically three weeks from the onset of the emergency; followed up by a site visit of approximately one week from 8 to 12 weeks into the response. Support can also be given remotely by email and phone.

Cost coverage

- A daily charge will be made for the in-country engagement of members of the ICST.

- In-country costs (including additional insurance where relevant) and transport to/from the affected country will be charged directly to the budget for the operation(s) covered by the global response model.

- In cases where the NO and/or the WV response budget has real challenges in meeting the above-mentioned cost-sharing arrangements, the EPRF may be utilised to ensure that ICST costs are covered.
Annex 3: Terms of Reference for Global Response: Partnership Coordination Team

Purpose

Provide coordination among key stakeholders throughout the Partnership on issues relevant to the emergency response; provide a forum for operational discussions and decision-making.

Membership

- Regional HEA director (chairperson) (RHEAD)
- National director(s) of impacted national offices
- Relief manager (and staff as appropriate)
- Regional communications director
- Regional advocacy director
- Regional security director
- IPG and/or HEA directors from engaged SOs
- SO marketing representative
- GC HEA representative (HEA GC Operations director and/or designee)
- FPMG representative if appropriate
- ARG representative
- Regional People & Culture director
- Regional Finance director
Roles and responsibilities

1. Support the response manager to operationalise the programme strategy.

2. Maintain dialogue between support office marketers, communicators and advocacy relevant programme staff to ensure appropriate and timely information and messaging are available to the wider Partnership.

3. Review Partnership allocation of financial resources against the approved relief programme budget, identifying funding gaps and opportunities with governmental and multilateral donors.

4. Review programme staffing plan and projections against vacancies and recruitment progress, to identify critical gaps in programme staffing profiles and staff who can be deployed/seconded from other parts of WV to the relief response.

5. Provide feedback to response manager on SO satisfaction levels with the response, and provide an opportunity for the response manager to address SO concerns.

6. Review and advise on appropriate advocacy and communications messaging.

7. Support the application of appropriate ‘Good Enough’ priority humanitarian standards.

8. Support application of WV and industry best practice to the response.

9. Ensure that response operations have adequate security and other risk management support in place.

Activation

The regional HEA director appoints the Partnership Coordination Team upon the declaration of a global emergency response during the preparedness phase leading to an anticipated emergency.
Annex 4: Terms of Reference for the Global Response: Partnership Executive Team

Purpose

Provide high-level strategic guidance to the regional leader, RHEAD and response manager on strategic issues relevant to the emergency response; provide a forum for strategic discussions and decision making; provide a forum for common agreement on sensitive issues; support the response manager and Response Team by promoting an enabling organisational environment.

Membership

- Regional leader (chairperson) or senior director of Operations
- Regional HEA director (RHEAD)
- Support office International Programmes head
- SO senior marketing representative
- Partnership leader for HEA Operations
- Chair of the Advocacy Response Group
- National director(s) of affected country(ies)
- Response manager
- OCS Operations director or his/her designee

Roles and responsibilities

1. The response manager is accountable to the chairperson of the Executive Team.

2. Approve the management structure for the response, with particular emphasis on decision rights for the response manager.\(^7\)

\(^7\) The national director retains leadership responsibilities for all non-emergency response issues within the national office.
3. Approve the time frame by which to deliver the response plan(s) and strategy.

4. Approve response strategy, high-level programme budget and policy decisions. This may also involve high-level advice on transition strategy and time frames.

5. Approve an MOU that outlines roles, responsibilities and decision-making rights amongst regional office, national office and response office.

6. Arbitrate and resolve differences and disputes between different Partnership entities.

7. Advise regional leader on the selection of one WV senior executive to visit the emergency site and on visitor plans.

8. Ensure appropriate mentoring and skills-transfer process takes place. This will include determining the need to deploy the In-Country Support Team.

9. Provide feedback to response manager and national director on Partnership satisfaction levels with the response, and suggest follow-up action as required.

10. Take collective responsibility for difficult or sensitive decisions, which may be necessary on behalf of the response manager and national director.

11. In exceptional complex and large-scale disaster responses, consider the establishment of a Consultative Global Strategy Group which would focus on external dialogue and events of Partnership or humanitarian sector-wide significance.

12. Ensure appropriate security risk management in alignment with global policy and procedure.

**Appointment**

Regional leader appoints the Executive Team upon declaration of a global emergency response, or during the preparedness phase leading to an anticipated global emergency response.
Annex 5: Conducting emergency response conference calls

General

- **Open and close the call in prayer**

- **Circulate the agenda and dial-in details in advance:** Experience tells us that approximately 4–6 agenda items are feasible in a 60-minute call. Alert members what the critical few discussion issues are to be so that they can give them some thought before the call. Critical issues could also be solicited from call participants themselves. This should enable a deeper level discussion and save a lot of time.

- **Have a technical moderator:** It is not a good idea for the chairperson of the call to be contacting participants or dealing with technical problems; designate someone to do this.

- **Start on time:** This is not only good stewardship, but it also reduces frustration levels. Offices that may find it difficult to dial in (often those in the disaster site) should attempt to connect 5–10 minutes before the scheduled call time. Do not recap the content of the call for people joining late as this wastes everyone’s time.

- **Assume that participants have read the situation reports:** These reports are provided through wvrelief.org; point people to the sitrep when they ask questions that can be answered there. Only provide information on the phone that is too new to be in the sitreps, is not readily available in the public arena, or which may be too sensitive to be included in sitreps.

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8 In the early days of a response, the context and programme dynamics may frequently change, and therefore conference calls at this phase of a response will probably need to have a larger ‘information sharing’ component, although a focus on a limited number of critical issues should be the goal of each call.
• **Be firm when people venture off the subject:** It is tempting to let a few people dominate the call or to wander off subject; a good moderator will firmly but politely put things back on track.

• **Circulate the minutes within 24 hours of the call:** Appoint a note-taker and have them circulate the minutes quickly.
# Glossary for the Disaster Management Standards

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<tr>
<td><strong>Area Rehabilitation Programme</strong></td>
<td>An ARP is an operating model for programmes without child sponsorship funding that aims to support core office functions, maintains programming quality and bridges gaps between multiple short-term grants. This enables a more strategic approach to longer term integrated programming within a specific geographic area.</td>
<td>WVUK working description</td>
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<tr>
<td><strong>Category designation/magnitude category</strong></td>
<td>WV classifies emergencies based on several criteria, including the number of people affected. For example, a CAT I emergency affects 100,000 or fewer; CAT II affects up to 1 million; and CAT III affects 1 million (or 50 per cent of the local population) and more.</td>
<td>Disaster Management Standards</td>
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<tr>
<td><strong>Coalition</strong></td>
<td>An active relationship between agencies to enhance each organisation’s contribution to a common or complementary mission. Will likely include coordination of activities and plans, cooperation which can include sharing of resources and expertise, some level of informal agreement, and where benefits and risks are mainly shared.</td>
<td>Disaster Management Standards</td>
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<tr>
<td><strong>Complex humanitarian emergency</strong></td>
<td>A combination of adverse circumstances that usually includes, but is not limited to, conflict, population displacement, famine and epidemics, resulting in social, economic and political collapse requiring outside intervention.</td>
<td>WV Glossary</td>
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<tr>
<td><strong>Declaration Decision Group</strong></td>
<td>The Declaration Decision Group (DDG) works at a regional level to confirm the magnitude of an emergency (the level) and selects the response model WV will use to respond to specific emergencies.</td>
<td>Disaster Management Standards</td>
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<tr>
<td><strong>Disaster/emergency</strong></td>
<td>An extreme hazard event disrupting functioning of a vulnerable community or a society, causing widespread human, material, economic or environmental losses. The affected community or society is left unable to cope using its own resources and therefore requires external assistance. A disaster is a function of the risk process. It results from a combination of hazards, conditions of vulnerability, and insufficient capacity or measures to reduce potential negative consequences of risk. Disasters can occur at a variety of levels: from biological and/or psychological on an individual level, to local socio-economies, to urban infrastructure networks, and/or to the global political economy.</td>
<td>HEA Ministry Guiding Philosophy: Principles and Values for Humanitarian Action, 2010</td>
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<tr>
<td>Disaster management</td>
<td>World Vision’s understanding of disaster management is that it has six dimensions. In World Vision we refer to these dimensions as early warning, preparedness, mitigation, response, recovery and transition. It is understood that these dimensions, although defined by their own distinctiveness or definitions do not always, or even generally, occur in isolation or in precise order. Often phases of the cycle overlap and the length of each phase greatly depends on the severity of the disaster. • critically, disaster management is always underscored by risk reduction and can be clustered under the following goals: • reduce, or avoid, losses from hazards (early warning, preparedness, mitigation) • assure prompt and effective assistance to those affected (response) • achieve rapid and effective recovery • manage effective transition.</td>
<td>Strategic Intent 2010 - 2015</td>
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<tr>
<td>Disaster Risk Reduction</td>
<td>DRR is the conceptual framework of elements considered to minimise vulnerabilities, hazards and risks throughout a society, to avoid (prevent) or limit (mitigate and prepare for) adverse impacts of hazards, whilst building resilience within the broad context of sustainable development. Institutionally, this requires systematic development and application of policies, strategies and practices which reduce risk before disaster, as well as throughout disaster management.</td>
<td>HEA Ministry Guiding Philosophy: Principles and Values for Humanitarian Action, 2010</td>
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<tr>
<td><strong>Early warning</strong></td>
<td>Provision of timely and effective information allows individuals at risk of disaster to take action to avoid or reduce risks and prepare for effective response, should disaster occur. Early warning is only as valuable as its effectiveness in reaching those facing greatest risk, and then only if these communities and groups are prepared to respond in ways which reduce their risk.</td>
<td>HEA Ministry Guiding Philosophy: Principles and Values for Humanitarian Action, 2010</td>
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<td><strong>Emergency Preparedness and Response Fund</strong></td>
<td>A WV fund that can be used by national offices and regional offices for preparedness and response in category III (Major Partnership relief response) and category II (large-scale, regional relief response) emergencies.</td>
<td>WV Glossary</td>
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<tr>
<td><strong>Emergency response</strong></td>
<td>The aim of emergency response is to provide immediate assistance to maintain life, improve health and support the morale of the affected population. The focus in the response phase is on meeting the basic needs of the people until more permanent and sustainable solutions can be found. Response: Provision of assistance during or immediately after a disaster to save lives and provide basic subsistence to those people affected defines response.</td>
<td>HEA Philosophy</td>
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<tr>
<td><strong>Fragile states</strong></td>
<td>Fragile states are characterised by political instability, corruption, poor governance, low acceptance of the rule of law, conflict, degraded infrastructure, migration of skilled workers, weak economic growth and extreme poverty. States that are failing, or at risk of failing, with respect to authority, comprehensive service entitlements or legitimacy.</td>
<td>Health In Fragile States, Save the Children Policy Brief, 2009</td>
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<td><strong>Global Centre</strong></td>
<td>Part of World Vision that deals with issues of broad impact and high risk, or both, that affect the whole of the Partnership, with multiple locations including London, Geneva, New York, and Brussels, Monrovia, USA. The GC comprises the Office of the President, the functions of the chief operating officer and Partnership leaders, and the regional offices.</td>
<td>WV Glossary</td>
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<tr>
<td><strong>Global response</strong></td>
<td>Global responses are needed where national offices do not have the capacity to fully respond to the disaster. This may be due to the size and/or nature of the emergency, the emergency may be in a different/remote region or the office needs to draw on extra capacity.</td>
<td>Disaster Management Standards</td>
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<td><strong>Global Rapid Response Team</strong></td>
<td>A group of highly skilled, professional relief practitioners from within the WV Partnership who can be mobilised in teams at short notice to initiate disaster responses anywhere in the world. They are dedicated to helping national offices respond with rapid deployment of critical expertise and supplies. They are also equipped to respond to countries where WV is not established.</td>
<td>WV Glossary</td>
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<tr>
<td><strong>Global Pre-positioning Resource Network</strong></td>
<td>A World Vision service that provides relief supplies and equipment in the event of a large-scale disaster to areas that do not have items readily available.</td>
<td>WV Glossary</td>
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<tr>
<td><strong>In-country support team</strong></td>
<td>A team that deploys at the onset of an emergency response (using a global response model) to provide guidance, support and coaching for senior members of the national office, their national board(s) and their relevant regional office.</td>
<td>Disaster Management Standards</td>
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<td>HISS-CAM</td>
<td>A tool used to facilitate the difficult decisions that often surround civil-military-policy engagement.</td>
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<td>Mitigation</td>
<td>This term refers to measures intended to reduce or eliminate the impact of disasters on society and the environment. These measures reduce vulnerability of existing infrastructure. Mitigation requires an integrated approach of reducing risk to disasters, and increasing community resilience through focus on building capacities and protection of local coping mechanisms, assets and livelihoods.</td>
<td>HEA Ministry Guiding Philosophy: Principles and Values for Humanitarian Action, 2010</td>
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<tr>
<td>National office</td>
<td>WV office located in and responsible for a particular country; it oversees operations for that country, including programmes and staff.</td>
<td>WV Glossary</td>
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<td>National office response</td>
<td>The ‘national office’ response standards address the response and recovery dimensions of disaster management.</td>
<td>Disaster Management Standards</td>
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<td>Network</td>
<td>Any group of individuals or organisations who exchange information, to some extent coordinate actions and who organise themselves in such a way that their individual autonomy remains intact. In an emergency this usually takes the form of coordination.</td>
<td>Disaster Management Standards</td>
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<tr>
<td>No response/monitor context</td>
<td>No response indicates when WV decides not to launch an operation, increase activities or engage partners to respond to an emergency. Monitor context applies when the situation is not ready for response, but remains volatile and a heightened level of monitoring is required.</td>
<td>Disaster Management Standards</td>
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<td>Partnership</td>
<td>An active relationship between organisations which has reached a defined stage of co-operation that is outlined and governed by an informal or formal agreement, to combine their resources and expertise to carry out a specific set of activities. Both benefits and risks are shared between partners in what is often a process of co-creation.</td>
<td>WVI Collaboration and Partnering Community of Practice working definitions, 2011.</td>
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<tr>
<td>Partnership Coordination Team</td>
<td>A team composed of a diverse range of representatives from all lines of ministry, functional offices, and technical areas who are appointed by the regional HEA director upon the declaration of a global response to provide a forum for operational discussions and decision making.</td>
<td>Disaster Management Standards</td>
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<tr>
<td>Partnership Executive Team</td>
<td>A team appointed by the regional leader either before or upon declaration of a global response to provide guidance to the regional leader, RHEAD and relief manager on strategic issues and decision making, especially on sensitive issues.</td>
<td>Disaster Management Standards</td>
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<tr>
<td>Partnering response</td>
<td>The response model that WV uses when working through selected partners, because this response will improve programme quality and impact or due to various limitations or exceptional circumstances.</td>
<td>Disaster Management Standards</td>
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<tr>
<td>Preparedness</td>
<td>Achieving preparedness means organisational and community readiness systems, procedures and resources are available to provide timely assistance to those affected. Standards, tools, mechanisms and resources are in place. Disaster-management plans are in place which enable communities to identify areas of vulnerability to their immediate and long-term well-being; to mitigate risks; and to prepare for response in the case of risks which cannot be resolved.</td>
<td>HEA Ministry Guiding Philosophy: Principles and Values for Humanitarian Action, 2010</td>
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<td>Pre-crisis Review team</td>
<td>A team of between two and four senior, disaster response experts deployed before a disaster occurs to provide strategic guidance, support and coaching along with senior members of a national office, their national board, and their relevant regional office.</td>
<td>Disaster Management Standards</td>
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<tr>
<td>Programme</td>
<td>The coordination of one or more time-bound projects to achieve a desired goal. A programme cuts across sectors or geographic areas, uses a multi-disciplinary approach, involves multiple stakeholders, and is usually supported by multiple funding sources.</td>
<td>WV Glossary</td>
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<td>Recovery</td>
<td>Decisions and actions after a disaster with a view to restoring community living conditions can lead towards recovery, whilst encouraging and facilitating necessary adjustments to reduce future disaster risks. Mitigation activities are appropriately integrated during the recovery phase.</td>
<td>HEA Ministry Guiding Philosophy: Principles and Values for Humanitarian Action, 2010</td>
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<tr>
<td>Regional office</td>
<td>Offices located in each of WV’s regions of operation that act as primary points of contact for its national and field offices as well as all programming taking place in that region. Regional offices interact with the Global Centre and oversee staff and programmes, including funding allocations, monitoring and evaluation, spiritual formation, programme development, and all other WV standard operational objectives.</td>
<td>WV Glossary</td>
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<td><strong>Response model</strong></td>
<td>The response model describes the way that World Vision will organise itself to respond to a particular disaster. The response model is chosen by the DDG based upon standard criteria that cover the magnitude (level) of emergency and available capacity, potential resources and complexity of response. Options for response model are: no response, national office response, global response, partnering response. Furthermore, it is the specific response model that determines who makes the declaration.</td>
<td>Disaster Management Standards</td>
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<td><strong>Standards</strong></td>
<td>A set of criteria (some of which may be mandatory), voluntary guidelines, and better practices; a reference point against which activities can be evaluated; description of expected behavior. Within the organisation, failure to act in the expected way seriously hinders the organisation in achieving its mission. Therefore, people are held accountable for meeting the organisation’s standards.</td>
<td>WV Glossary</td>
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<tr>
<td><strong>Sub-contractor</strong></td>
<td>A tightly defined contract-based relationship where payment is normally transacted for a service or product.</td>
<td>Disaster Management Standards</td>
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<td><strong>Support office</strong></td>
<td>WV entity that raises money through public and private resource streams, monitors their use and dispenses these funds through the Global Centre to support programmes in other countries.</td>
<td>WV Glossary</td>
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<td><strong>Transition</strong></td>
<td>As emergency or crisis situations improve or deteriorate, transition refers to programming which forms a bridge between community development and emergency response. Transition programming provides an effective frame for ensuring preparedness for emergencies during deteriorating situations, or puts in place developmental foundations during emergency response for effective recovery as contexts change. Timing – when to engage in transition planning and programming – is crucial because a response context can improve or deteriorate quickly, possibly rendering response programming inappropriate. Transition and exit strategies are integrated in all WV responses.</td>
<td>HEA Ministry Guiding Philosophy: Principles and Values for Humanitarian Action, 2010</td>
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