

**World Renew**  
**Policies and Procedures Manual**



**IDRT**  
**(International Disaster Response Team)**

**Draft: December 2011**  
**Second Draft: April 2012**  
**Third Draft: April 2013**  
**Final Approval: June 2013**

<u>INTRODUCTORY STATEMENT</u> .....	5
<u>WORLD RENEW STRUCTURE</u> .....	6
<b>SECTION I: OVERVIEW OF IDRT</b> .....	<b>8</b>
<u>GOALS AND VALUES OF IDRT</u> .....	9
<u>INTERNATIONAL DISASTER RESPONSE TEAM STRATEGIC PLAN</u> .....	10
<u>INTERNATIONAL DISASTER RESPONSE TEAM STANDARDS</u> .....	17
<b>SECTION II: INTERNAL IDRT CONNECTIONS</b> .....	<b>17</b>
<u>IDRT INTER-TEAM MINISTRY TEAM AGREEMENTS</u> .....	19
<i>East Africa Ministry Team Agreement:</i> .....	19
<i>West Africa Ministry Team Agreement:</i> .....	21
<i>Southern Africa Ministry Team Agreement:</i> .....	25
<i>Latin America Ministry Team Agreement:</i> .....	27
<i>Asia Ministry Team Agreement:</i> .....	30
<u>IDRT INTER-TEAM AGREEMENTS (CORE AND DELTA)</u> .....	33
<u>CORE Team Agreement</u> .....	33
The CORE team can most add value to the IDR ministry by .....	33
The Int'l Disaster Response Team can most add value to the CORE ministry by .....	34
<u>DELTA Team Agreement</u> .....	35
<b>SECTION III: EXTERNAL IDRT CONNECTIONS</b> .....	<b>36</b>
<u>SUMMARY OF EXTERNAL NETWORKS</u> .....	37
<i>Canadian Foodgrains Bank (CFGB)</i> .....	37
<i>International and National NGOs</i> .....	37
<u>ALLIANCES AND NETWORKS</u> .....	39
<u>CHRISTIAN REFORMED CHURCHES</u> .....	40
<u>CHURCHES - OTHER</u> .....	41
<b>SECTION IV: HUMAN RESOURCES</b> .....	<b>42</b>
<u>IDRT ROLES AND RESPONSIBILITIES</u> .....	43
<u>IDRT STAFF DESCRIPTIONS</u> .....	43
<i>Director of Disaster Response and Rehabilitation</i> .....	43
<i>Senior Project Manager(s)</i> .....	44
<i>Assistant Project Manager</i> .....	47
<i>Disaster Response Manager(s)</i> .....	48
<i>Programme Manager, Communications</i> .....	54
<i>Administrative Assistant</i> .....	56
<b>SECTION V: PROJECT CATEGORIES</b> .....	<b>59</b>
CFGB (CANADIAN FOODGRAINS BANK) .....	60
OR (OTHER RESPONSE) .....	60
SR (SMALL RESPONSE) .....	60
SR-DRR (SMALL RESPONSE – DISASTER RISK REDUCTION) .....	60
<b>SECTION VI: CROSS-CUTTING THEMES / TASK FORCES</b> .....	<b>61</b>
<u>GENDER GUIDELINES</u> .....	62
<i>Purpose / Objective:</i> .....	62
<i>Gender Policy IDRT:</i> .....	62
<i>Gender Policy IDRT:</i> .....	62
<u>Gender Taskforce Objectives</u> .....	63
<u>ENVIRONMENTAL GUIDELINES</u> .....	65
<i>Purpose/Objective:</i> .....	65

<i>Environmental Policy – Overall IDRT</i> .....	65
<i>Environmental Policy – Overall IDRT</i> .....	65
<u>Environmental Stewardship Taskforce Objectives</u> .....	65
<b>PEACE AND JUSTICE GUIDELINES</b> .....	66
World Renew's Global Ends Policy E #1: .....	67
<i>Purpose / Objective:</i> .....	67
<u>Psalm 103:6 NIV</u> - The LORD works righteousness and justice for all the oppressed .....	67
<u>Psalm 106:3 NIV</u> - Blessed are they who maintain justice, who constantly do what is right.....	67
<u>Isaiah 1:17 NIV</u> - Learn to do right! Seek justice, encourage the oppressed. Defend the cause of the fatherless, plead the case of the widow .....	67
• <u>James 3:18 NIV</u> – Peacemakers who sow in peace raise a harvest of righteousness.....	67
<i>Justice Policy IDRT:</i> .....	67
<b>SECTION VII: DISASTER RESPONSE SECTORS</b> .....	<b>69</b>
<u>FOOD ASSISTANCE, EMERGENCY FOOD AID AND FOOD FOR WORK (FFW)</u> .....	71
<u>SHELTER AND NON-FOOD ITEMS</u> .....	72
<u>WASH (WATER, SANITATION AND HYGIENE)</u> .....	74
<u>PSS (PSYCHO-SOCIAL SERVICES)</u> .....	75
<u>DRR (DISASTER RISK REDUCTION)</u> .....	76
<b>SECTION VIII: POLICIES AND PROCEDURES</b> .....	<b>76</b>
<u>PROJECT MANAGEMENT POLICIES</u> .....	77
<i>Memorandums of Understanding / Project Agreements:</i> .....	78
<i>Gift in Kind:</i> .....	78
<i>Surveying:</i> .....	78
<u>CAPITAL ASSETS POLICIES</u> .....	79
<i>Capital Assets – Overall Policy IDRT</i> .....	79
<i>Capital Assets Procedures</i> .....	79
<u>PROCUREMENT MANAGEMENT POLICIES</u> .....	81
<i>Procurement Management Policies IDRT</i> .....	81
<i>Procurement Management Policies CFGB</i> .....	81
<i>Procurement Management Procedures</i> .....	82
<u>COMMUNICATIONS POLICIES</u> .....	84
<i>Purpose / Objective</i> .....	84
<i>Communication Policy - IDRT</i> .....	84
<i>Communication Policy – Overall World Renew</i> .....	84
<i>Communication Policy – Overall CRCNA</i> .....	85
<i>Communication Procedures</i> .....	85
<b>SECTION IX: PROJECT FINANCES</b> .....	<b>86</b>
<u>PROJECT FINANCIAL MANAGEMENT OVERVIEW</u> .....	87
<i>Accounting – Cash Basis</i> .....	87
<u>Cash Controls</u> .....	87
Bank Reconciliation .....	87
Petty Cash Holdings and Reconciliation .....	87
Disbursements.....	87
Bank accounts .....	87
Level of Cash Held on Field/Fund Request Procedure.....	88
Fund Transfer Requests .....	88
<i>Accounting – Advances to Partners / Staff</i> .....	89
<i>Accounting – Financial Transactions</i> .....	89
<i>Accounting – Financial Reporting</i> .....	90
<u>Project Budgets</u> .....	90
<u>Monthly Expenditure Reports</u> .....	90
<u>Reporting Currency</u> .....	90

<i>Reporting to Multiple Donors</i> .....	90
<i>In-Kind Contributions</i> .....	91
<i>Procurement Financial Procedures</i> .....	91
<i>Tendering</i> .....	91
<i>Pre-qualification</i> .....	91
<i>Invitation to tender:</i> .....	91
<i>The Purchase Order or Contract</i> .....	93
<i>Inventory record</i> .....	93
<i>Human Resource Finances</i> .....	94
<i>Vehicles and Other Capital Assets</i> .....	94
<i>Audits</i> .....	94
<b>SECTION IX: PROJECT CHECKLISTS</b> .....	<b>95</b>
<u>CFGB PROJECTS</u> .....	96
<i>Getting Started:</i> .....	96
<i>Approval of Projects (Proposals)</i> .....	96
<i>Project Management</i> .....	97
<i>Project Reporting</i> .....	98
<i>Project Closure</i> .....	98
<u>OR PROJECTS</u> .....	99
<i>Getting Started:</i> .....	99
<i>Approval of Projects (Proposals)</i> .....	100
<i>Project Management</i> .....	101
<i>Project Reporting</i> .....	101
<i>Project Closure</i> .....	101
<u>SR PROJECTS</u> .....	102
<i>Getting Started:</i> .....	102
<i>Approval of Projects (Proposals)</i> .....	102
<i>Project Management</i> .....	103
<i>Project Reporting</i> .....	103
<i>Project Closure</i> .....	104
<u>SR-DRR PROJECTS</u> .....	104
<i>Getting Started:</i> .....	104
<i>Approval of Projects (Proposals)</i> .....	104
<i>Project Management</i> .....	105
<i>Project Reporting</i> .....	105
<i>Project Closure</i> .....	105

## International Disaster Response Team Policies and Procedures Manual

Welcome to the International Disaster Response Team Policies and Procedures Manual! We are excited to work together as a team. We are thankful to God for all of the gifts of talent that he has awarded our team and we are committed to helping the most vulnerable around the world as we seek to build back better while simultaneously showing the love of Christ.

***“As an employee of the Christian Reformed Church in North America, you represent this ministry in both your work life and private life. As a result, you are expected to be sensitive to how others may see you biblically, spiritually, and ethically. We encourage you to strive toward living a life that is an example to others in terms of your relationship with God and your belief in the Mission Statement, Values and Vision of the CRCNA.”***

### **INTRODUCTORY STATEMENT**

#### **International Disaster Response Team**

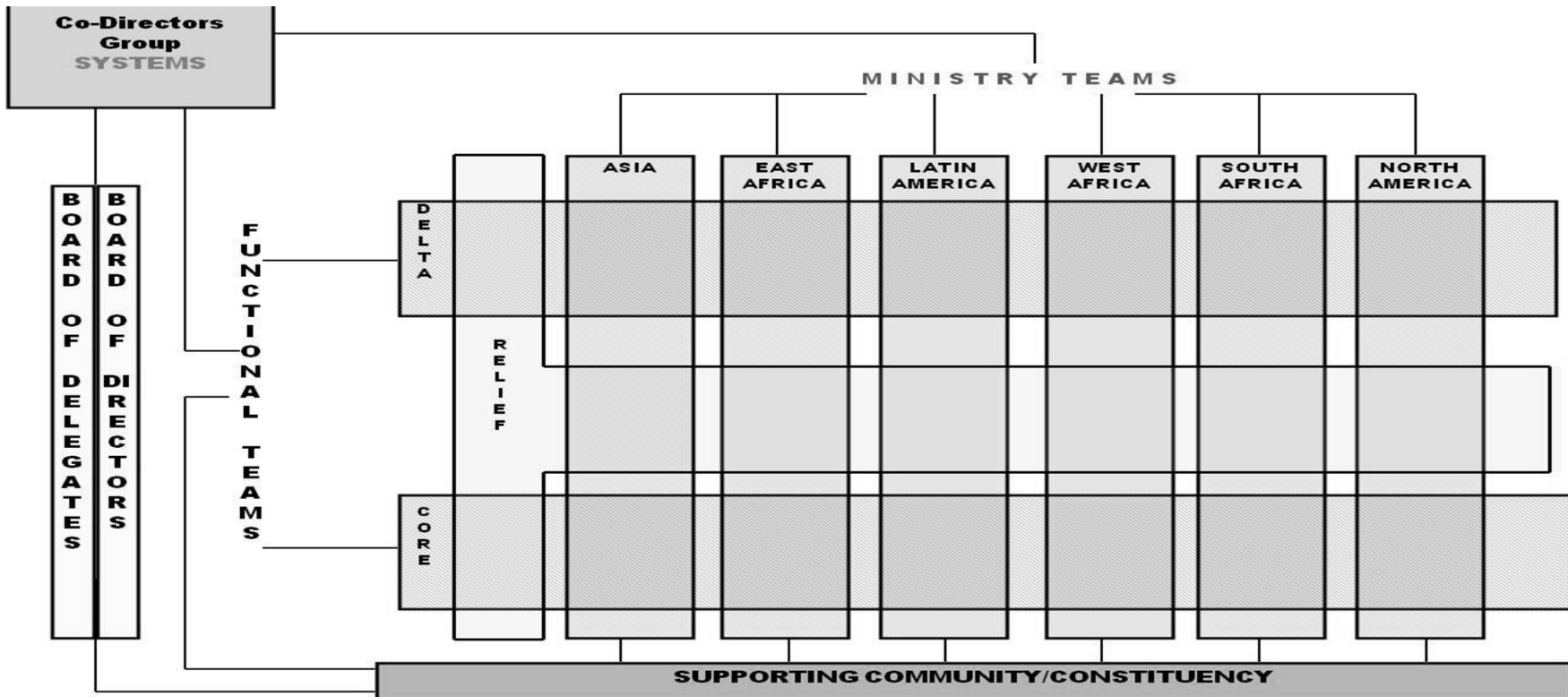
This manual was created in order for all team members (including employees and volunteers) to reference and be knowledgeable about the policies and procedures consistent with the values of the CRCNA and the work of World Renew as it pertains to International Disaster Response.

This policies and procedures handbook applies to all team members of the International Disaster Response Team (hereafter referred to as IDRT), and is intended to provide guidance on both policies and procedures as they pertain to the conduct and actions of the IDRT as a whole. This handbook is not intended to be a contract, nor is it intended to create any legally enforceable obligations on the part of the IDRT, World Renew or the CRCNA as a denomination overall.

Due to the continually changing context in which IDRT operates, please note that these Policies and Procedures may be amended as needed. Please speak with the Director of Disaster Response if you have any questions or need additional information.

Please note that this manual does not provide guidance on Domestic Disaster Response policies or procedures.

World Renew Structure



**DELTA**

Community Development Technical Support  
 Grant Funding  
 Evaluation Hub  
 Best Practices and Learning Facilitation  
 Management Information Systems  
 Social Justice

**CORE**

Church Relations  
 Communications  
 Major Donors  
 Ministry Partner Program  
 Service Learning  
 Refugee Program

**SYSTEMS**

Co-Directors  
 Finance  
 Human Resources

**DISASTER RESPONSE  
STRUCTURE**

CANADIAN Director  
*Ida Kaastra Mutoigo*  
  
US Director  
*Andrew Ryskamp*

Disaster Response Team  
(DRT) Leader  
*Kenneth Kim* (Canada)

- Disaster Response Services (DRS) Directors  
*Ron Willett*
- Administrative Assistant  
*Bernice Oostdyk*
- Project Manager Disaster Response  
*Brenda Katerberg*  
(West Africa)
- Senior Project Manager  
*Ken Little*
- Senior Project Manager  
*Grace Wiebe*
- Assistant Project Manager  
*Samantha Keddy*
- Program Manager, Communications  
*Vanessa Mathews-Hanna*
- Director Disaster Response, Central, East and Southern Africa  
*Jacqueline Koster*

Volunteer Program Manager  
*Becky Purdom*

- Volunteer Systems Coordinator  
*Sue Kuipers*
- Program Assistant  
*Shirley Ritsema*

DRS Office Manager  
*Stephanie Kroil*

- Administrative Assistant  
*Luanne Mellema*
- DRS Assistant  
*Pauline Mitchell*

DRS Program Manager  
*Art Opperwall*

Volunteer Groups Assistant  
*Kellie Scholma*

Country Leader (Sudan)  
*Thomas Hedd*

Haiti - LEAP Program Manager

## SECTION I: Overview of IDRT



## **GOALS AND VALUES OF IDRT**

### Goals of IDRT

The International Disaster Response Team is responsible to:

- Inspire an organizational vision within World Renew for professional disaster response work that decreases vulnerabilities and increases capacities of affected individuals, communities and/or organizations
- Promote with the MTs the concepts and practices of disaster mitigation and preparedness
- Provide expertise in programme planning and resource acquisition that prompts MTs to respond appropriately
- Liaise with external agencies in enhancing relationships in order to ensure the timeliness and effectiveness of the responses.
- Implement disaster response activities outside MT programme areas.
- The co-directorate for accountability of the organization's disaster response activities.

### Values of IDRT

This reflects the IDRT core values:

- Survivors of disasters are image bearers of God, and, as such, are participants in their recovery rather than "objects" of disaster response activities
- Disaster response activities focus on offering assistance to enable individuals, and communities in the process of relief and rehabilitation phases.
  - o Yet, World Renew tries to accomplish this objective by, where possible and appropriate, building the capacity of individuals, communities and organizations.
  - o Where the task and our resources are larger than can be effectively handled by the partner capacity, World Renew will develop temporary support capacity to work alongside and under the guidance of the partner organization.
- Where possible, disaster response activities will contribute to the ability of the local church to respond to surrounding effected populations
- All aspects of disaster response work will reflect responsible stewardship of financial, time and human resources.
- Disaster response provides opportunities for a wide range of people to engage their gifts and grow in understanding of effective relief and its link to development, and justice.
- The team demonstrates continuous learning and collaboration beyond itself.
- Integration with other teams is critical to effective programming, which will consider the effect on environment, gender, reconciliation, culture, skills, age and other diversity aspects.
- Priorities will be set to best be in accordance with these responsibilities and values.

International and DRS objectives are established separately in accordance with these responsibilities and values.

---

**INTERNATIONAL DISASTER RESPONSE TEAM STRATEGIC PLAN**

**Strategic Initiative #3: Build an agency of choice for disaster response and rehabilitation**

3.1 Objective: Build exemplary disaster response and rehabilitation programming capacity which maximizes and strengthens community involvement

Visioning Comments: Maintain and further develop capacity within World Renew to respond quickly and appropriately to disasters, both in North America or internationally, by increasing the capacity of World Renew staff, volunteers and deliver a variety of well targeted disaster and rehabilitation projects.

Results Statements	Key Action Steps to Achieve Results/Objectives	Specific Strategies Related to World Renew Critical Issues *
<p>3.1.1 World Renew responds quickly and collaboratively using integrated interventions that emphasize appropriate community participation and gender considerations in disaster response and rehabilitation.</p>	<p>Maintain relationship with World Renew teams, field staff, partners, and government organizations to ensure a rapid response time</p>	<ul style="list-style-type: none"> <li>-Implement community-based disaster responses (directly or through partners) (1)</li> <li>-Contribute to the development of community-based DRR plans (1)</li> <li>-Increase local resource mobilization in disaster responses i.e. by beneficiaries/partners (1)</li> <li>-Build partner capacity through disaster responses (where partners are utilized) (1)</li> <li>-Build community resilience and sustainability through disaster responses (incl. DRR) (1)</li> <li>-Build community capacity through disaster responses (directly or through partners) (1)</li> <li>-Incorporate gender, justice, peace and reconciliation in disaster responses (1)</li> </ul>
	<ul style="list-style-type: none"> <li>-Integrate gender considerations into all proposals and reports, including the logic model, performance measurement framework, risk registers, needs assessments, and IRM TORs.</li> <li>-Keep a working document of best practices in gender.</li> <li>-Ensure that gender results are communicated to donors and constituents.</li> </ul>	
<p>3.1.2. Internationally World Renew has the capacity to effectively lead the implementation of 2-3 multi-year relief projects, with support from the constituency and multiple donors.</p>	<ul style="list-style-type: none"> <li>-Define key relief competencies of World Renew (e.g. food distribution, nutrition, food security, shelter, WatSan, etc.)</li> <li>-Select IRM, World Renew staff and/or partner staff to train further in core competencies and key sectors</li> </ul>	<ul style="list-style-type: none"> <li>-Support increasing national staffing levels, esp. for implementation of disaster responses (3)</li> <li>-Utilize more local interns in disaster responses (3)</li> </ul>

Actively participate in coalitions & consortium (e.g. CFGB, CCA, GRA, ACT, Integral)	<ul style="list-style-type: none"> <li>-Consider how WORLD RENEW (FORMERLY KNOWN AS CRWRC)'s strategic plan will align with those of ACT and Integral (5)</li> <li>-Define internal roles &amp; responsibilities re ACT &amp; Integral (5)</li> <li>-Participate actively in the Integral Disaster Management Project (5)</li> <li>-Encourage in-country alliances i.e. ACT Forums, CFGB members, GRA members (5)</li> <li>-Encourage national partners to join in-country alliances (5)</li> <li>-Improve relationships to CRWM, BTGMI (4)</li> </ul>
--	--

3.1.3 Domestically, World Renew works with partners in the US and Canada to help communities recover from major disasters	Cultivate and develop new partnerships with other major disaster responders in North America	<ul style="list-style-type: none"> <li>-Respond to all federally declared disasters in the U.S. and to all major disasters in Canada based on available resources. (1) (4)</li> <li>-Collaborate with other disaster responders in the USA and Canada (5)</li> <li>-Continue to develop collaborative partnership with Samaritan's Purse and Mennonite Disaster Service in Canada (3)</li> </ul>
	Play an active role with FEMA and the National VOAD in improving disaster response and recovery in the U.S. - this includes active participation on national committees.	
	Implement programs based on need assessments that include clean-up, home repairs, and re-building.	

3.1.3 World Renew has the capacity to establish and support long-term recovery organization (LTRO) and other community organizations to respond to and recover from disasters.	DRS Regional and project managers are being trained in assisting and training LTROs in establishing and implementing long-term recovery plans	~Maintain an effective Regional/Project Management structure and team, which allows for a community-based approach i.e. firm connections with State VOADs and local long term recovery organizations (LTROs) (1) (3)
	Community Needs Assessments are completed on behalf of LTROs	

**\* World Renew Critical Issues and Strategic Goals Addressed**

- (1) Empowering communities for transformation and disaster response
- (2) Team Integration for staff support and skills development
- (3) High capacity country level offices and teams

- (4) Constituency Engagement
- (5) Alliances, networks and collaborations for community impact
- (6) Resourcing for sustainable ministry

**Strategic Initiative #3: Build an agency of choice for disaster response and rehabilitation**

3.2 Objective: Build collective capacity in Disaster Risk Reduction thereby minimizing a disasters impact on long-term community development and helping survivors recover independence.

Visioning Comments: World Renew Community development countries are active in Disaster Risk Reduction, preparedness and response.

Results Statements	Key Action Steps to Achieve Results/Objectives	Specific Strategies Related to World Renew Critical Issues *
3.2.1 The Disaster Risk Reduction (DRR) framework is incorporated into the community development programs of WORLD RENEW (FORMERLY KNOWN AS CRWRC)'s partners	Ministry Team training in DRR modules completed by all MTs which includes an emphasis on food security programming	~Provide training in Disaster Risk Reduction – mitigation and preparedness (DRR Fund) (1) (2)
	Train key partners in incorporating DRR into their annual plans for CD	
	Support proposals for food security projects based on needs identified during DRR training or when incorporating DRR into CD work	~Participate in developing WORLD RENEW (FORMERLY KNOWN AS CRWRC)'s overall food security vision and strategy (i.e. Sustainable Agriculture and Food Security Task Force) (1) ~Participate in defining roles and responsibilities related to food security i.e. between Delta, MTs and IDRT (1) ~Increase food security in vulnerable communities, in collaboration with MTs/CTs (1)
3.2.2 All World Renew fields have the capacity to implement small response projects.	Specific training developed so that MTs are able to react with small response requests; e.g. information gathering, costing, etc.	~Support CTs with short-term funds for disaster response work (3) ~Support increased CT staffing to support short-term disaster response projects (3) ~Develop standard disaster response operating manuals for CTs (3)
3.2.3 Countries with a high frequency of disasters have a disaster preparedness plan and higher rapid response capacity	Provide training on disaster preparedness to World Renew staff and partner staff	
	Countries develop a disaster preparedness plan e.g. first response plan including partners	
3.2.4 CFA becomes more knowledgeable of US disaster response, and is proactive in following up in communities that are candidates for ongoing community development.	Explore new opportunities for collaboration between CFA and DRS.  Explore Isaiah Fund.	~When appropriate, invite Community Development coach to meet with LTROs that are receptive to learning more about Asset Based Community Development principles. (1)

\* World Renew Critical Issues and Strategic Goals Addressed

- (1) Empowering communities for transformation and disaster response
- (2) Team Integration for staff support and skills development
- (3) High capacity country level offices and teams

**Strategic Initiative #3: Build an agency of choice for disaster response and rehabilitation**

**3.3 Objective:** *To build the capacity of Disaster Response Team staff and volunteers to meet expectations and positively impact partners in communities*

*Visioning Comments: The capacity of the relief team is consistent with the relief needs – both in terms of human resource capacity (enough staff and volunteers to do the job) and knowledge capacity (staff and volunteers are knowledgeable and receive ongoing training).*

Results Statements	Key Action Steps to Achieve Results/Objectives	Specific Strategies Related to World Renew Critical Issues *
3.3.1 DRT staff capacity built to match disaster response needs	DRT staff receive ongoing training matched to the specific disaster response interventions of WORLD RENEW (FORMERLY KNOWN AS CRWRC)	
	Staff are hired, as needed, to ensure sustained quality in relief programming	
3.3.2 Number of IRMs grows in relation to the number of relief projects (i.e. ensuring IRM availability)	Recruitment procedures reviewed and refined, including; workshops, entry modules, interviews, skill or psych. testing, skill matching, etc.	-Provide more opportunities for volunteers – IRMs, youth (4)
3.3.3 IRMs equipped and ready for deployment	IRM Training activities increased and matched to the core competencies of World Renew and Sphere Standards	
	Technological improvements are included in the IT field kits IRMs use	
3.3.4 World Renew DRS has sufficient trained volunteers, volunteer managers and volunteer groups and partners to respond to major disasters in the US and Canada	DRS maintains training program for volunteer managers	-Conduct two face to face meetings per year and monthly RPM conference calls (1) -Continue to work diligently with National VOAD and the Federal Emergency Management Agency (FEMA) in the US on disaster preparedness and collaboration. (3)
	DRS Increases capacity to deploy church, and other volunteer groups, in responding to disasters, by supplying local leadership, where necessary, to assist in the organizing of groups.	-Continue to work with Regional & Project Managers as DRS introduces community development principles into Organizational Capacity Building programs (1) -Maintain an adequate number of partner sites to host groups throughout the year. (4) -Provide more opportunities for DRS volunteers (4) -Continue to provide a place where a wide variety of denominations can participate actively as volunteers and work groups (currently 29 denominations) (4)

**\* World Renew Critical Issues and Strategic Goals Addressed**

- (1) Empowering communities for transformation and disaster response
- (2) Team Integration for staff support and skills development
- (3) High capacity country level offices and teams

- (4) Constituency Engagement
- (5) Alliances, networks and collaborations for community impact
- (6) Resourcing sustainable ministry

**Strategic Initiative #3: Build an agency of choice for disaster response and rehabilitation**

3.4 Objective: To build the disaster response team's connections and relationships with other World Renew teams and staff.

Visioning Comments: In response to the context of multitude of skills areas needed in our staff and partners to address the complex issues communities face, World Renew needs to strengthen its ability to access expertise from outside in areas where we have competency gaps as well as share expertise and resources across ministry and functional teams in the organization. There is effective team integration when each team feels like it has ready access to expertise in: justice, food security, fund capacity building, disaster risk reduction, disaster response management, IT, finance, etc.

Results Statements	Key Action Steps to Achieve Results/Objectives	Specific Strategies Related to World Renew Critical Issues *
<p>3.4.1 IDRT staff and volunteers feel well connected to the rest of WORLD RENEW (FORMERLY KNOWN AS CRWRC), have good morale, opportunities to gain and share competence, and a sense of shared mission and impact.</p>	<p>IDRT develops strong and clearly defined relationships with other teams, which facilitate good communication, joint programs and sharing of expertise.</p>	<p>~Develop IDRT inter-team agreements with MTs/CTs – ensure follow-up by team leaders (2)                      ~Participate in defining clear boundaries, protocols, roles &amp; responsibilities (2)                      ~Participate in developing a registry of specialized skills and expertise on all teams (2)                      ~Place ("embed") disaster response staff in all MTs, with appropriately delegated authority (2) (3)                      ~Utilize MT staff in disaster responses wherever possible (2) (3)                      ~In disaster responses, balance the use of World Renew development partner channels with those of international partners (such as ZOA, FH) and direct implementation (2)                      ~Participate in World Renew taskforces: Peace &amp; Reconciliation, Gender, Sustainable Agriculture and Food Security, Justice, Environment, Advancing Ministry Among Muslims</p>
<p>3.4.2 DRS staff and volunteers feel well connected to the rest of WORLD RENEW (FORMERLY KNOWN AS CRWRC), have good morale, opportunities to gain and share competence, and a sense of shared mission and impact.</p>	<p>DRS develop strong and clearly defined relationships with other teams, which facilitates good communication, joint programs and sharing of expertise.</p>	<p>~Develop DRS inter-team agreement with Systems (Finance &amp; IT) (2)                      ~Develop DRS inter-team agreement with CORE – ensure follow-up by team leaders (2)                      ~Develop a better understanding and working relationship with CORE that result in DRS's communication and fundraising needs being met. (2)</p>

**\* World Renew Critical Issues and Strategic Goals Addressed**

- (1) Empowering communities for transformation and disaster response
- (2) Team Integration for staff support and skills development
- (3) High capacity country level offices and teams

- (4) Constituency Engagement
- (5) Alliances, networks and collaborations for community impact
- (6) Resourcing for sustainable ministry

**Strategic Initiative #3: Build an agency of choice for disaster response and rehabilitation**

3.5 Objective: To develop and increase financial support for Disaster Response activities in a way that fully funds DR operations and also supports the whole of WORLD RENEW (FORMERLY KNOWN AS CRWRC).

Visioning Comments: In response to the context of reduced funding for charities in general and increased interest of donors for supporting specific programs, World Renew needs to develop creative ways of packaging and leveraging its work and managing its designated vs. undesignated funding.

Results Statements	Key Action Steps to Achieve Results/Objectives	Specific Strategies Related to World Renew Critical Issues *
3.5.1 World Renew is successful in attracting funding for disaster response	Continue to develop constituency group activities e.g. CFGB & DRS Sunday, gift catalogue, appeals, etc.	<ul style="list-style-type: none"> <li>-Encourage balance between resources for development and disaster response (4)</li> <li>-Recognize that disaster responses provide a high profile in the media and with the supporting constituency, and that promotion for WORLD RENEW (FORMERLY KNOWN AS CRWRC)'s ongoing development programs can be "piggybacked" on this (6)</li> <li>-Provide more information to constituents, esp. youth (4)</li> <li>-Develop a better understanding and relationship with CORE that result in DRS' communication and fundraising needs being met. (6)</li> </ul>
	Strengthen links to institutional and consortium donors e.g. CIDA, FEMA, OFDA (USAID), ACT, Integral, GRA, CCA	<ul style="list-style-type: none"> <li>-Maintain relationships with networks: CFGB, CCA, GRA, ACT, Integral etc. (5)</li> <li>-Maintain relationships with int'l NGOs: ZOA, FH etc. (5)</li> <li>-Maintain DRS relationships with networks: National VOAD, State VOADs, LTROs etc. (5)</li> <li>-Maintain our strong relationship with FEMA (5)</li> </ul>
3.5.2 IDRT's programs contribute to the overall financial sustainability of WORLD RENEW (FORMERLY KNOWN AS CRWRC).	Participate in review and revision of WORLD RENEW (FORMERLY KNOWN AS CRWRC)'s organizational funding plan – includes constituent gifts, grants, bequest gifts, government contributions and DRT funding, mapping of financial investments and resources.	<ul style="list-style-type: none"> <li>-Utilize Haiti earthquake response funds to cover a portion of the Haiti community development budget (6)</li> <li>-Provide 10% admin/overhead recovery on disaster-designated revenues (6)</li> <li>-Provide coverage for fixed disaster response team expenses by charging staff salaries to disaster response projects and to the General Disasters/General International Disasters/CFGB Funds (6)</li> <li>-Use more international volunteers as champions – IRMs (4)</li> </ul>
	Assist in identification of general program budget amounts required to manage use of designated funds, and identify where potential allocation of designated funds could also meet on-going program needs.	
3.5.3 DRS's programs contribute to the overall financial sustainability of WORLD RENEW (FORMERLY KNOWN AS CRWRC).	Participate in review and revision of WORLD RENEW (FORMERLY KNOWN AS CRWRC)'s organizational funding plan – includes constituent gifts, grants, bequest gifts, government contributions and DRT funding, mapping of financial investments and resources.	<ul style="list-style-type: none"> <li>-Annual promotion plan – at least one mass appeal and regular Opportunity Links. (4)</li> <li>-Use more DRS volunteers as champions (4)</li> <li>-Develop a sustainable funding plan for DRS. (6)</li> <li>-Develop plan for DRS capacity based on a new funding strategy (see Fund Raising section below). What is the right number of construction sites for DRS when there are fewer disaster</li> </ul>

Assist in identification of general program budget amounts required to manage use of designated funds, and identify where potential allocation of designated funds could also meet on-going program needs.

related needs? (6)  
-Provide coverage for DRS operating costs by charging 25% to DRS Sites (6)  
-Recognize the additional incremental support (~12%+) that comes to World Renew from CRC churches who have and send DRS volunteers (6)

**\* World Renew Critical Issues and Strategic Goals Addressed**

- (1) Empowering communities for transformation and disaster response
- (2) Team Integration for staff support and skills development
- (3) High capacity country level offices and teams

- (4) Constituency engagement
- (5) Alliances, networks and collaborations for community impact
- (6) Resourcing for sustainable ministry



## **INTERNATIONAL DISASTER RESPONSE TEAM STANDARDS**

### Christian Reformed World Relief Committee International Disaster Response Standards of Quality

**1. Christian Values:**

World Renew IDRT is committed to implementing the core Christian values of World Renew and the CRCNA as a whole in all roles, programmes and projects and with all partners and beneficiaries we interact with directly.

**2. Participant Equality**

World Renew IDRT is committed to providing justice and equality for all beneficiaries of disaster response and rehabilitation programmes. All project participants are seen as equal and are chosen based on need and vulnerability. Race, Creed, Religion, or Nationality are not factors of choice.

**3. Transparency**

World Renew IDRT is committed to transparency towards beneficiaries; aiming to provide an avenue for project participants to experience ownership of disaster response projects.

**4. Disaster Risk Reduction and Sustainability**

World Renew IDRT is committed to implementing Disaster Risk Reduction and Sustainability measures into all programs to ensure reduction of community vulnerabilities towards future disasters; to ensure that communities experience lasting benefits of disaster response programming by World Renew IDRT, and its partners.

**5. Gender, Environment, Peace and Justice**

World Renew IDRT is committed to incorporating cross-cutting theme initiatives into all programs planning to ensure the adherence to strategic plans (of both World Renew and the IDRT).

**6. Standards Adherence**

World Renew IDRT is committed to adhering to multiple external standards (including but not limited to: SPHERE, HAP, DO NO HARM, IFRC) to ensure that programming provides the most appropriate relief and rehabilitation for the most vulnerable project participants.

---

## **SECTION II: Internal IDRT Connections**



**IDRT Inter-Team Ministry Team Agreements**

***East Africa Ministry Team Agreement:***

Agreement between:

Disaster Response Team (DRT)

And East Africa Ministry Team

*For fiscal year 2011/2012*

**DISASTER RESPONSE TEAM: INTRODUCTION**

The Disaster Response Team (DRT) implements food assistance and food security projects as well as non-food interventions, including WASH, shelter and livelihoods, in various areas where disasters have occurred. The DRT's focus is on:

- Relief - meeting immediate basic human needs, including food, water, temporary shelter, clothing and other NFIs. This is often a necessary first step in the protection and restoration of communities.
- Rehabilitation and Reconstruction - employing community based disaster risk management (CBDRM) methods to involve and engage disaster-affected communities (including IDPs) and work alongside them to return them *at least* to the point at which they were before the disaster occurred.

The DRT manages three types of projects:

- CFGB – Food Assistance, Food Security and Nutrition
- Other Responses (OR) – non-CFGB projects larger than \$10,000
- Small Responses (SR) – non-CFGB projects smaller than \$10,000

**CFGB and OTHER RESPONSE (OR) PROJECTS:**

**Countries/Regions with Permanent World Renew Staff and/or Partners:**

The DRT will:	The MT/CT will:
<ul style="list-style-type: none"> <li>• Notify the MT/CT of any planned disaster response projects which will occur in a country where World Renew has a permanent presence.</li> <li>• Make every effort to involve and support CT staff and partners without unduly overloading their capacity, including at the proposal development and reporting stages.</li> <li>• Where necessary and possible, in consultation with the CT, recruit volunteer International Relief Managers (IRMs) to assist the DRT and CT staff and/or partners with project management and implementation.</li> <li>• Operate under the legal umbrella of World Renew and abide by the legal obligations of the host country.</li> <li>• Assist with setting up the necessary accounting systems and bank accounts, and clarify expectations of finance staff.</li> <li>• Where necessary, include funds in the project budget to cover the CT's additional project-related administration and overhead expenses.</li> <li>• Provide orientation on CFGB protocols for all relevant CT staff, and provide training on CFGB policies and procedures to CT staff and partners at the beginning of each new CFGB project.</li> </ul>	<ul style="list-style-type: none"> <li>• Notify the DRT of current or impending disaster-related needs in the region which the DRT may not be aware of.</li> <li>• Cooperate and collaborate with the DRT to ensure that opportunities to engage and involve World Renew staff and partners are maximized, assist with partner capacity assessments, needs assessments, data collection, and project implementation, monitoring and evaluation.</li> <li>• Where applicable and practicable, in-country finance staff will ensure the satisfactory financial management of the disaster response project, and ensuring that the staff and partner capacity is in place to properly and separately account for all disaster response project expenses.</li> <li>• If IRMs are involved, conduct basic orientation to the country and culture and to the partner organization.</li> </ul>

**Countries/Regions without Permanent World Renew Staff and/or Partners:**

The DRT will:	The MT/CT will:
<ul style="list-style-type: none"> <li>• Notify the MT Leader of any planned disaster response project which will occur in the general geographic territory of the MT, in locations without a permanent World Renew presence. DRT will work through known local partners, or engage in direct project delivery by hiring staff to form a project team.</li> <li>• Register in-country, where necessary, as a separate legal entity.</li> <li>• Where and when necessary and possible, recruit volunteer IRMs to assist the local partners with project implementation or manage direct project delivery.</li> <li>• Set up the necessary accounting systems and bank accounts. Where necessary, IRMs will oversee project financial management.</li> </ul>	<ul style="list-style-type: none"> <li>• Where possible and as requested, provide advice to the DRT, explore opportunities to engage and involve area World Renew staff and partners, and assist with partner capacity assessment, project implementation, monitoring and evaluation.</li> </ul>

## **SMALL RESPONSE (SR) PROJECTS**

The DRT has a general disaster response fund, and will entertain proposals for interventions of up to \$10,000 which directly respond to the disaster-related needs, *primarily* in communities where existing World Renew CD partners work. In order to access these funds, the CT must submit a brief “Small Response” proposal.

<b>The DRT will:</b>	<b>The MT/CT will:</b>
<ul style="list-style-type: none"> <li>• Provide information and formats that will enable CTs to access the Small Response funding.</li> <li>• Approve SR proposals and transfer or allocate funds in a timely manner.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that information is communicated to those partners who wish to initiate a Small Response proposal.</li> <li>• Ensure that SR proposals and reports are properly submitted and in a timely manner.</li> </ul>

## **CFGB FOOD SECURITY PROGRAM MANAGEMENT**

World Renew often implements CFGB food security (FS) programs parallel to or integrated with CIDA funded food assistance projects. These are usually short-term interventions in areas where disasters are or have recently occurred, and are managed by the DRT regardless of who the implementing partner is. In certain cases, non-development partners such as FHI in Ethiopia and ZOA in Uganda, implement CFGB food security projects in partnership with the DRT for strategic reasons based on long-term international agreements with these key partners.

Other long-term food security projects which are implemented by World Renew development partners, and are responding to contexts where CIDA funded food assistance activities have recently been understand, are managed jointly by the MT and Delta Team.

The context of the FS project determines the “ownership” by DRT, or jointly by the MT and Delta Team.

The DRT will manage the overall relationship with CFGB, including the World Renew equity (funds) balance at CFGB.

### **For CFGB FS projects which are managed by the DRT:**

<b>The DRT will:</b>	<b>The MT/CT will:</b>
<ul style="list-style-type: none"> <li>• Manage CFGB-funded food security projects to ensure that all CFGB reporting and accounting requirements are met, and provide equity contributions.</li> <li>• Provide updates to the MT/CT and include MT/CT staff in evaluations/meetings where appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>• Support the local World Renew implementing partner, where applicable, and ensure that its other community development objectives are not compromised.</li> </ul>

### **For CFGB FS projects which are managed by the MT/Delta Team: (as with FRB projects)**

<b>The DRT will:</b>	<b>The MT/CT will:</b>
<ul style="list-style-type: none"> <li>• Provide support for CFGB-funded food security projects, including equity contributions and administrative support.</li> <li>• Jointly with the CT, assess the partner’s capacity to manage food security projects.</li> <li>• Ensure that reporting and accounting requirements are clear to the CT.</li> </ul>	<ul style="list-style-type: none"> <li>• Take full accountability for achieving the results of CFGB-funded food security projects, with the technical support of the Delta Team, and ensure that all CFGB reporting and accounting requirements are met and the relationship with CFGB is not jeopardized.</li> <li>• Support the local implementing partner and ensure that its other community development objectives are not compromised.</li> </ul>

## **DISASTER RISK REDUCTION**

In order to be effective, Disaster Risk Reduction (DRR) needs to be mainstreamed into WORLD RENEW (FORMERLY KNOWN AS CRWRC)’s disaster response *and* community development activities. In order to further the mainstreaming of DRR, additional training is required.

<b>The DRT will:</b>	<b>The MT/CT will:</b>
<ul style="list-style-type: none"> <li>• Provide support and training in DRR. Where desired, such training will include an emphasis on food security programming.</li> </ul>	<ul style="list-style-type: none"> <li>• Assess and train key partners in incorporating DRR into their annual plans and community-level training and planning.</li> </ul>

## **DISASTER PREPAREDNESS**

Certain countries are particularly vulnerable to frequent disasters. When the location and type of disaster can be predicted (e.g. cyclones, droughts, etc.) it is possible build-up a level of preparedness that can lessen the impact and ensure a rapid and coordinated response. The DRT wishes to engage field staff and partners in selected countries

with a high frequency of disasters to explore how to enhance local disaster preparedness and management, without compromising the on-going development work.

<p><b>The DRT will:</b></p> <ul style="list-style-type: none"> <li>Facilitate additional disaster preparedness in Kenya due to the high frequency of disasters, including: mapping out risks and likelihood of occurrence, identifying responsible parties and geographic coverage, identifying future training needs, and establishing a timeline.</li> </ul>	<p><b>The MT/CT will:</b></p> <ul style="list-style-type: none"> <li>Identify appropriate key personnel with a suitable level of responsibility/authority to advance disaster preparedness, and work with partners and other local organizations to develop a disaster preparedness plan.</li> </ul>
--	--

**DRT STAFF AND VOLUNTEERS IN THE FIELD - EAMT**

*World Renew IDRT Staff list:*

*Regional Disaster Response & Preparedness Coordinator, East & Southern Africa (DRPC-ESA)*

The DRPC - ESA reports to the Disaster Response Team Leader, but will make every effort to keep the MTL informed of the ongoing/upcoming relief activities in the MT area, through emails, phone calls and in-person meetings. The MTL will inform/involve the appropriate CC, as necessary.

*Kenya - National Disaster Response Project Manager*

The National Disaster Response Project Manager reports to the DRPC-ESA, but will make every effort to keep the CC informed of ongoing/upcoming relief activities in the country, through emails, phone calls and in-person meetings.

*International Disaster Response Managers, as needed:*

When World Renew or the partner has insufficient capacity in the field to implement a disaster response project, an International Relief Manager (IRM) will be used. Selection of the IRM and project orientation will be done by the Disaster Response Team. In-country orientation will be done by the CT and should include basic country orientation and orientation to the partner (history, current activities, staff, etc.) The IRM will report to the DRT, but will make every effort to keep appropriate MT/CT staff informed.

**WORKPLAN: SPECIFIC TASKS – 2011/12**

**DRT:**

- Conduct DRR training at the EAMT meeting Sept. 15-16, 2011 (2 days)

**EAMT:**

- Visit Southern Sudan for learning purposes
- Invite Nate to the EAMT meeting in September

**BOTH:**

- Develop a process for determining who takes the lead – DRT or MT/CT in different countries or situations i.e. with FH in Kenya, Southern Sudan

***West Africa Ministry Team Agreement:***

Agreement between:  
Disaster Response Team (DRT)  
And West Africa Ministry Team  
*For fiscal year 2011/2012*

**DISASTER RESPONSE TEAM: INTRODUCTION**

The Disaster Response Team (DRT) implements food assistance and food security projects as well as non-food interventions, including WASH, shelter and livelihoods, in various areas where disasters have occurred. The DRT's focus is on:

- Disaster Response - meeting immediate basic human needs, including food, water, temporary shelter, clothing and other NFIs. This is often a necessary first step in the protection and restoration of communities.

- Rehabilitation and Reconstruction - employing community based disaster risk management (CBDRM) methods to involve and engage disaster-affected communities (including IDPs) and work alongside them to return them *at least* to the point at which they were before the disaster occurred.

The DRT manages three types of projects:

- CFGB – Food Assistance, Food Security and Nutrition
- Other Responses (OR) – non-CFGB projects larger than \$10,000
- Small Responses (SR) – non-CFGB projects smaller than \$10,000

**CFGB and OTHER RESPONSE (OR) PROJECTS:**

**Countries/Regions with Permanent World Renew Staff and/or Partners:**

The DRT will:	The MT/CT will:
<ul style="list-style-type: none"> <li>• Notify the MT/CT of any planned disaster response projects which will occur in a country where World Renew has a permanent presence.</li> <li>• Make every effort to involve and support CT staff and partners without unduly overloading their capacity, including at the proposal development and reporting stages.</li> <li>• Where necessary and possible, in consultation with the CT, recruit volunteer International Relief Managers (IRMs) to assist the DRT and CT staff and/or partners with project management and implementation.</li> <li>• Operate under the legal umbrella of World Renew and abide by the legal obligations of the host country.</li> <li>• Assist with setting up the necessary accounting systems and bank accounts, and clarify expectations of finance staff.</li> <li>• Where necessary, include funds in the project budget to cover the CT's additional project-related administration and overhead expenses.</li> <li>• Provide orientation on CFGB protocols for all relevant CT staff, and provide training on CFGB policies and procedures to CT staff and partners at the beginning of each new CFGB project.</li> </ul>	<ul style="list-style-type: none"> <li>• Notify the DRT of current or impending disaster-related needs in the region which the DRT may not be aware of.</li> <li>• Cooperate and collaborate with the DRT to ensure that opportunities to engage and involve World Renew staff and partners are maximized, assist with partner capacity assessments, needs assessments, data collection, and project implementation, monitoring and evaluation.</li> <li>• Where applicable and practicable, in-country finance staff will ensure the satisfactory financial management of the disaster response project, and ensuring that the staff and partner capacity is in place to properly and separately account for all disaster response project expenses.</li> <li>• If IRMs are involved, conduct basic orientation to the country and culture and to the partner organization.</li> </ul>

**Countries/Regions without Permanent World Renew Staff and/or Partners:**

The DRT will:	The MT/CT will:
<ul style="list-style-type: none"> <li>• Notify the MT Leader of any planned disaster response project which will occur in the general geographic territory of the MT, in locations without a permanent World Renew presence. DRT will work through known local partners, or engage in direct project delivery by hiring staff to form a project team.</li> <li>• Register in-country, where necessary, as a separate legal entity.</li> <li>• Where and when necessary and possible, recruit volunteer IRMs to assist the local partners with project implementation or manage direct project delivery.</li> <li>• Set up the necessary accounting systems and bank accounts. Where necessary, IRMs will oversee project financial management.</li> </ul>	<ul style="list-style-type: none"> <li>• Where possible and as requested, provide advice to the DRT, explore opportunities to engage and involve area World Renew staff and partners, and assist with partner capacity assessment, project implementation, monitoring and evaluation.</li> </ul>

**SMALL RESPONSE (SR) PROJECTS**

The DRT has a general disaster response fund, and will entertain proposals for interventions of up to \$10,000 which directly respond to the disaster-related needs, *primarily* in communities where existing World Renew CD partners work. In order to access these funds, the CT must submit a brief “Small Response” proposal.

The DRT will:	The MT/CT will:
<ul style="list-style-type: none"> <li>• Provide information and formats that will enable CTs to access the Small Response funding.</li> <li>• Approve SR proposals and transfer or allocate funds in a timely manner.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that information is communicated to those partners who wish to initiate a Small Response proposal.</li> <li>• Ensure that SR proposals and reports are properly submitted and in a timely manner.</li> </ul>

**CFGB FOOD SECURITY PROGRAM MANAGEMENT**

World Renew often implements CFGB food security (FS) programs parallel to or integrated with CIDA funded food assistance projects. These are usually short-term interventions in areas where disasters are or have recently occurred, and are managed by the DRT regardless of who the implementing partner is. In certain cases, non-development partners such as FHI in Ethiopia and ZOA in Uganda implement CFGB food security projects in partnership with the DRT for strategic reasons based on long-term international agreements with these key partners.

Other long-term food security projects which are implemented by World Renew development partners, and are responding to contexts where CIDA funded food assistance activities have recently been undertaken, are managed jointly by the MT and Delta Team.

The context of the FS project determines the “ownership” by DRT, or jointly by the MT and Delta Team.

The DRT will manage the overall relationship with CFGB, including the World Renew equity (funds) balance at CFGB.

**For CFGB FS projects which are managed by the DRT:**

<b>The DRT will:</b>	<b>The MT/CT will:</b>
<ul style="list-style-type: none"> <li>Manage CFGB-funded food security projects to ensure that all CFGB reporting and accounting requirements are met, and provide equity contributions.</li> <li>Provide updates to the MT/CT and include MT/CT staff in evaluations/meetings where appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>Support the local World Renew implementing partner, where applicable, and ensure that its other community development objectives are not compromised.</li> </ul>

**For CFGB FS projects which are managed by the MT/Delta Team: (as with FRB projects)**

<b>The DRT will:</b>	<b>The MT/CT will:</b>
<ul style="list-style-type: none"> <li>Provide support for CFGB-funded food security projects, including equity contributions and administrative support.</li> <li>Jointly with the CT, assess the partner’s capacity to manage food security projects.</li> <li>Ensure that reporting and accounting requirements are clear to the CT.</li> </ul>	<ul style="list-style-type: none"> <li>Take full accountability for achieving the results of CFGB-funded food security projects, with the technical support of the Delta Team, and ensure that all CFGB reporting and accounting requirements are met and the relationship with CFGB is not jeopardized.</li> <li>Support the local implementing partner and ensure that its other community development objectives are not compromised.</li> </ul>

**DISASTER RISK REDUCTION**

In order to be effective, Disaster Risk Reduction (DRR) needs to be mainstreamed into WORLD RENEW (FORMERLY KNOWN AS CRWRC)’s disaster response *and* community development activities. In order to further the mainstreaming of DRR, additional training is required.

<b>The DRT will:</b>	<b>The MT/CT will:</b>
<ul style="list-style-type: none"> <li>Provide support and training in DRR. Where desired, such training will include an emphasis on food security programming.</li> </ul>	<ul style="list-style-type: none"> <li>Assess and train key partners in incorporating DRR into their annual plans and community-level training and planning.</li> </ul>

**DISASTER PREPAREDNESS**

Certain countries are particularly vulnerable to frequent disasters. When the location and type of disaster can be predicted (e.g. cyclones, droughts, etc.) it is possible build-up a level of preparedness that can lessen the impact and ensure a rapid and coordinated response. The DRT wishes to engage field staff and partners in selected countries with a high frequency of disasters to explore how to enhance local disaster preparedness and management, without compromising the on-going development work.

<b>The DRT will:</b>	<b>The MT/CT will:</b>
<ul style="list-style-type: none"> <li>Facilitate additional disaster preparedness in <i>Niger</i> due to the high frequency of disasters, including: mapping out risks and likelihood of occurrence, identifying responsible parties and geographic coverage, identifying future training needs, and establishing a timeline.</li> </ul>	<ul style="list-style-type: none"> <li>Identify appropriate key personnel with a suitable level of responsibility/authority to advance disaster preparedness, and work with partners and other local organizations to develop a disaster preparedness plan.</li> </ul>

## **DRT STAFF AND VOLUNTEERS IN THE FIELD - WAMT**

### *Program Manager, Disaster Response, WAMT (half-time)*

The Program Manager, Disaster Response reports to the Disaster Response Team Leader, but will make every effort to keep the MTL informed of the ongoing/upcoming relief activities in the MT area, through emails, phone calls and in-person meetings. The MTL will inform/involve the appropriate CC, as necessary.

### *International Relief Managers, as needed:*

When World Renew or the partner has insufficient capacity in the field to implement a relief project, an International Relief Manager (IRM) will be used. Selection of the IRM and project orientation will be done by the Disaster Response Team. In-country orientation will be done by the CT and should include basic country orientation and orientation to the partner (history, current activities, staff, etc.) The IRM will report to the DRT, but will make every effort to keep appropriate MT/CT staff informed.



**Southern Africa Ministry Team Agreement:**

Agreement between:  
Disaster Response Team (DRT)  
And Southern Africa Ministry Team  
*For fiscal year 2011/2012*

**DISASTER RESPONSE TEAM: INTRODUCTION**

The Disaster Response Team (DRT) implements food assistance and food security projects as well as non-food interventions, including WASH, shelter and livelihoods, in various areas where disasters have occurred. The DRT's focus is on:

- Relief - meeting immediate basic human needs, including food, water, temporary shelter, clothing and other NFIs. This is often a necessary first step in the protection and restoration of communities.
- Rehabilitation and Reconstruction - employing community based disaster risk management (CBDRM) methods to involve and engage disaster-affected communities (including IDPs) and work alongside them to return them *at least* to the point at which they were before the disaster occurred.

The DRT manages three types of projects:

- CFGB – Food Assistance, Food Security and Nutrition
- Other Responses (OR) – non-CFGB projects larger than \$10,000
- Small Responses (SR) – non-CFGB projects smaller than \$10,000

**CFGB and OTHER RESPONSE (OR) PROJECTS:**

**Countries/Regions with Permanent World Renew Staff and/or Partners:**

The DRT will:	The MT/CT will:
<ul style="list-style-type: none"> <li>• Notify the MT/CT of any planned disaster response projects which will occur in a country where World Renew has a permanent presence.</li> <li>• Make every effort to involve and support CT staff and partners without unduly overloading their capacity, including at the proposal development and reporting stages.</li> <li>• Where necessary and possible, in consultation with the CT, recruit volunteer International Relief Managers (IRMs) to assist the DRT and CT staff and/or partners with project management and implementation.</li> <li>• Operate under the legal umbrella of World Renew and abide by the legal obligations of the host country.</li> <li>• Assist with setting up the necessary accounting systems and bank accounts, and clarify expectations of finance staff.</li> <li>• Where necessary, include funds in the project budget to cover the CT's additional project-related administration and overhead expenses.</li> <li>• Provide orientation on CFGB protocols for all relevant CT staff, and provide training on CFGB policies and procedures to CT staff and partners at the beginning of each new CFGB project.</li> </ul>	<ul style="list-style-type: none"> <li>• Notify the DRT of current or impending disaster-related needs in the region which the DRT may not be aware of.</li> <li>• Cooperate and collaborate with the DRT to ensure that opportunities to engage and involve World Renew staff and partners are maximized, assist with partner capacity assessments, needs assessments, data collection, and project implementation, monitoring and evaluation.</li> <li>• Where applicable and practicable, in-country finance staff will ensure the satisfactory financial management of the disaster response project, and ensuring that the staff and partner capacity is in place to properly and separately account for all disaster response project expenses.</li> <li>• If IRMs are involved, conduct basic orientation to the country and culture and to the partner organization.</li> </ul>

**Countries/Regions without Permanent World Renew Staff and/or Partners:**

The DRT will:	The MT/CT will:
<ul style="list-style-type: none"> <li>• Notify the MT Leader of any planned disaster response project which will occur in the general geographic territory of the MT, in locations without a permanent World Renew presence. DRT will work through known local partners, or engage in direct project delivery by hiring staff to form a project team.</li> <li>• Register in-country, where necessary, as a separate legal entity.</li> <li>• Where and when necessary and possible, recruit volunteer IRMs to assist the local partners with project implementation or manage direct project delivery.</li> <li>• Set up the necessary accounting systems and bank accounts. Where necessary, IRMs will oversee project financial management.</li> </ul>	<ul style="list-style-type: none"> <li>• Where possible and as requested, provide advice to the DRT, explore opportunities to engage and involve area World Renew staff and partners, and assist with partner capacity assessment, project implementation, monitoring and evaluation.</li> </ul>

## **SMALL RESPONSE (SR) PROJECTS**

The DRT has a general disaster response fund, and will entertain proposals for interventions of up to \$10,000 which directly respond to the disaster-related needs, *primarily* in communities where existing World Renew CD partners work. In order to access these funds, the CT must submit a brief “Small Response” proposal.

<b>The DRT will:</b>	<b>The MT/CT will:</b>
<ul style="list-style-type: none"> <li>• Provide information and formats that will enable CTs to access the Small Response funding.</li> <li>• Approve SR proposals and transfer or allocate funds in a timely manner.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that information is communicated to those partners who wish to initiate a Small Response proposal.</li> <li>• Ensure that SR proposals and reports are properly submitted and in a timely manner.</li> </ul>

## **CFGB FOOD SECURITY PROGRAM MANAGEMENT**

World Renew often implements CFGB food security (FS) programs parallel to or integrated with CIDA funded food assistance projects. These are usually short-term interventions in areas where disasters are or have recently occurred, and are managed by the DRT regardless of who the implementing partner is. In certain cases, non-development partners such as FHI in Ethiopia and ZOA in Uganda implement CFGB food security projects in partnership with the DRT for strategic reasons based on long-term international agreements with these key partners.

Other long-term food security projects which are implemented by World Renew development partners, and are responding to contexts where CIDA funded food assistance activities have recently been undertaken, are managed jointly by the MT and Delta Team.

The context of the FS project determines the “ownership” by DRT, or jointly by the MT and Delta Team.

The DRT will manage the overall relationship with CFGB, including the World Renew equity (funds) balance at CFGB.

### **For CFGB FS projects which are managed by the DRT:**

<b>The DRT will:</b>	<b>The MT/CT will:</b>
<ul style="list-style-type: none"> <li>• Manage CFGB-funded food security projects to ensure that all CFGB reporting and accounting requirements are met, and provide equity contributions.</li> <li>• Provide updates to the MT/CT and include MT/CT staff in evaluations/meetings where appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>• Support the local World Renew implementing partner, where applicable, and ensure that its other community development objectives are not compromised.</li> </ul>

### **For CFGB FS projects which are managed by the MT/Delta Team: (as with FRB projects)**

<b>The DRT will:</b>	<b>The MT/CT will:</b>
<ul style="list-style-type: none"> <li>• Provide support for CFGB-funded food security projects, including equity contributions and administrative support.</li> <li>• Jointly with the CT, assess the partner’s capacity to manage food security projects.</li> <li>• Ensure that reporting and accounting requirements are clear to the CT.</li> </ul>	<ul style="list-style-type: none"> <li>• Take full accountability for achieving the results of CFGB-funded food security projects, with the technical support of the Delta Team, and ensure that all CFGB reporting and accounting requirements are met and the relationship with CFGB is not jeopardized.</li> <li>• Support the local implementing partner and ensure that its other community development objectives are not compromised.</li> </ul>

## **DISASTER RISK REDUCTION**

In order to be effective, Disaster Risk Reduction (DRR) needs to be mainstreamed into WORLD RENEW (FORMERLY KNOWN AS CRWRC)’s disaster response *and* community development activities. In order to further the mainstreaming of DRR, additional training is required.

<b>The DRT will:</b>	<b>The MT/CT will:</b>
<ul style="list-style-type: none"> <li>• Provide support and training in DRR. Where desired, such training will include an emphasis on food security programming.</li> </ul>	<ul style="list-style-type: none"> <li>• Assess and train key partners in incorporating DRR into their annual plans and community-level training and planning.</li> </ul>

## **DISASTER PREPAREDNESS**

Certain countries are particularly vulnerable to frequent disasters. When the location and type of disaster can be predicted (e.g. cyclones, droughts, etc.) it is possible build-up a level of preparedness that can lessen the impact and ensure a rapid and coordinated response. The DRT wishes to engage field staff and partners in selected countries

with a high frequency of disasters to explore how to enhance local disaster preparedness and management, without compromising the on-going development work.

<p><b>The DRT will:</b></p> <ul style="list-style-type: none"> <li>Facilitate additional disaster preparedness in <i>Malawi, Mozambique and Zambia</i> due to the high frequency of disasters, including: mapping out risks and likelihood of occurrence, identifying responsible parties and geographic coverage, identifying future training needs, and establishing a timeline.</li> </ul>	<p><b>The MT/CT will:</b></p> <ul style="list-style-type: none"> <li>Identify appropriate key personnel with a suitable level of responsibility/authority to advance disaster preparedness, and work with partners and other local organizations to develop a disaster preparedness plan.</li> </ul>
---	--

**DRT STAFF AND VOLUNTEERS IN THE FIELD - SAMT**

*World Renew IDRT Staff list:*

*Regional Disaster Relief & Preparedness Coordinator, East & Southern Africa (DRPC-ESA)*

The DRPC - ESA reports to the Disaster Response Team Leader, but will make every effort to keep the MTL informed of the ongoing/upcoming relief activities in the MT area, through emails, phone calls and in-person meetings. The MTL will inform/involve the appropriate CC, as necessary.

*International Relief Managers, as needed:*

When World Renew or the partner has insufficient capacity in the field to implement a relief project, an International Relief Manager (IRM) will be used. Selection of the IRM and project orientation will be done by the Disaster Response Team. In-country orientation will be done by the CT and should include basic country orientation and orientation to the partner (history, current activities, staff, etc.) The IRM will report to the DRT, but will make every effort to keep appropriate MT/CT staff informed.

**WORKPLAN: SPECIFIC TASKS – 2011/12**

**BOTH:**

- Begin planning DRR training in May 2011 to be held in late 2011.

***Latin America Ministry Team Agreement:***

Protocol for the Relationship between:  
 Disaster Response Team (DRT) and Latin America Ministry Team  
 April 2011

**DISASTER RESPONSE TEAM: INTRODUCTION**

The Disaster Response Team (DRT) implements food assistance and food security projects as well as non-food interventions, including WASH, shelter and livelihoods, in various areas where disasters have occurred. The DRT's focus is on:

- Relief - meeting immediate basic human needs, including food, water, temporary shelter, clothing and other NFIs. This is often a necessary first step in the protection and restoration of communities.

- Rehabilitation and Reconstruction - employing community based disaster risk management (CBDRM) methods to involve and engage disaster-affected communities (including IDPs) and work alongside them to return them at least to the point at which they were before the disaster occurred.

The DRT manages three types of projects:

- CFGB – Food Assistance, Food Security and Nutrition
- Other Responses (OR) – non-CFGB projects larger than \$10,000
- Small Responses (SR) – non-CFGB projects smaller than \$10,000

**CFGB and OTHER RESPONSE (OR) PROJECTS:**

**Countries/Regions with Permanent World Renew Staff and/or Partners:**

The DRT will:	The MT/CT will:
<ul style="list-style-type: none"> <li>• Notify the MT/CT of any planned disaster response projects which will occur in a country where World Renew has a permanent presence.</li> <li>• Make every effort to involve and support CT staff and partners without unduly overloading their capacity, including at the proposal development and reporting stages.</li> <li>• Where necessary and possible, in consultation with the CT, recruit volunteer International Relief Managers (IRMs) to assist the DRT and CT staff and/or partners with project management and implementation.</li> <li>• Operate under the legal umbrella of World Renew and abide by the legal obligations of the host country.</li> <li>• Assist with setting up the necessary accounting systems and bank accounts, and clarify expectations of finance staff.</li> <li>• Where necessary, include funds in the project budget to cover the CT's additional project-related administration and overhead expenses.</li> <li>• Provide orientation on CFGB protocols for all relevant CT staff, and provide training on CFGB policies and procedures to CT staff and partners at the beginning of each new CFGB project.</li> </ul>	<ul style="list-style-type: none"> <li>• Notify the DRT of current or impending disaster-related needs in the region which the DRT may not be aware of.</li> <li>• Cooperate and collaborate with the DRT to ensure that opportunities to engage and involve World Renew staff and partners are maximized, assist with partner capacity assessments, needs assessments, data collection, and project implementation, monitoring and evaluation.</li> <li>• Where applicable and practicable, in-country finance staff will ensure the satisfactory financial management of the disaster response project, and ensuring that the staff and partner capacity is in place to properly and separately account for all disaster response project expenses.</li> <li>• If IRMs are involved, conduct basic orientation to the country and culture and to the partner organization.</li> </ul>

**Countries/Regions without Permanent World Renew Staff and/or Partners:**

The DRT will:	The MT/CT will:
<ul style="list-style-type: none"> <li>• Notify the MT Leader of any planned disaster response project which will occur in the general geographic territory of the MT, in locations without a permanent World Renew presence. DRT will work through known local partners, or engage in direct project delivery by hiring staff to form a project team.</li> <li>• Register in-country, where necessary, as a separate legal entity.</li> <li>• Where and when necessary and possible, recruit volunteer IRMs to assist the local partners with project implementation or manage direct project delivery.</li> <li>• Set up the necessary accounting systems and bank accounts. Where necessary, IRMs will oversee project financial management.</li> </ul>	<ul style="list-style-type: none"> <li>• Where possible and as requested, provide advice to the DRT, explore opportunities to engage and involve area World Renew staff and partners, and assist with partner capacity assessment, project implementation, monitoring and evaluation.</li> </ul>

**SMALL RESPONSE (SR) PROJECTS**

The DRT has a general disaster response fund, and will entertain proposals for interventions of up to \$10,000 which directly respond to the disaster-related needs, *primarily* in communities where existing World Renew CD partners work. In order to access these funds, the CT must submit a brief “Small Response” proposal.

The DRT will:	The MT/CT will:
<ul style="list-style-type: none"> <li>• Provide information and formats that will enable CTs to access the Small Response funding.</li> <li>• Approve SR proposals and transfer or allocate funds in a timely manner.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that information is communicated to those partners who wish to initiate a Small Response proposal.</li> <li>• Ensure that SR proposals and reports are properly submitted and in a timely manner.</li> </ul>

**CFGB FOOD SECURITY PROGRAM MANAGEMENT (REVISED SECTION, THIS PAGE!)**

World Renew often implements CFGB food security (FS) programs parallel to or integrated with CIDA funded food assistance projects. These are usually short-term interventions in areas where disasters are or have recently occurred, and are managed by the DRT regardless of who the implementing partner is. In certain cases, non-

development partners such as FHI in Ethiopia and ZOA in Uganda implement CFGB food security projects in partnership with the DRT for strategic reasons based on long-term international agreements with these key partners.

Other long-term food security projects which are implemented by World Renew development partners, and are responding to contexts where CIDA funded food assistance activities have recently been undertaken, are managed jointly by the MT and Delta Team.

The context of the FS project determines the “ownership” by DRT, or jointly by the MT and Delta Team.

The DRT will manage the overall relationship with CFGB, including the World Renew equity (funds) balance at CFGB.

**For CFGB FS projects which are managed by the DRT:**

The DRT will:	The MT/CT will:
<ul style="list-style-type: none"> <li>• Manage CFGB-funded food security projects to ensure that all CFGB reporting and accounting requirements are met, and provide equity contributions.</li> <li>• Manage CFGB-funded food security projects to ensure that all CFGB reporting and accounting requirements are met, and provide equity contributions.</li> <li>• Provide updates to the MT/CT and include MT/CT staff in evaluations/meetings where appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>• Support the local World Renew implementing partner, where applicable, and ensure that its other community development objectives are not compromised.</li> </ul>

**For CFGB FS projects which are managed by the MT/Delta Team: (as with FRB projects)**

The DRT will:	The MT/CT will:
<ul style="list-style-type: none"> <li>• Provide support for CFGB-funded food security projects, including equity contributions and administrative support.</li> <li>• Jointly with the CT, assess the partner’s capacity to manage food security project.</li> <li>• Ensure that reporting and accounting requirements are clear to the CT.</li> </ul>	<ul style="list-style-type: none"> <li>• Take full accountability for achieving the results of CFGB-funded food security projects, with the technical support of the Delta Team, and ensure that all CFGB reporting and accounting requirements are met and the relationship with CFGB is not jeopardized.</li> <li>• Support the local implementing partner and ensure that its other community development objectives are not compromised.</li> </ul>

**DISASTER RISK REDUCTION**

In order to be effective, Disaster Risk Reduction (DRR) needs to be mainstreamed into WORLD RENEW (FORMERLY KNOWN AS CRWRC)’s disaster response *and* community development activities. In order to further the mainstreaming of DRR, additional training is required.

The DRT will:	The MT/CT will:
<ul style="list-style-type: none"> <li>• Provide support and training in DRR. Where desired, such training will include an emphasis on food security programming.</li> </ul>	<ul style="list-style-type: none"> <li>• Assess and train key partners in incorporating DRR into their annual plans and community-level training and planning.</li> </ul>

**DISASTER PREPAREDNESS**

Certain countries are particularly vulnerable to frequent disasters. When the location and type of disaster can be predicted (e.g. cyclones, droughts, etc.) it is possible build-up a level of preparedness that can lessen the impact and ensure a rapid and coordinated response. The DRT wishes to engage field staff and partners in selected countries with a high frequency of disasters to explore how to enhance local disaster preparedness and management, without compromising the on-going development work.

The DRT will:	The MT/CT will:
<ul style="list-style-type: none"> <li>• Facilitate additional disaster preparedness in Haiti and Nicaragua due to the high frequency of disasters, including: mapping out risks and likelihood of occurrence, identifying responsible parties and geographic coverage, identifying future training needs, and establishing a timeline.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify appropriate key personnel with a suitable level of responsibility/authority to advance disaster preparedness, and work with partners and other local organizations to develop a disaster preparedness plan.</li> </ul>

**DRT STAFF AND VOLUNTEERS IN THE FIELD - LAMT**

*Program Manager, Disaster Response, LAMT*

To be determined!

*International Relief Managers, as needed:*

When World Renew or the partner has insufficient capacity in the field to implement a relief project, an International Relief Manager (IRM) will be used. Selection of the IRM and project orientation will be done by the Disaster Response Team. In-country orientation will be done by the CT and should include basic country orientation and orientation to the partner (history, current activities, staff, etc.) The IRM will report to the DRT, but will make every effort to keep appropriate MT/CT staff informed.

**WORKPLAN: SPECIFIC TASKS – 2011/12**

	<b>What the LAMT will do for this functional team:</b>	<b>What this functional team will do for the LAMT:</b>
Managed by Wayne and Leanne	<ol style="list-style-type: none"> <li>1. After receiving training in DRR, MT staff will encourage and support key partners to incorporate DRR into their annual plans.</li> <li>2. Ensure information is communicated to those who would initiate a small-response proposal and be the conduit with the Disaster Response team</li> <li>3. Disaster Preparedness               <ul style="list-style-type: none"> <li>• Staff in Haiti and Nicaragua will identify appropriate key personnel, with the suitable level of responsibility/authority to advance disaster preparedness.</li> <li>• Work with partners and other local organizations to develop a disaster preparedness plan (e.g. first response plan).</li> </ul> </li> <li>4. In country orientation will be done for IRMs by the CT and should include basic country orientation but also orientation to the partner (history, current activities, staff, etc.)</li> </ol>	<ol style="list-style-type: none"> <li>1. Provide Disaster Risk Reduction (DRR) training, which will include a focus on community-level assessment of disaster risk. Investigate the possibility of doing this with Tearfund UK and MAP. -Probably in Honduras, in 2012.</li> <li>2. Provide orientation regarding CFGB for countries that might be interested in a food aid or food security grant. This includes translating the new framework into Spanish.</li> <li>3. Small response capacity: Provide basic information that would enable CTs to access small response funding and report on responses.</li> <li>4. Prioritize Haiti and Nicaragua for Disaster Preparedness training or other activities in order to strengthen relief capacity (both of World Renew and partners)</li> </ol>

***Asia Ministry Team Agreement:***

Agreement between:  
Disaster Response Team (DRT)  
And Asia Ministry Team  
*For fiscal year 2011/2012*

**DISASTER RESPONSE TEAM: INTRODUCTION**

The Disaster Response Team (DRT) implements food assistance and food security projects as well as non-food interventions, including WASH, shelter and livelihoods, in various areas where disasters have occurred. The DRT's focus is on:

- Relief - meeting immediate basic human needs, including food, water, temporary shelter, clothing and other NFIs. This is often a necessary first step in the protection and restoration of communities.
- Rehabilitation and Reconstruction - employing community based disaster risk management (CBDRM) methods to involve and engage disaster-affected communities (including IDPs) and work alongside them to return them *at least* to the point at which they were before the disaster occurred.

The DRT manages three types of projects:

- CFGB – Food Assistance, Food Security and Nutrition
- Other Responses (OR) – non-CFGB projects larger than \$10,000
- Small Responses (SR) – non-CFGB projects smaller than \$10,000

**CFGB and OTHER RESPONSE (OR) PROJECTS:**

**Countries/Regions with Permanent World Renew Staff and/or Partners:**

The DRT will:	The MT/CT will:
<ul style="list-style-type: none"> <li>Notify the MT/CT of any planned disaster response projects which will occur in a country where World Renew has a permanent presence.</li> <li>Make every effort to involve and support CT staff and partners without unduly overloading their capacity, including at the proposal development and reporting stages.</li> <li>Where necessary and possible, in consultation with the CT, recruit volunteer International Relief Managers (IRMs) to assist the DRT and CT staff and/or partners with project management and implementation.</li> <li>Operate under the legal umbrella of World Renew and abide by the legal obligations of the host country.</li> <li>Assist with setting up the necessary accounting systems and bank accounts, and clarify expectations of finance staff.</li> <li>Where necessary, include funds in the project budget to cover the CT's additional project-related administration and overhead expenses.</li> <li>Provide orientation on CFGB protocols for all relevant CT staff, and provide training on CFGB policies and procedures to CT staff and partners at the beginning of each new CFGB project.</li> </ul>	<ul style="list-style-type: none"> <li>Notify the DRT of current or impending disaster-related needs in the region which the DRT may not be aware of.</li> <li>Cooperate and collaborate with the DRT to ensure that opportunities to engage and involve World Renew staff and partners are maximized, assist with partner capacity assessments, needs assessments, data collection, and project implementation, monitoring and evaluation.</li> <li>Where applicable and practicable, in-country finance staff will ensure the satisfactory financial management of the disaster response project, and ensuring that the staff and partner capacity is in place to properly and separately account for all disaster response project expenses.</li> <li>If IRMs are involved, conduct basic orientation to the country and culture and to the partner organization.</li> </ul>

**Countries/Regions without Permanent World Renew Staff and/or Partners:**

The DRT will:	The MT/CT will:
<ul style="list-style-type: none"> <li>Notify the MT Leader of any planned disaster response project which will occur in the general geographic territory of the MT, in locations without a permanent World Renew presence. DRT will work through known local partners, or engage in direct project delivery by hiring staff to form a project team.</li> <li>Register in-country, where necessary, as a separate legal entity.</li> <li>Where and when necessary and possible, recruit volunteer IRMs to assist the local partners with project implementation or manage direct project delivery.</li> <li>Set up the necessary accounting systems and bank accounts. Where necessary, IRMs will oversee project financial management.</li> </ul>	<ul style="list-style-type: none"> <li>Where possible and as requested, provide advice to the DRT, explore opportunities to engage and involve area World Renew staff and partners, and assist with partner capacity assessment, project implementation, monitoring and evaluation.</li> </ul>

**SMALL RESPONSE (SR) PROJECTS**

The DRT has a general disaster response fund, and will entertain proposals for interventions of up to \$10,000 which directly respond to the disaster-related needs, *primarily* in communities where existing World Renew CD partners work. In order to access these funds, the CT must submit a brief "Small Response" proposal.

The DRT will:	The MT/CT will:
<ul style="list-style-type: none"> <li>Provide information and formats that will enable CTs to access the Small Response funding.</li> <li>Approve SR proposals and transfer or allocate funds in a timely manner.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that information is communicated to those partners who wish to initiate a Small Response proposal.</li> <li>Ensure that SR proposals and reports are properly submitted and in a timely manner.</li> </ul>

**CFGB FOOD SECURITY PROGRAM MANAGEMENT (REVISED SECTION, THIS PAGE!)**

World Renew often implements CFGB food security (FS) programs parallel to or integrated with CIDA funded food assistance projects. These are usually short-term interventions in areas where disasters are or have recently occurred, and are managed by the DRT regardless of who the implementing partner is. In certain cases, non-development partners such as FHI in Ethiopia and ZOA in Uganda implement CFGB food security projects in partnership with the DRT for strategic reasons based on long-term international agreements with these key partners.

Other long-term food security projects which are implemented by World Renew development partners, and are responding to contexts where CIDA funded food assistance activities have recently been undertaken, are managed jointly by the MT and Delta Team.

The context of the FS project determines the "ownership" by DRT, or jointly by the MT and Delta Team.

The DRT will manage the overall relationship with CFGB, including the World Renew equity (funds) balance at CFGB.

**For CFGB FS projects which are managed by the DRT:**

<b>The DRT will:</b>	<b>The MT/CT will:</b>
<ul style="list-style-type: none"> <li>• Manage CFGB-funded food security projects to ensure that all CFGB reporting and accounting requirements are met, and provide equity contributions.</li> <li>• Provide updates to the MT/CT and include MT/CT staff in evaluations/meetings where appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>• Support the local World Renew implementing partner, where applicable, and ensure that its other community development objectives are not compromised.</li> </ul>

**For CFGB FS projects which are managed by the MT/Delta Team: (as with FRB projects)**

<b>The DRT will:</b>	<b>The MT/CT will:</b>
<ul style="list-style-type: none"> <li>• Provide support for CFGB-funded food security projects, including equity contributions and administrative support.</li> <li>• Jointly with the CT, assess the partner’s capacity to manage food security projects.</li> <li>• Ensure that reporting and accounting requirements are clear to the CT.</li> </ul>	<ul style="list-style-type: none"> <li>• Take full accountability for achieving the results of CFGB-funded food security projects, with the technical support of the Delta Team, and ensure that all CFGB reporting and accounting requirements are met and the relationship with CFGB is not jeopardized.</li> <li>• Support the local implementing partner and ensure that its other community development objectives are not compromised.</li> </ul>

**DISASTER RISK REDUCTION**

In order to be effective, Disaster Risk Reduction (DRR) needs to be mainstreamed into WORLD RENEW (FORMERLY KNOWN AS CRWRC)’s disaster response and community development activities. In order to further the mainstreaming of DRR, additional training is required.

<b>The DRT will:</b>	<b>The MT/CT will:</b>
<ul style="list-style-type: none"> <li>• Provide support and training in DRR. Where desired, such training will include an emphasis on food security programming.</li> </ul>	<ul style="list-style-type: none"> <li>• Assess and train key partners in incorporating DRR into their annual plans and community-level training and planning.</li> </ul>

**DISASTER PREPAREDNESS**

Certain countries are particularly vulnerable to frequent disasters. When the location and type of disaster can be predicted (e.g. cyclones, droughts, etc.) it is possible build-up a level of preparedness that can lessen the impact and ensure a rapid and coordinated response. The DRT wishes to engage field staff and partners in selected countries with a high frequency of disasters to explore how to enhance local disaster preparedness and management, without compromising the on-going development work.

<b>The DRT will:</b>	<b>The MT/CT will:</b>
<ul style="list-style-type: none"> <li>• Facilitate additional disaster preparedness in <i>Bangladesh, Indonesia and the Philippines</i> due to the high frequency of disasters, including: mapping out risks and likelihood of occurrence, identifying responsible parties and geographic coverage, identifying future training needs, and establishing a timeline.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify appropriate key personnel with a suitable level of responsibility/authority to advance disaster preparedness, and work with partners and other local organizations to develop a disaster preparedness plan.</li> </ul>

**DRT STAFF AND VOLUNTEERS IN THE FIELD - AMT**

*World Renew IDRT Staff list:*

Nick Armstrong, part-time, as needed, mainly in Indonesia and the Philippines.

*International Relief Managers, as needed:*

When World Renew or the partner has insufficient capacity in the field to implement a relief project, an International Relief Manager (IRM) will be used. Selection of the IRM and project orientation will be done by the Disaster Response Team. In-country orientation will be done by the CT and should include basic country orientation and orientation to the partner (history, current activities, staff, etc.) The IRM will report to the DRT, but will make every effort to keep appropriate MT/CT staff informed.

**WORKPLAN: SPECIFIC TASKS – 2011/12**



**DRT:**

- Ensure training given to the AMT is well tailored to the context and experience level of the AMT, and will include food security programming
- Investigate use of General Fund for DRR training and disaster preparedness and mitigation projects
- Ensure that collaboration of CRCNA financial services staff is adequate, and ensure that project financial management meets the standards of the DRT and CRCNA

**AMT:**

- Train key AMT partners in DRR
- Assess AMT partner's capacity to manage disaster responses
- Investigate Evangelical Fellowship of Cambodia – Disaster Response

**BOTH:**

- Collaborate to ensure that requirements are met for disaster response project proposals and reports
- Work with Philippines networks and partners to develop a disaster preparedness strategy.

**IDRT Inter-Team Agreements (CORE and DELTA)*****CORE Team Agreement***

World Renew Inter-Team Agreement  
A basis for building and assessing collaboration and performance

**Main Team:** **INTERNATIONAL DISASTER RESPONSE (IDR)**  
Team Job Summary: INTERNATIONAL: Respond to natural and man-made disasters, directly or through World Renew or country team's national partners around the world.  
Agreement monitored by: **WAYNE DE JONG**

**Main Team:** **CORE**  
Team Job Summary: Educate and engage supporters and make it easy for them to get involved. We do this by sharing the story of WORLD RENEW (FORMERLY KNOWN AS CRWRC)'s ministry and building relationships.  
Agreement monitored by: **KRISTEN VANDERBERG**

Fiscal Year: July 1, 2011 - June 30, 2012  
This Date: June \_\_, 2011

Evaluation Process: The monitors will rate progressive achievement of the listed outcomes by the spring FIT meeting and at fiscal year end on a scale of:  
*0=poor, 1.0=fair, 2.0=good, 3.0=great.*

Definition of Success: Overall rating of 2.0, 2.5, or 3.0

**The CORE team can most add value to the IDR ministry by...**

OUTCOME NUMBER	BY WHAT	BY WHOM	BY WHEN	SUCCESS INDICATOR	RATING
1.	Leading production in the annual CFGB food security drive.	K. Vanderberg	As required	Quality promotional material.	
2.	Posting appropriate disaster and relief-related materials to World Renew website & CRCNA website.	K. Vanderberg	As required	An updated website with all disaster and project information.	
3.	Providing disaster and program-related communications with the audiences.	CORE	As required	A knowledgeable audience.	
4.	Approving appeal funds.	CORE Canada	As required	New Fund Codes.	
5.	Approving the opening of fundraising	CORE	As required	New Accounts.	

	accounts with CRCNA Finance office.				
6.	Editing and/or distributing disaster information provided by IDR staff.	K. Vanderberg	As required	Quality information distributed to appropriate audiences.	
7.	Writing bulletin announcements to include disaster and disaster fundraising info.	K. Vanderberg	As required	An informed audience.	
8.	Providing production deadlines for annual promotional activities, giving 2 weeks' notice.	K. Vanderberg	As required	Deadlines that are met.	
9.	Gathering info regarding a disaster via the Disaster Response Information forms.	US / Cdn Comm. Coordinator	As required	Accurate information distributed to internal audiences.	
10.	Approving text for disaster response materials	CORE	As required	Quality text.	
11.	Having opportunity at July quarterly meetings to share operations issues and Inter-Team Agreement information.	CORE TL	July	Meeting participation that allows for information sharing.	
12.	<i>FY planning between IDRT and CORE</i>	<i>Mutual</i>	<i>June</i>		
13.	<i>Update website together</i>	<i>Mutual</i>	<i>As required</i>		

**The Int'l Disaster Response Team can most add value to the CORE ministry by...**

OUTCOMENUMBER	BY WHAT	BY WHOM	BY WHEN	SUCCESS INDICATOR	RATING
1.	Supplying CFGB food security drive information for promotion input/preparation.	tbd	As required	Quality promotional material.	
2.	Providing annual progress report information.	tbd	As required	Accurate information	
3.	Providing current disaster information for website.	tbd	As required	Accurate information	
4.	Providing stories and end of project information for reporting back to donors.	tbd			
5.	Approving appeals funds.	IDR Team Leader	As required	New Fund Codes.	
6.	Approving the opening of fundraising accounts with CRCNA Finance office.	IDR Team Leader	As required	New Accounts.	
7.	Communicating disaster information to CARD for editing and/or distributing.	IDR	As required	Accurate information	
8.	IDR and CORE representatives will visit disaster sites as mutually agreed to enhance the work.	IDR	As required	More knowledgeable staff.	
9.	Providing information for Bulletin Announcements to be written.	IDR	As required	Accurate and timely promotion.	
10.	Having opportunity at July quarterly meetings to share operations issues and Inter-Team Agreement information.	IDR	July	Meeting participation that allows for information sharing.	
11.	Deferring workload that cannot be processed in a timely manner by in-house resources to outsourcing companies, with CORE retaining final approval.	IDR	As required	Quality promotional material from other companies.	

**DELTA Team Agreement**  
 Disaster Response Team – Delta Team  
 Inter-team Agreement – 2011-12  
 May 31, 2011

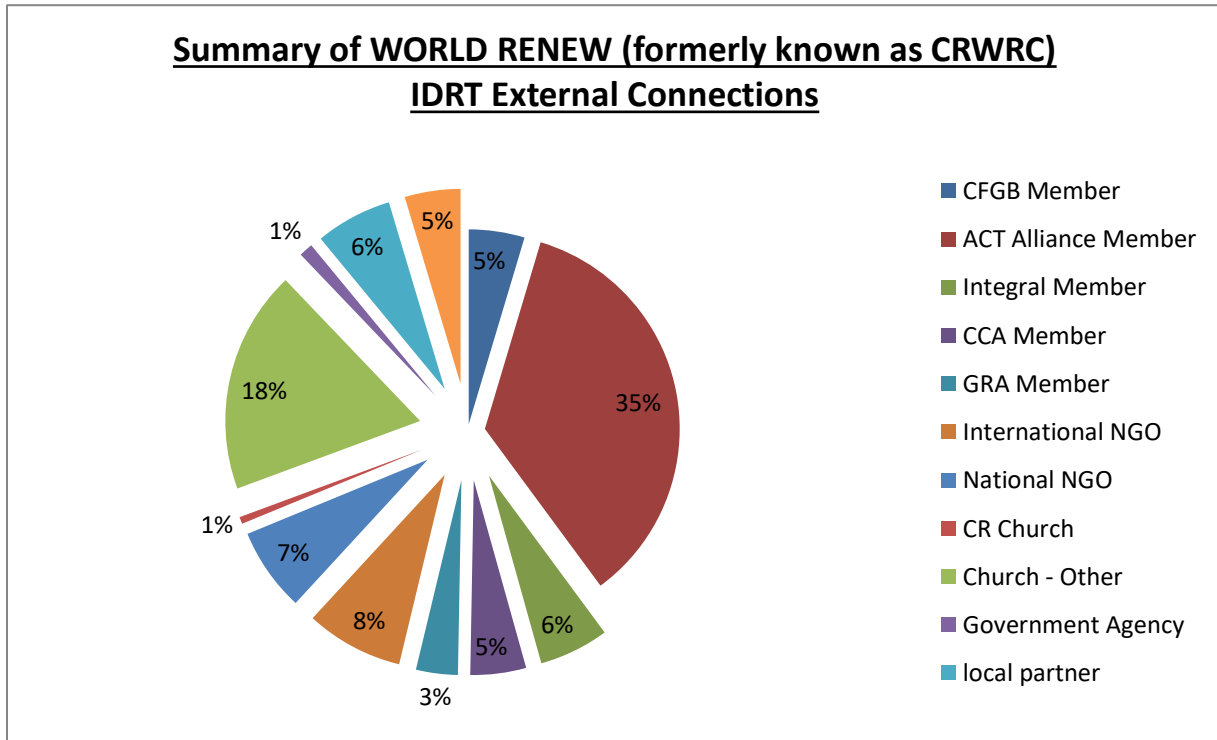
Delta Supports DRT by:	DRT Supports Delta by:
<b>Team Liaison and Team Meetings</b>	
<ul style="list-style-type: none"> <li>Appoint a liaison to the IDRT (Pat)</li> <li>Attend IDRT meetings whenever possible (Pat, Wondimu)</li> </ul>	<ul style="list-style-type: none"> <li>Appoint a liaison to the Delta Team (Wayne)</li> <li>Attend Delta Team meetings whenever possible (Wayne)</li> </ul>
<b>Proposal &amp; Grant Writing</b>	
<ul style="list-style-type: none"> <li>Provide occasional advice on grant writing, as time permits, i.e. ACT proposals (Stephanie)</li> <li>Provide technical knowledge and assistance in the development of projects or trainings regarding agriculture, food security and climate change mitigation and adaptation. (Wondimu)</li> <li>When mutually agreed, collaborate with DRT in pursuing potential US grant relationships i.e. USAID/ OFDA. The Delta-Grants Team needs to approve all decisions to apply to USAID or other US-based grant making institutions. Details about how to share the work of writing these grant proposals or managing such grants would be negotiated on a case-by-case basis. (Stephanie)</li> </ul>	<ul style="list-style-type: none"> <li>Provide Delta with the Disaster Response Protocol document (being revised now)</li> <li>Provide regular updates on DRT proposals/concept notes that are under development, if they involve donors that World Renew already has CD grants with (e.g. Tearfund UK).</li> <li>Involve Delta staff in feedback/consultation loops, i.e. environment, justice, peace-building, gender</li> <li>Develop a checklist to systematize consultations and collaboration with Delta</li> </ul>
<b>Project Reporting</b>	
<ul style="list-style-type: none"> <li>Track disaster response grants in the Quickbase Grants Tracking System based on information taken from IDRT reports (Stephanie)</li> </ul>	<ul style="list-style-type: none"> <li>Provide regular IDRT reports for grants tracking purposes (Bernice to Susan, Stephanie, Pat, Jan)</li> <li>Exclude CFGB food security projects managed by Delta from the IDRT report (Bernice)</li> <li>Post IDRT reports on the corporate site (Bernice)</li> <li>Clearly identify in IDRT reports which projects are disaster response, rehabilitation or post-disaster food security projects, and identify any gender, justice and peace building elements (Bernice)</li> <li>Provide specific information in the IDRT reports on projects that include justice and peace building elements, and provide copies of related project proposals</li> <li>Provide Delta with copies of End of Project Reports (EPRs) for any projects which involve World Renew CD partners (Samantha to Pat)</li> <li>Provide Delta with copies of any best practices and lessons learned summaries (Samantha to Jan)</li> </ul>
<b>Food Security</b>	
<ul style="list-style-type: none"> <li>Select countries/partners for possible long-term food security interventions in consultation with MTs/CTs and IDR</li> <li>Oversee CFGB-funded food security projects that are 2 years or longer to ensure that all CFGB requirements are met (Wondimu and Country Team, with administrative support from Samantha)</li> <li>Clarify the Country Team's roles and responsibilities with regard to managing CFGB-funded food security projects (Wondimu)</li> <li>Ensure that World Renew field staff report CFGB-funded food security project budgets and IBAs in NewDea (Wondimu &amp; Ministry Team Leader)</li> </ul>	<ul style="list-style-type: none"> <li>Provide support for CFGB-funded long-term food security projects: equity contributions, administrative support (Samantha)</li> <li>Allocate 80% of CFGB food security funding to long-term food security projects with World Renew development partners, where practicable</li> <li>Provide an estimate of the amount, if possible</li> <li>Provide Delta with copies of all CFGB Food Security Project Agreements (PAs) involving World Renew community development partners (Samantha to Wondimu)</li> </ul>
<b>Training</b>	
<ul style="list-style-type: none"> <li>Orient interested DRT staff on adult education approach (GLP) and give feedback on new modules they are developing. (Jan)</li> <li>Participate in IRM training conferences (as needed, depending on the conference agenda)</li> </ul>	
<b>Evaluations</b>	
<ul style="list-style-type: none"> <li>Coordinate country and program evaluations to efficiently combine disaster response evaluations with community development partner evaluations in countries with existing World Renew staff and/or partners, whenever possible (Pat)</li> <li>Seek evaluation input from IDR staff</li> </ul>	<ul style="list-style-type: none"> <li>Provide Delta with copies of evaluation reports, especially in countries with World Renew partners (Samantha to Pat)</li> <li>Inform Delta when project (not financial) evaluations are scheduled, and discuss possible collaboration (Samantha to Pat)</li> </ul>
<b>Partner Assessments &amp; OCI</b>	
<ul style="list-style-type: none"> <li>Assess partner capacity jointly with IDR staff</li> <li>Discuss partner capacity issues in World Renew countries</li> </ul>	<ul style="list-style-type: none"> <li>Assess partner capacity jointly with Delta/MT/CT staff</li> <li>Discuss partner capacity issues in World Renew countries</li> <li>Provide input to partner OCI reporting process</li> </ul>
<b>CIDA Communication</b>	

- Coordinate communication related to CIDA, for example by accompanying IDRT and Canadian Director to joint meetings at CIDA and by sharing information about funding requests to PWCB (Vanessa).

- Coordinate communication related to CIDA, for example by accompanying Delta's Grants Program Manager and the Canadian Director to joint meetings at CIDA and by sharing information about funding requests to IHA (Wayne).

### SECTION III: External IDRT Connections

**Summary of External Networks**



***Canadian Foodgrains Bank (CFGB)***

Canadian Foodgrains Bank is a non-governmental church-based organization that acts as a direct advocate for relief and rehabilitation work worldwide. CFGB is a partnership of 15 church-based agencies working together. CFGB runs as a co-operative agency where each member works with equity in their individual accounts. WORLD RENEW IDRT is actively involved as a member of the Canadian Foodgrains Bank of Canada as one of the original joining member agencies. CFGB, on behalf of the church-based agency members, collects grain and cash donations and provides funds and expert advice for projects. At times, when necessary, CFGB is directly responsible for the procurement needs of a project.

The majority of large scale projects operated by World Renew IDRT are CFGB funded projects. At times, CFGB projects may be coupled with OR response to cover a wide array of sectors, in order to reach more effectively the most vulnerable.

***International and National NGOs***

Legally constituted organizations that operate separately from governments are known as non-governmental organizations; those that do not function as any arm of government and are not operational for profit purposes. NGOs can, however, be partially funded by government agencies (as in the case of CFGB) but maintain the not-for-profit status by not allowing government agencies to be associated directly in membership form.

World Renew (as a whole) and the IDRT is actively involved in collaborating and partnering with International and National NGOs (including but not limited to all CFGB church-based agency members).

Funding at times is solicited from said organizations for the backing of Other Response (OR) programs and to supplement CFGB initiatives. Additionally, where no World Renew Development or previous program partner exists in-country, World Renew IDRT seeks implementing partnership with external NGOs (including Food for the Hungry [FH], CEDAR, World Concern, World Relief, ZOA etc.)

The majority of OR Projects in the IDRT are funded by external donors, however some are funded from the General Disaster Fund, if previous fund codes and fundraising initiatives have not been established in response to the disaster.

## Alliances and Networks

Partners/Donors	CFGB Member	Integral Member	CCA Member	GRA Member
ADRA - Adventist Development and Relief Agency	X		X	
CBM - Canadian Baptist Ministries	X		X	
CEDAR Fund		X		
ERDO - Emergency Relief and Development Overseas	X		X	
FH - Food for the Hungry				X
Integra		X		
MAP International		X		X
MCC - Mennonite Central Committee	X		X	
Mission East		X		
MTI - Medical Teams International				X
NCM - Nazarene Compassionate Ministries	X		X	
Norwegian Mission Alliance		X		
PWRDF (this is the same as above)	X	X	X	
PWS&D - Presbyterian World Service and Development	X		X	
SEL France		X		
Stromme Foundation		X		
UCC	X		X	
World Concern				X
World Relief Canada		X		X
World Relief USA		X		X

Partners/Donors	International NGO	National NGO	CR Church	Church - Other	Government Agency	Local partner	Dutch Connection	ACT Member
ACT Alliance	X			X				
Act for Peace								X
ADRA - Adventist Development and Relief Agency	X	X		X		X		X
Amity Foundation								X
Anglican Church of Kenya		X		X		X		X
Anglicord								X
Angolan Council of Christian Churches (CICA)				X				X
Australian Lutheran World Service								X
CLWR - Canadian Lutheran World Relief				X				X
CBM - Canadian Baptist Ministries	X	X		X				
CEDAR Fund						X		
CFGB - Canadian Foodgrains Bank	X	X		X				
Christian Aid								X
Christian Care								X
Christian Council of Mozambique								X
Christian Council of Nigeria								X
Christian Council of Tanzania								X
Christian Health Association of Malawi (CHAM)								X
Christian World Service								X
Church of Sweden				X				X
Church of Uganda				X				X
Church World Service (CWS)								X
Churches Action in Relief and Development (CARD)				X				X
CIDA - Canadian International Development Agency					X			
Conference of European Churches								X
Conferencia de Iglesias Evangelicas de Guatemala								X
Consejo Latinoamericano de Iglesias (CLAI)								X
Coordenadoria Ecuemênica de Serviço (CESE)								X
Council of Churches in Zambia (CCZ)				X				X
Council of Evangelical Churches (CEPAD)				X				X
CRC Australia			X					
CRWRF - Canadian Reformed World Relief Fund		X		X				
DanChurchAid				X				X
Diaconia, Brazil								X
Diaconía, Peru								X
Diakonie Katastrophenhilfe (DKH)								X
Diakonie, Austria								X
Dorcas Aid International							X	X
EED (Evangelischer Entwicklungsdienst)								X
EMI - Engineers Ministries International	X							
ERDO - Emergency Relief and Development Overseas	X	X		X				
Ethiopian Evangelical Church Mekane Yesus				X				X
Ethiopian OrthodoX Church-DICAC				X				X
Evangelical Lutheran Church in America				X				X

Evangelical Lutheran Church in Southern Africa				X				X
Evangelical Lutheran Church in Tanzania (ELCT)				X				X
Evangelische Omroep							X	
FH - Food for the Hungry	X					X		
FinnChurch Aid, FCA								X
Finnish Evangelical Lutheran Mission (FELM)								X
FRB - Food Resources Bank	X							
ICCO							X	X
Icelandic Church Aid								X
Integra								
Kerk In Actie							X	X
Life With Dignity								X
Lutheran World Federation, The				X				X
Lutheran World Relief								X
MAP International				X				
MCC - Mennonite Central Committee	X	X		X				
Mission East								
MTI - Medical Teams International	X							
NCM - Nazarene Compassionate Ministries	X	X		X				
NCA - Norwegian Church Aid								X
Norwegian Mission Alliance				X				
Presbyterian Disaster Assistance								X
Presbyterian World Service & Development				X				X
Primate's World Relief and Development Fund, The (PWRDF)				X				X
RA – Gereformeerde Gemeenten							X	
Stichting Red een Kind								
Stromme Foundation								
Tear AUS								
Tear NL	X						X	X
Tearfund Belgium								
Tearfund NZ								X
Tearfund SZ								
Tearfund UK								X
UCC				X				
United Church of Canada - same as above				X				X
United Church of Zambia				X				X
United Methodist Committee on Relief (UMCOR)								X
UnitingWorld Relief and Development Unit								X
US AID					X			
Vereinte Evangelische Mission (United Evangelical Mission)								X
Woord en Deed							X	
World Concern	X					X		
World Relief Canada								
World Relief USA						X		
YAKKUM (including YEU)								X
YTBI								X
ZOA	X					X	X	X
ILAP - Interfaith League Against Poverty		X				X		
GenAssist		X				X		
GKSBS		X				X		
GKI		X				X		

### Christian Reformed Churches

World Renew (as a whole) and the IDRT is actively involved in engaging Christian Reformed Church constituents with project fundraising and global awareness.



Funding at times is solicited from offering plates for the backing of CFGB and OR programs through the establishment of fund codes used for disaster response specific appeals. These items are formally communicated through the Communications of the CORE Department via the Programme Manager Communication IDRT.

World Renew Church Constituents are also regularly encouraged to raise funds for CFGB equity.

#### **Churches - Other**

World Renew (as a whole) and the IDRT is actively involved in engaging churches that fall outside of the Christian Reformed Church denomination. Multiple churches – other have been connected to raising funds for and supporting program initiatives worldwide in Disaster Response.

A number of non-Christian Reformed denominations are directly connected to World Renew IDRT through membership with the Canadian Foodgrains Bank (CFGB); including, Canadian Baptist Churches, Presbyterian Churches, United Churches, Seventh Day Adventist Churches, Anglican Churches, Mennonite Churches, Lutheran Churches, Salvation Army Congregations, and Catholic Churches.

## **SECTION IV: Human Resources**

## **IDRT Roles and Responsibilities**

### **IDRT Staff Descriptions**

***Director of Disaster Response and Rehabilitation***  
**Christian Reformed Church in North America (CRCNA)**  
**Christian Reformed World Relief Committee (WORLD RENEW (FORMERLY KNOWN AS CRWRC))**

#### **Position Description**

**Job Title:** Disaster Response Team Leader  
**Department:** Disaster Response Team  
**Reports To:** World Renew Co-Directors  
**Status:** Full-Time Salaried  
**Salary Level:** TBD

#### **SUMMARY OF POSITION:**

Develop and execute strategies to position World Renew as a professional Christian Disaster Response and Rehabilitation organization within the context of the bi-national and international disaster response architecture, as a CRC agency of choice. The position maintains relationships with government agencies, organizations and associations within the Non Governmental Organization (NGO) community e.g. Canadian International Development Agency (CIDA), United States Agency for International Development (USAID), Canadian Foodgrains Bank (CFGB) and International NGOs, to mobilize and obtain additional resources that enable the agency to play an active role in disaster response and rehabilitation around the globe. This position is also instrumental in the training of agency staff and overseas partners in Disaster Risk Reduction (DRR) and response preparation and planning.

#### **ESSENTIAL DUTIES AND RESPONSIBILITIES:**

Maintains effective, efficient and well-functioning Disaster Response Team (DRT), ensuring optimum team morale;

- 1.) Team oversight and development
  - a. Staff have high morale
  - b. Managers within DRT have increasing specialized competency levels
  - c. Team process is used to develop annual DR strategic plans
  - d. Instill continuous learning among team members
  - e. Regular meetings for coaching and mentoring of staff
- 2.) Effective Strategic Planning for Team and Organization
  - a. Active participation and leadership in World Renew and DRT strategic planning process which includes senior management team meetings (CPAC) and team leader meetings
  - b. Regular Evaluation of DRT interventions
  - c. Communicate DRT strategy and its connection to organizational plans
  - d. Effective inclusion of justice (peace and reconciliation and gender) and clean water strategies in the planning process
- 3.) Networking and Collaboration for Resource Development
  - a. Annual increase in disaster program revenue (with exception of higher revenue expected for major disaster events)
  - b. Regular joint meetings and joint programming with government and other non-governmental organizations (NGOs) and networks
- 4.) Managing Polarity of Leadership for Disaster Risk Reduction/Relief with Equipping and Supporting Ministry Teams (MTs)
  - a. Equip MTs to manage disaster mitigation and small disaster response interventions
  - b. Develop liaison agreements to identify and address gaps in mitigation and disaster response
- 5.) Administrative oversight of DRT resources
  - a. Financial management in coordination with agency financial officer
  - b. Information management of team program and projects

#### **SUPERVISORY RESPONSIBILITIES:**

This position is responsible for the supervision and accountability of all Disaster Response Team members by ensuring team development and performance and empowering team members to attain high performance.

---

Specifically, this position supervises team members with differing degrees of authority and administrative responsibilities.

**QUALIFICATIONS:**

The requirements listed below are representative of the knowledge, skill and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

1. Committed to Christ with a compassionate heart and a servant attitude
2. Demonstrated integrity and ability to build interpersonal trust
3. Compassionate and respectful of other cultures; emotionally stable
4. Possesses a broad understanding of the world and countries and their social and economic context
5. Committed to core World Renew development and relief concepts
6. A collaborative team player and manager with strong facilitation, negotiation, active listening, decision-making/problem-solving skills and able to develop team skills in others
7. Demonstrated ability to analyze complex environments and act with limited direction
8. Keen insight and experience in project design and management, with an ability to rain others
9. Demonstrated administrative and supervisory experience
10. Competence in Microsoft Word and Excel
11. Excellent written and verbal communication skills for a wide variety of audiences
12. Member of the Christian Reformed Church or able to become a member.

**EDUCATION AND/OR EXPERIENCE:**

1. Master's degree in a related field required or experiential equivalency
2. Minimum of eight years of cross-cultural experience preferred
3. Minimum of eight years of community development and organizational consultation experience preferred
4. Minimum of three years experience in supervision and management

**OTHER SKILLS AND ABILITIES:**

Must be flexible, adaptable and able to view life with a sense of humor.

**LANGUAGE SKILLS:**

1. Must be fluent in English and able to communicate effectively, verbally and in writing, especially report writing
2. Ability to communicate in French and/or Spanish is a plus

**PHYSICAL DEMANDS:**

The physical demands described in this position description are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

The incumbent, in this position, will travel at least 25% of the time to gather, first hand, the necessary information and build local contacts to formulate a response. The conditions in disaster areas and contact with disaster survivors are mentally challenging.

**WORK ENVIRONMENT:**

The work environment characteristics described in this position description are representative of those an employee encounters while performing the essential functions. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

This position will travel to and in disaster areas; this may result in additional threats to health and safety.

***Senior Project Manager(s)***

**Christian Reformed Church in North America (CRCNA)  
Christian Reformed World Relief Committee (WORLD RENEW (FORMERLY KNOWN AS CRWRC))**

**Position Description**

**Job Title:** Senior Relief Project Manager  
**Department:** Disaster Response Team  
**Reports To:** Disaster Response Team Leader

**Status:** Full-Time Salaried

**Salary Level:** TBD

**SUMMARY:**

This position is responsible for the design, implementation, and reporting of international relief and rehabilitation programmes financed by World Renew private funds and/or funds received from institutional and/or governmental donors, implemented directly by World Renew or in co-operation with overseas National and International Non-Government Organizations (NGOs).

**ESSENTIAL DUTIES AND RESPONSIBILITIES:**

Programme Design, Implementation and Reporting:

- 1.) Design, with input of World Renew and/or Partner staff, relief and rehabilitation projects which meet program criteria as specified by the various Canadian International Development Agency (CIDA) departments and the Canadian Foodgrains Bank (CFGB)
- 2.) Manage the implementation and administration of multiple international relief projects, including all CFGB projects and selected CIDA funded projects
- 3.) Manage logistical and administrative processes of projects, ensuring that goods are received including the handling complications that may occur.
- 4.) Responsible to ensure effective communication between field staff, CFGB members and other partners in relief project at both the national and international level
- 5.) Manage a process that ensures timely and appropriate transfer of funds for programming, the local purchases of resources or transport
- 6.) Oversee progress in programme implementation, including budget adherence, directly or through World Renew country staff and/or International Relief Managers
- 7.) Ensure that project monitoring and complete reporting takes place between all partners
- 8.) Maintain records and data associated with all projects

Training:

- 1.) Responsible for training design and delivery in Disaster Mitigation and Relief and Rehabilitation Programming for WORLD RENEW (FORMERLY KNOWN AS CRWRC), Partner staff, and staff of other relief and development organizations
- 2.) Travels overseas to conduct trainings, visit partners and project sites to understand the local programming context, formulate new programming initiatives and address problems.

Provide General Support to the Disaster Response Team Leader:

In the absence of the Disaster Response Team Leader, ensures that forward momentum is maintained in all International Relief and Rehabilitation projects by initiating contact and serving as a communication link between all relevant stakeholders in the projects.

Performs other duties as assigned.

**SUPERVISORY RESPONSIBILITIES:**

This position reports to the Disaster Response Team Leader and has ongoing oversight for volunteers including International Relief Managers (IRMs)

**QUALIFICATIONS:**

1. A Christian with a compassionate heart for the poor and suffering
2. Demonstrated ability to design and implement appropriate relief programming
3. Demonstrated working knowledge of Project Management, Results Based Management methodology and programme design
4. Ability to communicate effectively with relief and rehabilitation organizations
5. Working knowledge of international relief and community development issues and processes
6. Professional, co-operative demeanor
7. A flexible team player
8. Demonstrated ability to adept to changing needs and priorities

9. Disciplined, self-motivated work style; able to function competently and productively with little supervision
10. Demonstrated organizational skills with excellent attention to detail.
11. Demonstrated ability to conceptualize, work with numbers, prepare and write reports.
12. Demonstrated competency in various computer applications

**EDUCATION AND/OR EXPERIENCE:**

1. A university-level business or science degree
2. A minimum of three years of experience in an administrative role
3. A minimum of three years experience in Managing Projects

**REASONING ABILITY:**

The incumbent requires the ability to understand and retain a significant amount of information in order to take appropriate actions

**PHYSICAL DEMANDS:**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential function.

This incumbent will travel regularly to conduct trainings and together first hand information to formulate programming responses. The physical conditions in disaster areas and contact with disaster survivors are physically and mentally challenging.

**WORK ENVIRONMENT:**

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. This incumbent will travel to and in disaster areas; this may result in additional threats to health and safety.

## ***Assistant Project Manager***

### **Christian Reformed Church in North America (CRCNA) Christian Reformed World Relief Committee (WORLD RENEW (FORMERLY KNOWN AS CRWRC))**

#### **Position Description**

**Job Title:** Assistant Project Manager  
**Department:** Disaster Response Team  
**Reports To:** Disaster Response Team Leader  
**Status:** Full-Time, non-exempt  
**Location:** Burlington, Ontario, Canada

#### **SUMMARY:**

This position is responsible for supporting the two Senior Project Managers and the Disaster Response Manager, East and Southern Africa in the administration of a large number of diverse and complex disaster response projects, including food aid and food security projects funded by the Canadian Foodgrains Bank. This position will also identify and compile human impact stories, best practices and lessons learned for consideration by the Programme Manager and for further organization use in internal knowledge sharing and external communications.

#### **ESSENTIAL DUTIES AND RESPONSIBILITIES:**

1. Review, edit and contribute to project proposals and reports for disaster response projects
2. Review, develop and recommend action on "Small Response" proposals (including gift catalogue funds)
3. Coordinate project reporting schedules and remind partners / implementing offices of the expected due dates of reports
4. Track and coordinate cash transfers to approved projects, for the department as a whole and for individual projects, including:
  - a. Liaise with the Finance Department to request and report on project payments
  - b. Liaise with the Finance Department to reconcile exchange rate difference and prepare financial reports
  - c. Liaise with external organizational donors to request and acknowledge scheduled project payments
5. Assist with the compilation of End of Project reports for CFGB project, including the required financial documentation of receipts for expenditures over \$1,000, Certificates of Production, copies of contracts, etc.
6. Identify and compile best practices and lessons learned and pass them on to the Programme Manager for consideration for internal organizational knowledge purposes
7. Identify and draft human impact stories and pass them on to the Programme Manager for consideration for external constituency and donor communication purposes
8. Work alongside the Programme Manager in the preparation of various written and visual reports for internal and external stakeholders
9. Perform other duties as assigned

#### **SUPERVISORY RESPONSIBILITY:**

None

#### **QUALIFICATIONS:**

1. Committed to Christ, with a compassionate heart and a servant attitude.
2. Demonstrated autonomy, initiative, creativity, resilience, the ability to make sound decisions independently, be flexible and adaptable, and act with minimum supervision
3. Effective human relations skills
4. Strong written communication, proposal and report writing skills
5. Strong analytical skills
6. Excellent organizational skills – demonstrated self starter, solid planning and implementation skills, as well as an ability to successfully multitask and prioritize
7. Computer technology skills – MS Word & Excel
8. Critical thinking skills – ability to analyze a situation to determine needs, brainstorm possibilities and/or create opportunities, problem solve and/or generate solutions, and research relevant information to determine current best practices

**EDUCATION AND EXPERIENCE:**

1. University degree required, additional specialized studies preferred
2. Minimum of two years of work experience in humanitarian aid and/or international disaster response
3. Minimum of two years of work experience in accounting / bookkeeping

**OTHER ABILITIES, SKILLS, ASSETS:**

1. Highly effective team work skills
2. Planning, reporting and analysis skills
3. Accounting and spreadsheet skills
4. Ability to multitask, and adept at setting priorities in order to meet deadlines
5. French or Spanish language skills are a definite asset

**PHYSICAL DEMANDS:**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential function. The employee may be requested to travel occasionally in North America and overseas.

**WORK ENVIRONMENT:**

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

*Disaster Response Manager(s)*

**Christian Reformed Church in North America (CRCNA)**

**Christian Reformed World Relief Committee (WORLD RENEW (FORMERLY KNOWN AS CRWRC))**

**Position Description**

**Position Title:** Sr Project Manager

**Department:** Disaster Response Team (DRT)

**Location:** East and Southern Africa Region

**Reports to:** Disaster Response Team Leader

**Status:** 100% FTE

**Salary Level:** TBD

**SUMMARY:**



This position is responsible for the design, implementation, reporting and evaluation of all international disaster response and rehabilitation programmes in East Africa and Southern Africa financed by World Renew private funds and/or funds received from institutional and/or governmental donors, implemented directly by World Renew or in co-operation with overseas National and International Non-Governmental Organisations (NGOs). This position is responsible for ensuring that WORLD RENEW (FORMERLY KNOWN AS CRWRC)'s resources are used in an effective and efficient manner to positively impact vulnerable groups impacted by humanitarian crises in these regions. It is also responsible for contributing to the overall strategic planning and management of program activities in the East Africa and Southern Africa Ministry Teams, and the global disaster response activities of WORLD RENEW (FORMERLY KNOWN AS CRWRC).

#### **ESSENTIAL DUTIES AND RESPONSIBILITIES:**

##### **PROGRAM DESIGN, IMPLEMENTATION AND REPORTING:**

- 1) Conduct regular disaster risk surveillance in the region, assessing the potential for and impact of disasters and the need for World Renew intervention. Consult on potential crisis/risk conditions with World Renew Ministry Team (MT) staff and partner representatives as disasters become apparent in the region, and provide capacity assessments of partners for the WORLD RENEW (FORMERLY KNOWN AS CRWRC)-DRT team
- 2) Advise and support World Renew MT staff and partners with the development, planning and implementation of disaster risk reduction programs in areas of high risk area
- 3) Create work plans and budgets in line with WORLD RENEW (FORMERLY KNOWN AS CRWRC)-DRT's strategic plan, informed by East Africa MT and Southern Africa MT priorities
- 4) Design, with the input of the implementing partner, appropriate and timely disaster response and rehabilitation projects and programmes, designing proposals which meet program criteria as specified by, but not limited to, the Canadian International Development Agency (CIDA) and the Canadian Foodgrains Bank (CFGB), and in compliance with other minimum international disaster response standards to which World Renew subscribes
- 5) Lead the implementation and administration of multiple international disaster response projects, including CFGB projects and selected CIDA funded projects. Manage logistical and administrative processes of projects, ensuring that goods are received, including handling any complications that may occur
- 6) Ensure effective communication between field staff, CFGB members and other partners in disaster response projects at both the national and international level
- 7) Lead in organizing, with World Renew Country Consultants and/or regional team leaders and construct a matrix of tasks and roles for the implementation and reporting of disaster response interventions by WORLD RENEW (FORMERLY KNOWN AS CRWRC)'s partners, including a protocol for addressing issues
- 8) Ensure timely and appropriate transfer of funds for programming, including local purchases of resources or transport
- 9) Oversee progress in programme implementation, including budget adherence, directly or through World Renew country staff and/or International Relief Managers (IRMs)
- 10) Ensure that project monitoring and complete reporting takes place between all stakeholders
- 11) Maintain records and data associated with all projects and prepare statistical reports for internal use and donor reporting

##### **TRAINING:**

- 1) Develop, coordinate and implement strategies and annual implementation plans on disaster management training for the East Africa and Southern Africa MTs and their partners. This training will cover the integration of disaster risk reduction within development strategies, disaster preparedness, need assessments, project design, implementation and evaluation
- 2) Build the capacity of WORLD RENEW (FORMERLY KNOWN AS CRWRC)-MT staff, volunteers and partners in all areas of disaster management – including the integration of disaster risk reduction within development strategies, disaster preparedness, needs assessments, project design, implementation and evaluation in consultation and cooperation with the MT leadership
- 3) Research and develop tools, materials, templates and guidelines for enhancing disaster management within the region

##### **INTERNAL AND EXTERNAL RELATIONSHIPS:**

- 1) Develop and maintain strategies to build and maintain relationships with appropriate government and non-governmental (NGO) organizations and coalitions in each region and country in the disaster response area. It is expected that maintaining these relations at the country level is a joint effort of DRT and MT staff
- 2) Participate with WORLD RENEW (FORMERLY KNOWN AS CRWRC)-DRT and the constituency Relations (CORE) team in educating World Renew constituency in North America on WORLD RENEW (FORMERLY KNOWN AS CRWRC)'s disaster response and its activities

- 3) Ensure that forward momentum is maintained in all International Disaster Response and Rehabilitation projects in the region by initiating contacts and serving as the communication link between all relevant stakeholders in the projects
- 4) Perform other duties as assigned

### **SUPERVISORY RESPONSIBILITIES**

This position is responsible for hiring and supervising all DRT program and project staff in East and Southern Africa, including the National Relief Manager in Kenya, contract staff and/or volunteers who assist with disaster response interventions, and volunteer IRMs. This position will provide constant leadership and direction to a fluctuating number of WORLD RENEW (FORMERLY KNOWN AS CRWRC)-DRT staff, contract staff, partner staff and volunteers, while ensuring cooperation with existing MT staff.

### **QUALIFICATIONS**

To perform this position successfully, the individual must be able to perform each essential duty satisfactorily. The requirements below are representative of the knowledge, skills and/or ability required:

#### *Personal Attributes:*

- 1) A Christian with a compassionate heart for the poor and suffering
- 2) Strong flexible team player with a collaborative approach to work, and the ability to adapt to changing needs and priorities
- 3) Disciplined, self-motivated work style; able to function competently and productively with little supervision
- 4) Ability to motivate, delegate, supervise and monitor staff and volunteers in multiple countries and contexts; including monitoring of workloads and work environments and taking action where needed
- 5) Strong analytical thinker
- 6) Professional, co-operative demeanour and the ability to relate to a wide variety of stakeholder groups with diverse value systems and cultures
- 7) Excellent organizational, writing, interpretive and communication skills with excellent attention to detail

#### *Essential skills:*

- 1) Leadership experience in disaster response programming, preferably in the region
- 2) Demonstrated ability to design and implement appropriate disaster response programs and working knowledge of Project Management, Results Based Management methodology
- 3) Knowledge of humanitarian issues, political, social, cultural and economic aspects, relating to humanitarian responses
- 4) Experience in capacity building of staff and/or partner agencies in all aspects of disaster response
- 5) Ability to communicate effectively with disaster response and rehabilitation organisations
- 6) Demonstrated ability to handle budgets and complete financial reports
- 7) Demonstrated competency in various computer applications, especially MS Word, Excel, Access
- 8) Oral competency in Swahili, French or Spanish will be considered an asset
- 9) The incumbent requires the ability to understand and retain a significant amount of information in order to take appropriate actions

### **EDUCATION and/or EXPERIENCE**

To perform this position successfully, the individual should have the following education and experience:

- 1) A Master's of arts or science degree is preferred, with a specialty in either international disaster management, project management, business management, or agriculture
- 2) At least 5 years experience living and/or working in a developing country, preferably in the region
- 3) At least 5 years of work experience in project management, financial planning and budgeting
- 4) Technical grant writing experience is essential

### **PHYSICAL DEMANDS**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- 1) This position will be based in Kampala, Uganda, but will travel approximately 60% of the time in, but not limited to, Uganda, Kenya, Tanzania, Malawi, Mozambique and Zambia
- 2) It involves travel conditions with unreliable access to water and electricity and increased exposure to illness
- 3) The physical conditions in disaster areas are challenging and contact with disaster survivors is mentally challenging

### **WORK ENVIRONMENT**

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. This incumbent will travel to and in disaster areas; this may result in additional threats to health and safety.

**Christian Reformed Church in North America (CRCNA)  
Christian Reformed World Relief Committee (WORLD RENEW (FORMERLY KNOWN AS CRWRC))**

**Position Description**

**Job Title:** Program Manager – Disaster Response  
**Team:** West Africa Ministry Team (WAMT)  
**Reports to:** West Africa Ministry Team Leader  
**FLSA Status:** Full time, exempt  
**Salary Level:** TBD

**PURPOSE:**

The purpose of this position is to assist World Renew partners in Niger in community development program consultation, disaster mitigation, and disaster response management. As needed, and if time and resources are available, there will be opportunity to attend at other West Africa countries to help design a disaster mitigation/response initiative.

**ESSENTIAL DUTIES AND RESPONSIBILITIES:**

**Program Consultation;**

1. Consult with one to three World Renew partner groups to improve policies, programs and systems to:
  - a. Strengthen partner's organizational capacity
  - b. Implement and improve quality of community development programs, particularly focused on disaster mitigation, increasing food security, and long term/sustainable community development
  - c. Give guidance on community development strategy and annual plan(s)
2. Facilitate or participate in relevant trainings and meetings

**Disaster Mitigation;**

1. Assess the potential crisis/risk conditions, and in cooperation with WAMT staff and partner(s), determine if there is a need for World Renew intervention, as needed

2. Design, with input from relevant stakeholders, appropriate and timely disaster mitigation or response programs and funding proposals, using quality need assessment information and in compliance with programming standards (ICRC, Sphere etc.)
3. Coordinate the implementation and evaluation of disaster mitigation or response interventions and write pertinent reports. If the intervention is outside of Niger, organize with the affected World Renew Country Consultant and/or regional team leader a matrix of tasks and roles for the implementation and reporting of disaster response interventions by WORLD RENEW (FORMERLY KNOWN AS CRWRC)'s partners, including a protocol for addressing issues
4. Build and maintain relationships with appropriate government and non-governmental (NGO) organizations, missions and coalitions (including the United Nations, potential donors and other faith-based organizations)
5. Liaise between International Disaster Response (IDR) and WAMT staff

**Field Activities;**

1. Input plans and quarterly reports on NewDea for all WORLD RENEW (FORMERLY KNOWN AS CRWRC)-Niger partners
2. Compile work plans and budgets in line with WORLD RENEW (FORMERLY KNOWN AS CRWRC)'s WAMT and IDR teams
3. Assist country team with field duties as needed and time available
4. Report monthly to WAMT and IDR concerning progress towards objectives
5. Support CRWM/Excelsis initiatives
6. Prepare, manage, and report on grant opportunities for Niger projects and maintain relationship(s) with Canadian Partners and other contributing churches

**Team Activities;**

1. Actively participate in ministry team meetings and regional initiatives and IDR meetings
2. Build the capacity of ministry team staff, volunteers and partners in disaster management—including the integration of disaster risk reduction within development strategies, disaster preparedness, need assessments, project design, implementation and evaluation with consultation and cooperation with the MT leadership
3. Assist program evaluations in other countries in the region as needed, particularly those related to Canadian Foodgrains Bank or Foods Resource Bank

Perform other duties as assigned

**QUALIFICATIONS**

To perform this job successfully, the individual must be able to perform each essential duty satisfactorily. The requirements below are representative of the knowledge, skills and/or ability required.

1. Possess excellent organizational, writing, interpretive and communication skills as demonstrated via educational and work experience
2. Self motivated, strong team player with good collaborative approach to work
3. Ability to motivate, delegate and monitor
4. Ability to relate to a wide variety of stakeholder groups with diverse value systems and cultures
5. Competency in computer skills, especially MS Word and Excel, with some experience in Access
6. Mature Christian committed to serving Jesus Christ and able to nurture own faith in a spiritually isolated environment
7. Respectful of and ability to live in a majority Islamic setting (must be able to adjust one's dress and behavior to avoid offending within country's cultural norms)

**EDUCATION and/or EXPERIENCE**

To perform this job successfully, the individual should have the following education and experience:

1. A bachelor's degree in arts or science
2. At least two (2) years of work experience in project management, financial planning and budgeting
3. Technical grant writing experience is essential
4. At least 2 years experience of living and/or working in a developing country

**LANGUAGE**

Must be fluent in French, both written and oral and be willing to learn local language (Hausa).

**PHYSICAL DEMANDS**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Regional travel within, but not limited to, Niger, Mali, Nigeria and Senegal. Additional travel, to and within North America will be required.

**WORK ENVIRONMENT:**

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions

## ***Programme Manager, Communications***

**Christian Reformed Church of North America (CRCNA)  
Christian Reformed World Relief Committee (WORLD RENEW (FORMERLY KNOWN AS CRWRC))**

### **Position Description**

**Position Title:** Program Manager, Communications  
**Department:** Disaster Response Team (DRT) – International Disaster Response  
**Location:** Burlington  
**Reports To:** Disaster Response Team Leader  
**Status:** Full time, non exempt

### **SUMMARY**

This position is responsible for the development and implementation of several critical elements in the strategic plan of the Disaster Response Team (DRT), availing the team of the necessary human and financial resources for World Renew to deliver quality disaster response interventions around the world on an ongoing basis. These elements include managing and strengthening the International Relief Manager (IRM) Program, resulting in a corps of highly trained and motivated volunteer managers who are able to provide leadership to disaster interventions at short notice, recruiting and supporting CRC church and volunteer groups involved in Canadian Foodgrains Bank growing projects, developing and realizing the DRT's constituency communication and promotion objectives in cooperation with the Constituency Relations (CORE) team, and facilitating the drafting and approval process of the team's strategic plans, inter-team agreements and, where applicable, agency wide operational policies and procedures.

**ESSENTIAL DUTIES AND RESPONSIBILITIES** include the following:

#### **International Relief Manager (IRM) Program (30%)**

1. Expand the profile and work of the IRM Program to further reflect the program's pivotal role within WORLD RENEW (FORMERLY KNOWN AS CRWRC)'s international disaster response interventions
2. Develop policies and procedures that enhance the professional management of the IRM program in order to improve the overall quality and effectiveness of disaster response programming
3. Lead the planning and organizing of IRM recruitment, in collaboration with IRMs, CRCNA Service Link, World Renew Global Volunteer Program and other staff, as required, and interview and select potential IRMs for training
4. Coordinate the screening, selection and interview process of new IRMs after the completion of the first IRM training
5. Train and prepare IRMs for field service, ensure the IRM learning modules are updated and revised as needed
6. Establish and maintain a system for confidential feedback and evaluation of IRMs, and maintain IRM morale
7. Plan, coordinate and organize aspects such as budgets, logistics and content for annual IRM conferences to provide encouragement, team building and further training. Tasks include but are not limited to: arrange for IRM speaking engagements, presentations and communications e.g. newsletters, blogs

#### **Constituency Relations for International Disaster Response (IDR) group (25%)**

1. Overall responsibility to meet the constituency communication objectives of IDR's annual strategic plan, working with strategic personnel within CORE
2. Develop, collaboratively with CORE, an annual constituency communication plan in which IDR themes and priorities are communicated to the constituents in a focused and deliberate manner
3. Overall responsibility for the IDR section of the World Renew website
4. Promote the work of IDR by creating interest among new constituent groups, associations, coalitions and potential supporter groups outside WORLD RENEW (FORMERLY KNOWN AS CRWRC)'s traditional support
5. Conduct research on topical issues in order to design, coordinate and deliver workshops on issues that highlight the work of IDR at events, conferences, and church/community meetings
6. Speak to groups and congregations about the work and results of WORLD RENEW (FORMERLY KNOWN AS CRWRC)'s IDR projects
7. Prepare various written and visual reports of IDR for all internal and external stakeholders, e.g. synodical reports, board updates, donor updates. The various reports will reflect the year's accomplishments and future directions
8. Ensure that information about projects is circulated throughout all phases of the response in order to increase confidence in and promote further giving to the projects of IDR

### **Canadian Foodgrains Bank (25%)**

1. Advocate for increased contributions to the WORLD RENEW (FORMERLY KNOWN AS CRWRC)/CFGB equity account:
  - a. Develop strong working relationships with CFGB staff and maintain WORLD RENEW (FORMERLY KNOWN AS CRWRC)'s profile
  - b. Promote World Renew and provide accountability to donors through presentations
  - c. Engage in regular communication with provincial coordinators (particularly in Ontario and Alberta)
2. Actively promote the work of CFGB in cooperation with CFGB resource development staff, to strengthen the profile of CFGB within the CRC constituency, i.e. announcements, updates, community and growing projects, speakers, and CFGB Sunday materials
3. Provide input to CFGB on "Fast for Change" and other public relations materials

### **Other (20%)**

1. Support disaster response staff with the development, planning and implementation of the IDR strategic plan, particularly in the capacity building section
2. Facilitate the drafting and approval process of inter-team agreements
3. Represent IDR on taskforces within the CRC denomination and at CFGB, government and NGO (Non-Governmental Organization) functions and events
4. Research and contribute to the development, review and implementation of World Renew operational policies and procedures that impact disaster response programming
5. Contribute to the ongoing development of WORLD RENEW (FORMERLY KNOWN AS CRWRC)'s expertise in disaster management
6. Ensure that gender analysis is mainstreamed in all phases of the program and project cycle, and that IDR staff have the capacity and commitment to promote gender equality in disaster management
7. Maintain responsibility and accountability for the stewardly use of resources up to approximately \$100,000 CAD

### **SUPERVISORY RESPONSIBILITY**

1. Recruit, train and provide ongoing support to IRMs, and supervise the activities of temporary staff

### **QUALIFICATIONS**

1. Committed to Christ with a compassionate heart and a servant attitude
2. Leadership skills - demonstrate autonomy, initiative, creativity, resilience, the ability to make sound decisions independently, to be flexible and adaptable, influence change, and to act with minimal supervision
2. Human resource management skills - facilitate the recruitment, screening, selection, training and placement of IRMs
3. Evaluate and appraise the work of IRMs and maintain confidentiality throughout this process
4. Effective human relation skills - encourage collaborative teamwork, empower others, and build positive networks of support
5. Strong written communication and public speaking skills
6. Excellent organization skills – demonstrate self starting, planning and implementation skills, as well as an ability to successfully multitask and prioritize
7. Advance competence in Microsoft Word and Excel required
8. Critical thinking skills – ability to analyze a situation to determine needs, brainstorm possibilities and/or create opportunities, problem solve and/or generate solutions, develop recommendations or make decisions and judgments about operational policies and procedures, research relevant information to determine current best practice

### **EDUCATION and EXPERIENCE**

1. Bachelor's degree in social sciences required, additional specialized studies preferred
2. At least two years of work experience in humanitarian aid and international disaster response
3. A minimum of five years of cross-cultural experience in developing countries
4. Extensive experience working in multifaceted organizational structures, managing personnel, projects and organizing events

### **OTHER ABILITIES, SKILLS, ASSETS**

1. Familiarity with the CRC community
2. Highly effective team work skills and the ability to build good relations both internally and externally
3. Sensitivity to cultural differences, and the ability to work in a wide variety of cultural contexts
4. Skills of persuasion, planning, reporting and analysis

5. Ability to multitask and set priorities in order to meet deadlines
6. Proven influencing and negotiating skills with internal audiences

**PHYSICAL DEMANDS**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential function. The incumbent, in this position, will travel at least twice a year in North America to attend meetings and at least once a year overseas.

**WORK ENVIRONMENT**

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

***Administrative Assistant***

**Christian Reformed Church of North America (CRCNA)  
Christian Reformed World Relief Committee (WORLD RENEW (FORMERLY KNOWN AS CRWRC))**

**Position Description**

**Position Title:** Administrative Assistant, International Disaster Response  
**Department:** Disaster Response Team  
**Reports To:** Disaster Response Team Leader  
**Status:** Part time, non exempt  
**Location:** Burlington

**SUMMARY**

To support and be responsible for the co-ordination of all IDR Team administrative functions in the Burlington office.

**ESSENTIAL DUTIES AND RESPONSIBILITIES:**

1. Administrative processes for the IDR Team to meet objectives set



2. Maintain the project database for the IDR Team for International Disaster Response and Rehabilitation projects; create/maintain hyperlinks to soft copies of main project documents (include IRM info)
3. Input required documentations to the Google Corporate site and Quickbase. Update NewDea quarterly with input from the disaster response team on results against team goals as per IDR/Delta Team Agreement
4. Initiate the creation of new queries for reports where necessary, and generate reports when required (i.e. monthly, quarterly, annually).
5. Working with finance, ensure the set up of funding codes on the establishment of new disasters, including on-line donations, and the cessation of same on the closure of projects
6. *Be responsible for cost codes in the institutional budget*
7. Follow-up on the completion of the audit trail for wire transfers to the field
8. Co-ordinate Disaster Response Team meetings, 3 times per year, including agenda creation, minutes and follow-up assignments
9. Prepare agendas and minutes for internal meetings
10. Provide administrative assistance, including travel arrangements and submission of expenses for the IDR Team Leader and other members of the IDR team (*as requested*).
11. Serve as a primary contact for Disaster Response Service (DRS) volunteers from Canada
12. Uphold and contribute to the IDR Team goals and vision

### **SUPERVISORY RESPONSIBILITY**

Supervise the activities of office volunteers

### **QUALIFICATIONS**

1. Committed to Christ with a compassionate heart for those less fortunate
2. Good communication and interpersonal skills
3. Excellent organizational skills with attention to detail are essential
4. Competence in Microsoft Office suite, Outlook and database management/utilization using primarily Access, as well as mathematical abilities is required
5. The ability to work in a team and collaborative environment

### **EDUCATION and / or EXPERIENCE**

The successful candidate will have at least a community college diploma and a minimum of two years work experience in an administrative position.

### **OTHER SKILLS and ABILITIES**

1. Ability to function as a team player
2. Able to work with minimal supervision
3. Motivated to follow-through with tasks and adept at recognizing priorities to meet deadlines.

### **PHYSICAL DEMANDS**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential function.

The incumbent, in this position, will travel at least twice a year to attend meetings.

### **WORK ENVIRONMENT**

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.



## SECTION V: Project Categories

<b>Project Category</b>	<b>Size</b>	<b>Description</b>	<b>Project Code</b>
<b>CFGB (Canadian Foodgrains Bank)</b>	Large Programming (Food Aid, Nutrition and Food Security)	At times, when necessary, CFGB is directly responsible for the procurement needs of a project.  Majority of large scale projects operated by World Renew IDRT are CFGB funded projects. At times, CFGB projects may be coupled with OR response to cover a wide array of sectors, in order to reach more effectively the most vulnerable.	CFGB + Project # (as assigned)
<b>OR (Other Response)</b>	\$10,000 or greater (if not CFGB)	OR category is mainly utilized to respond to requests from the World Renew development offices around the world to respond to a disaster that is impacting a World Renew development partner or World Renew partner intervention area. This is generally intended for food aid projects which last more than one month or for rehabilitation activities such as rebuilding houses or distributing seeds.  A report on the project should be submitted to the IDR team within one month of completion of activities. The maximum allowable amount for Other Response projects is dependent on funding availability and/or donor capacities from within and outside of WORLD RENEW (FORMERLY KNOWN AS CRWRC).	OR + Project # (as assigned)
<b>SR (Small Response)</b>	\$10,000 or less	SR category is mainly utilized in response to requests from the World Renew development offices around the world to respond to a disaster that is impacting a World Renew development partner or World Renew partner intervention area.  Because of the immediateness of the response, a small response project is usually over within two – three weeks. This fund is generally not intended for food aid projects which last more than one month, nor for rehabilitation activities such as rebuilding houses or distributing seeds  Approval should be given within 24 hours and the funds transferred immediately. A report on the project should be submitted to the IDR team within one month of completion of activities.	SR + Project # (as assigned)
<b>SR-DRR (Small Response – Disaster Risk Reduction)</b>	\$5,000 or less	DRR SR category is to enable the IDR Team to respond to requests from World Renew development offices around the world to reduce the vulnerabilities of communities to disasters, within the World Renew partner intervention areas.  This fund is specifically intended for Disaster Risk Reduction initiatives. A response should be given within 48 hours, and the funds transferred immediately. Alternatively, field funds can be utilized and then expensed to the Relief DRR SR Project Number. A report on the project should be submitted to the IDR team within one month of completion of activities.	SR-DRR + Project # (as assigned)

**SECTION VI: Cross-Cutting Themes / Task Forces**

---

<b>Approval Date:</b>	1/1/2012	<b>Date of Current Version:</b>	2/1/2012
<b>Section:</b>	VI		

***To be noted:*** The policies herein do not address policies regarding including gender analysis in project proposal writing and report writing to granters and/or donor organizations. These stipulations are addressed in the Project Management policies.

### Gender Guidelines

**Purpose / Objective:**

Ensuring the participation of men, women, girls and boys can make or break a disaster response program. Not ensuring their protection can lead to trauma and the violation of human rights and tarnish the name of World Renew or its partners. In his word, God requires Christians to go out of their way to build up the poor and the weak and to work for justice for all.

***Gender equity means fairness of treatment for women and men, according to their respective needs. This may include equal treatment or treatment that is different, but which is considered equivalent in terms of rights, benefits, obligations and opportunities. Gender equality refers to an environment where women and men equally realize their full human rights and potential to contribute to national, political, economic, social, personal and cultural development and to benefit equally from their results. (Gender Mainstreaming definition from: UN Economic and Social Council, 1997).***

Humanitarian responses are more effective when they are based on an understanding of the different needs, vulnerabilities, interests, capacities and coping strategies of men and women and the differing impact of disaster upon them. Gender is a strong 'cross-cutting' theme in all Disaster Response Project Management initiatives. Addressing all gender-related needs in disaster response provides us with an opportunity to support and promote equality between men and women: it can not only improve lives, but continue to provide inclusive bases for future early recovery and development programming work. (*Jan Disselkoen, Gender Programming Workshop, 2011*).

**Gender Policy IDRT:**

1. Everyone on the IDR Team plays an integral role in the gender mainstreaming process
2. All IDR Project and Programme Managers, Field Managers and local staff are responsible for ensuring the gender assessments, and evaluations are included in all project management initiatives.
3. Senior Project Managers are responsible for integrating gender concerns through out all program cycles (planning, implementation, and evaluation initiatives).
4. The Director of Disaster Response will, where necessary, take action on the elimination of or adjustment of ongoing programs, if evaluations conducted indicate negative gender impacts on programs.
5. Disaggregated data is to be collected and reported on accurately for all types of IDR projects (including: CFGB, OR, SR and SR-DRR).
6. All Disaster Response Team staff and volunteers are responsible for ensuring that gender equity is represented in all project matters.
7. Human impact stories are to be collected pertaining to gender mainstreaming and gender equality issues.

**Gender Policy IDRT:**

In accordance with Scripture and the creeds and confessions of the Christian Reformed Church, and acknowledging the role that gender inequality has played in perpetuating poverty and injustice around the world, World Renew will work for gender equality in all aspects of its programs and organizational culture. World Renew is committed to a process of gender mainstreaming. *Gender Mainstreaming* is defined as "the process of assessing the implications for women and men of any planned action, including legislation, policies or programs, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programs in all political, economical and societal spheres so that women can benefit equally and inequality is not perpetuated.

The ultimate goal is to achieve gender equality. World Renew agrees that gender equality must be integrated throughout the organization, in all of WORLD RENEW (FORMERLY KNOWN AS CRWRC)'s policies, structures and culture. It must also be integrated throughout all World Renew programming, including diaconal, development, community development, organizational development, justice, North-South relations, and disaster response. As we develop capacity in this area, we acknowledge that we must also continue to observe and address other

manifestation of inequality or oppression (such as that experienced by youth, the aged, people with disabilities or others).

**World Renew Organizational Policies:**

1. Staff is held accountable (rewards and consequences) for aligning with the values and practices outlined in the Gender Policy.
2. World Renew stays at least 10% ahead of denominational goals for gender diversity for staff positions.
3. World Renew staff – both men and women – experience a healthy balance between work and family.
4. Programs integrate gender concerns throughout the program cycle (planning, implementation, and evaluation).
5. Evaluations investigate the gendered impacts of programs.
6. Disaggregated results are reported from fields
7. Gender issues are highlighted in constituency education on justice, including printed materials, the World Renew website, and field staff deputations.
8. Women participate equally with men as leaders and decision-makers within WORLD RENEW (FORMERLY KNOWN AS CRWRC).
9. WORLD RENEW (FORMERLY KNOWN AS CRWRC)'s policies and organizational culture that support gender equality are promoted.
10. Policies and practices in the wider CRC denominational structure are transformed to support equality for women.
11. WORLD RENEW (FORMERLY KNOWN AS CRWRC)'s board is encouraged and supported to have balance between male and female delegates.
12. Commitment to gender equality is considered when developing partnerships

**World Renew Program Policies**

1. Increased skills, education, and income levels among women and men
2. Improved health and nutrition levels among family members – especially women and their children
3. Decreased violence against women
4. The easing of women's workload and appropriate sharing of workload between men and women
5. Growth in commitment to gender equality amongst World Renew partners
6. Women and men's equal decision-making at all levels of project planning and implementation
7. Increased numbers of women in leadership positions at the community level and within partner organizations
8. Women and men's equal access to opportunities within the community and partner organizations
9. Women and men's equal access to and control of resources and the benefits derived from them
10. Families and communities that support women and men in using their gifts and contributing to decisions that affect their lives
11. Increased awareness and sensitivity amongst World Renew staff, board and constituency of the hardships faced by women
12. Increased appreciation throughout societal structures for women and their contributions
13. Mutual respect among women and men
14. Men and women understand their self-worth as image bearers of God
15. Quality of marriage and family life is improved

**Gender Taskforce Objectives**

---

---

**Mission of the task force:** The gender task force maintains awareness throughout World Renew of our commitment to work for gender equality in all aspects of organizational culture and through all our relief and development programs and provides feedback and encouragement at all levels towards the achievement of this goal.

**Ongoing tasks:**

- Create, revise, and monitor the World Renew gender plan
- Arrange organization-wide gender audits as needed
- Maintain visibility of the gender policy and the work of the gender task force
- Collect and share gender tools & training through the gender champion network
- Monitor gender justice at the organizational level
- Regularly review team progress on gender commitments with team leaders
- Network with other organizations to share good gender practices and resources

---

**REFERENCES:**

---

<b>Approval Date:</b>	1/1/2012	<b>Date of Current Version:</b>	2/1/2012
-----------------------	----------	---------------------------------	----------



<b>Section:</b>	VI		
-----------------	----	--	--

**To be noted:** *The policies herein do not address policies regarding including environmental analysis in project proposal writing and report writing to granters and/or donor organizations. These stipulations are addressed in Project Management policies.*

**Environmental Guidelines**

**Purpose/Objective:**

Improving the quality of life for people will always affect the environment to some degree. Environmental Stewardship issues are closely connected to achieving development programs that are both effective and sustainable. World Renew strives, therefore, to increase the awareness and technical capacity of its partners and field staff to actively address ecological preservation issues within programs and, where possible, to be an agent for positive environmental change. This goal includes recognizing and building upon local knowledge and resources and seeking input from, and giving voice to, all participants who rely on the natural resource base for survival.

**Environmental Policy – Overall IDRT**

1. Everyone on the IDR Team plays an integral role in the Environmental Stewardship process
2. All IDR Project and Programme Managers, Field Managers and local staff are responsible for ensuring environmental assessments and evaluations are included in all project management initiatives.
3. Senior Project Managers are responsible for integrating environmental concerns throughout all program cycles (planning, implementation, and evaluation initiatives).
4. The Director of Disaster Response will, where necessary, take action on the elimination of or adjustment of ongoing programs, if evaluations conducted indicate negative environmental impacts on programs.
5. All Disaster Response Team staff and volunteers are responsible for ensuring that environmental stewardship is represented and adhered to in all project matters
6. Human impact stories are to be collected pertaining to environmental management issues

**Environmental Policy – Overall IDRT**

World Renew acknowledges that good stewardship of the environment is necessary for sustainable improvement in the lives of the poor. The physical environment cannot be separated from economic, social and justice issues. While WORLD RENEW (FORMERLY KNOWN AS CRWRC)'s central mandate – to serve the poor – contrasts us with earth conservation organizations, World Renew works with the whole person and therefore, with the environment to which people are intimately connected." (*World Renew Environmental Policy 1996*).

1. World Renew will incorporate environmental assessment and environmental criteria into WORLD RENEW (FORMERLY KNOWN AS CRWRC)'s planning, monitoring and evaluation systems.
2. World Renew will dialogue and conduct planning for long term environmental outcomes with its partners on an annual basis, encouraging a participatory approach with all stakeholders.
3. Interventions aimed at environmental restoration/rehabilitation are legitimate and encouraged under the following conditions:
  - a. When the target community is experiencing or soon would experience the negative effects of environmental degradation,
  - b. When interventions can be integrated with one of our standard measurable projects
  - c. When the project itself can be made sustainable.

Annual and five year audits/evaluations will include verification of the environmental assessment process and will include field checks regarding actual environmental changes. Indicators should especially be valued by local resource users, but also by field staff, home office and government agencies. External evaluations should include a review of the World Renew environmental assessment process.

**Environmental Stewardship Taskforce Objectives**

By January 2014, the Environmental Stewardship Task Force (ES TF) will:

1. Refine WORLD RENEW (FORMERLY KNOWN AS CRWRC)'s Environmental Policy into a Creation Stewardship statement, policy and strategy.
2. Support fields to manage environmental concerns and advocate for climate refugees.
3. Provide resources (stories, videos) that communicate to constituents WORLD RENEW (FORMERLY KNOWN

AS CRWRC)'s position and work on the environment and climate change.

Given the close association of the ES TF and AGFS TF the two groups will work together to coordinate efforts and share developments. While the two TFs are closely related:

- The ES TF will focus on environmental issues such as creation care, environmental degradation affecting poor and vulnerable populations, waste management, carbon offsetting, and climate change adaptation.
- The AGFS TF will focus on sustainable agriculture approaches and food security.

The ES TF will align its work with the CRCNA's Creation Care Stewardship efforts, and also work closely with the Office of Social Justice (OSJ) as it relates to advocacy.

**ES TF Action Plan**

Guided by Psalm 19: 1-6, the following is the ES TF's action plan:

TIMEFRAME	ACTION
Nov – Dec 2011	<ul style="list-style-type: none"> <li>• Recruit ES TF members</li> <li>• Dialogue with World Renew staff to identify key priorities</li> </ul>
Jan – Feb 2012	<ul style="list-style-type: none"> <li>• Dialogue with OSJ to assess how the CRC Creation Stewardship Report has been received and how best to support fields</li> <li>• Have first ES TF meeting to review previous discussions and refine ES TF's mandate</li> </ul>
March 2012 – March 2013	<ul style="list-style-type: none"> <li>• Refine WORLD RENEW (FORMERLY KNOWN AS CRWRC)'s Environmental Policy into a Creation Stewardship Statement, policy and strategy</li> </ul>
April 2012 – Jan 2012	<ul style="list-style-type: none"> <li>• Assist fields in developing and/or refining Environmental Assessment Plans</li> </ul>
April 2012 – Jan 2012	<ul style="list-style-type: none"> <li>• Assist in building local partner capacity for monitoring and mitigating environmental effects and advocate for climate refugees</li> </ul>
April 2012 – Jan 2012	<ul style="list-style-type: none"> <li>• Gather resources (stories, videos) that communicate to constituents WORLD RENEW (FORMERLY KNOWN AS CRWRC)'s position and work on the environment and climate change</li> </ul>
Ongoing	<ul style="list-style-type: none"> <li>• ES TF Leader will communicate with Wondimu Kenea Negero, AGFS TF Leader on developments and share minutes of meetings</li> </ul>

**REFERENCES:**

<b>Approval Date:</b>	2/1/2012	<b>Date of Current Version:</b>	2/1/2012
<b>Section:</b>	VII		

***To be noted:*** The policies herein do not address policies regarding including justice analysis and peace building in project proposal writing and report writing to granters and/or donor organizations. These stipulations are addressed in the Project Management policies.

**Peace and Justice Guidelines**

## World Renew's Global Ends Policy E #1:

*Communities* around the world  
in circumstances of injustice, poverty or disaster  
are *transformed* and improve their situations  
in *sustainable* ways.

### **Purpose / Objective:**

World Renew recognizes that war and conflict have debilitating and long lasting affects on communities in poverty around the world. Wars cause poverty through refugee movements and internally displaced persons, diversion of government funds to war making, destruction of property and people, national and local infrastructures, and damage to the social fabric through the creation of distrust and trauma.

Because war and conflict cause poverty and exacerbate existing poverty, and as a response to the call of Christ for us as Church to be peacemakers, it is right that the World Renew work at reconciliation and peacemaking/building. Although it is clear that, by itself, humanitarian assistance neither causes nor can end conflict, it can be a significant factor in conflict contexts. Assistance can have important effects on intergroup relations and on the course of intergroup conflict. IDRT must focus on how to provide assistance more effectively and how those of us who are involved in providing assistance in conflict areas can assume responsibility and hold ourselves accountable for the effects that our assistance has in worsening and prolonging, or in reducing and shortening, destructive conflict between groups whom we want to help.

As a disaster response team IDRT can respond to post-conflict violence, not only with immediate emergency items but can also contribute to long term peace, helping to prevent the rise of violence in communities where we work. Peacemaking/building can be an integral part of disaster response work transforming communities and whole societies.

Psalm 103:6 NIV - The LORD works righteousness and **justice** for all the oppressed

Psalm 106:3 NIV - Blessed are they who maintain **justice**, who constantly do what is right.

Isaiah 1:17 NIV - Learn to do right! Seek **justice**, encourage the oppressed. Defend the cause of the fatherless, plead the case of the widow.

- James 3:18 NIV – Peacemakers who sow in peace raise a harvest of righteousness.

This document proposes a framework for incorporating justice and peacemaking/building for World Renew disaster responses.

### **Justice Policy IDRT:**

8. Everyone on the IDR Team plays an integral role in mainstreaming justice into disaster programs.
9. All IDR Project and Programme Managers, Field Managers and local staff should aim to uncover injustices in needs assessments via a justice analysis to identify how a disaster affects men and women differently (ie: Pakistan)
10. IDRT should work towards building local capacities for an increase in justice in the midst of a relief response.
11. Senior Project Managers should aim to integrating justice concerns throughout all program cycles (planning, implementation, and evaluation initiatives).
12. All Disaster Response Team field staff and volunteers are responsible for ensuring that justice is upheld in all project matters.
13. The Director of Disaster Response will, where necessary, take action on the elimination of or adjustment of ongoing programs, if mid-term evaluations conducted indicate that justice is being impacted negatively in the project.
14. Where possible, IDRT should help advocate for beneficiaries in areas of injustice, such as land tenure.
15. Appropriate justice indicators should be built into project design for measurement and evaluation, such as reduction of negative and unjust coping mechanisms.
16. Human impact stories are to be collected pertaining to justice issues.

### **Example of Justice Activities:**

- 1998 Hurricane Mitch Honduras: Not only restoring food security caused by crop destruction, but also reversing the debt load of farmers from unjust landlords.
- 2004 tsunami in Sri Lanka: Helping beneficiaries open bank accounts to gain access government compensation for land acquisition, due to loss of shore land in the no-go buffer zone
- 2004 tsunami in Indonesia: World Renew's policy is not to buy land. Beneficiaries who rented homes that were destroyed in the tsunami were therefore not qualified to receive permanent housing reconstruction provided by the Indonesian government. Living in barracks still 2 years later with little or no livelihoods, IDRT encouraged beneficiaries to group and advocate for land from the government, upon which World Renew then built permanent shelter.
- 2008 Cyclone Nargis in Myanmar (Burma): Targeting the marginalized people, ignored and overlooked by the government.

- 2010 flood in Pakistan: Targeting beneficiary farmers that were the smallest land holders, 2 acres or less, rather than the large tenant farmers.
- 2011 Drought Kenya: Helping women secure government identification enabling them to open bank accounts.
- 2012, Persecuted Christians in Pakistan: IDRT provided emergency food, non-food items and rental assistance to families displaced due to clashes and burning of a Christian colony.

Resources: Sphere Project: Protection Principles

- Avoid exposing people to further harm as a result of your actions
- Ensure people's access to impartial assistance – in proportion to need and without discrimination
- Protect people from physical and psychological harm arising from violence and coercion
- Assist people to claim their rights, access available remedies and recover from the effects of abuse, assisting people to claim their rights.

#### **Peace Building Policy IDRT:**

1. Everyone on the IDR Team plays an integral role in mainstreaming peace building into disaster programs.
2. IDRT should work towards building local capacities for fostering peace in the midst of a relief response.
3. All IDR Project and Programme Managers, Field Managers and local staff should aim to uncover the schisms that exist in society, and identify via the DO NO HARM framework what divides groups. Identifying dividers and tensions will help to understand the impacts of assistance programmes on the socio/political schisms that cause, or have the potential to cause, destruction or violence between groups.
4. Senior Project Managers should aim to integrate peace building throughout all program cycles (planning, implementation, and evaluation initiatives) by building in connectors that will lessen those schisms rather than feed into them and creating potential conflict triggers.
5. All Disaster Response Team field staff and volunteers are responsible for ensuring that peace building activities, both formal and informal are upheld in all project matters
6. World Renew should be transparency and accountable to beneficiaries in order to reduce any causes of jealousy. (HAPS) A complaint mechanism or accountability officer should be built into the budget and program design.
7. The Director of Disaster Response will, where necessary, take action on the elimination of or adjustment of ongoing programs, if mid-term evaluations conducted indicate the project is doing harm to long-term peace or development programs.
8. Appropriate peace building indicators should be built into project design for measurement and evaluation, such as reduction of conflict between groups.
9. Human impact stories are to be collected pertaining to peace building initiatives.

#### **Example of Peace Building Activities:**

- 2004 Tsunami Sri Lanka: Conflict between the Singalese and the Tamils was reduced in the construction of permanent houses for both in the same relocated community of Boossa.
- 2004 Tsunami Indonesia: Housing Construction of over 1000 permanent shelter would take 2 years. Having the community decide who would receive the first ones reduced conflict.
- 2008 Post-Election Conflict Kenya: Arranging food commodity transfer at a very short notice at new locations in order not to exacerbate tensions between beneficiaries and non-beneficiaries.
- 2008 Having beneficiaries from two opposing tribes serve on the same beneficiary selection committee to ensure fair and transparent selection of those in need from both tribes.
- 2009 Padang Earthquake Indonesia: Identifying the various clans in the Minangkabau tribe helped to organize groups of 6 beneficiaries to help construct each others houses, in order for the most vulnerable, such as widows not to be left out. Prior to uncovering this, people refused to help each other.
- 2011 Drought: Other major stressors causing the food security distress were cost of food, political apathy and conflict. Plans were made to carry out *Deep Democracy* trainings and Joint Community Dialogues in each location among the differing tribes in each case.
- 2012 famine in Somalia: Ensuring merchants that were providing access to food aid provided from World Renew came from all 12 tribes, to reduce conflict.

#### **Resources:**

- The Do No Harm Project, How Assistance and Conflict Interact.
- Sphere Project: Protection Principles

**SECTION VII: Disaster Response Sectors**



## **Food Assistance, Emergency Food Aid and Food for Work (FFW)**

Ken's suggestion to include: Nutrition. As he quotes: "CFGB also funds nutrition projects. See the CFGB guidelines. One current example is our Darfur project which has a nutrition component and a food security component".

### **Background to Food Assistance, Emergency Food Aid and Food for Work (FFW)**

Food Assistance, Emergency Food Aid and Food for Work (FFW) initiative are some of the most imperative immediate intervention activities. These initiatives provide for the immediate nutritional needs that are at risk directly after a disaster occurs. Food Assistance, Emergency Food Aid, and FFW are often the most common / widely used type of intervention by WORLD RENEW (FORMERLY KNOWN AS CRWRC). The provision of said commodities / activities can be directly linked to the success of achieving Food Security in a community, among a group of beneficiaries.

### **Definition and Examples of Food Assistance:**

World Renew strives to adhere to and maintain a number of international standards in Disaster Response. In providing Emergency Food Aid, World Renew strives to adhere to the minimum caloric needs per person per day (PPPD).

Food Assistance and Emergency Food Aid can include the provision of necessary grain, vegetable, protein and fat commodities as per the local context and desired average household consumption. Meals Per Day (MPD) is a Monitoring and Evaluation tool that is often used to measure the success in providing food commodities to local communities. For this, both baseline and an end-of-project survey must be completed to accurately identify pre and post disaster averages of MPD per household.

FFW activities include the provision of labour for beneficiaries; this can ensure ownership and avoid the dependence on free-handouts of commodities (which is detrimental to the sustainability and resilience of a community in future disaster situations). FFW initiatives can vary in the way that they are implemented, but can include the provision of monetary compensation, food Assistance compensation, or can be coupled with subsidized sale initiatives.

### **Examples of Past IDRT Responses**

#### **Food Assistance, Emergency Food Aid**

##### **Pakistan: 2010 to 2012**

In each of the phases of intervention in Pakistan for both the floods of 2010 and 2011, World Renew has continually provided the necessary Food Assistance for beneficiaries in both North and South Provinces (including Khyber Pakhtunkhwa, Rahim Yar Khan and Sindh provinces). Food Assistance has formed a significant portion of the Pakistan programme overall and has been complemented by NFIs, WASH, DRR and most recently Shelter and Livelihood initiatives. Most times, the following commodities have been provided:

- Wheat Flour and/or Rice
- Lentils / Dhal
- Oil
- Sugar
- Tea

A supplementary program was initiated where medical care was provided to vulnerable individuals.

#### **Food for Work (FFW)**

##### **Kenya 2011/12:**

This project sought to provide food for 3,500 drought affected households after the beginning of and / or completion of the following food for work activities:

- Expanding existing water pans
- Growing drought resistant grass (to improve water availability and fodder for animals in time of drought)

These FFW activities were continued from the strength of previous projects FFW initiatives.

## **Food Security, Livelihoods/Agriculture**

### **Background to Food Security, Livelihoods / Agriculture**

Food Security, Livelihoods / Agriculture are all initiatives that blend between Disaster Response and development programs. These types of initiatives aim to encourage and ensure community and household level sustainability as it pertains to adequate access to food, work and crop production.

Food Security initiatives are often implemented after food distributions as a long term means of helping communities become more food secure. World Renew has been known to implement food security initiatives worldwide, including Asia, East, West and Southern Africa, and in Latin America.

### **Definition and Examples of Food Security:**

#### **Food Security:**

Food Security (at the household level) is achieved when all members, at any one time, are able to meet their physical, social and economic needs and subsequently have ongoing access to appropriate food commodities that will ensure nutritional fortitude which daily meets the requirements of caloric intake per person per day (PPPD) to maintain a safe and healthy life.

*“Food Security can include:*

- *Availability: quantity, quality and seasonality of food supply in any disaster affected area*
- *Access: capacity of household's to safely procure sufficient food to satisfy nutritional needs of all members*
- *Utilization: household's use of food to which it has access, including storage, processing and preparation and distribution within the household” (The Sphere Project, Humanitarian Charter and Minimum Standards in Humanitarian Response)*

#### **Livelihoods/Agriculture:**

Are the possessions (at the household level) and activities that may be used to ensure economic survival and overall household well-being (per person). Livelihoods / Agriculture can include:

- Possession of livestock
- Possession of land (and the subsequent cultivation of said land)
- Business ownership

### **Examples of Past IDRT Responses**

In coordination with the DELTA team at WORLD RENEW (FORMERLY KNOWN AS CRWRC), IDRT has previously (and currently) programmed a number of Food Security Initiatives that focus on Conservation Farming, Agricultural and Livestock initiatives. Most notably:

#### **Zambia 2011/12:**

This project sought to identify and address the root causes of household food insecurity (such as soil infertility, limited access to improved techniques, inadequate access to farm inputs) and vulnerability to changes in weather and economic situations. 2,100 beneficiaries were provided with the following:

- Maize seed
- Groundnut Seed
- Cowpeas
- Soy Beans
- Goats
- Treadle Pumps
- Bee-hives

## **Shelter and Non-Food Items**

### **Background to Shelter and Non-Food Items**

Shelter and Non-Food Items (NFIs) are two of the most important elements to ensure survival of the most vulnerable. Shelter provides protection from the potential effects of extreme weather and civil conflict. NFIs “meet the most PERSONAL human needs for shelter from the climate and for the maintenance of health, privacy and dignity.” Examples of NFIs include clothing, bedding, stoves, fuel, tools and equipment.



Shelter and NFIs impact the health of a population. By protecting individuals from the elements, their risk of contracting illness is reduced.

Shelter and NFI responses should support existing coping strategies and support self-sufficiency. Shelter and NFI sectoral interventions are determined by the context and scale of local disasters and the current and future affects those disasters have on the local population.

### **Definition and Examples of Shelter**

Given the number of international standards that World Renew adheres to, the size and types of shelter that can be provided are many. But in the context of the IDRT, the following types of shelter are provided:

- 1) Temporary Shelter: This includes tarps and tents.
- 2) Transitional Housing: Basic housing structures that are adaptable to later become permanent housing.
- 3) Permanent Housing: These are structures that are designed to withstand natural disasters.

### **Definition and Examples of NFIs**

Given the number of external donors that World Renew directly collaborates with the types and quantities of NFIs vary in accordance to the donors' resources and how that relates to the context of each disaster response initiative. IDRT typically provides (but is not limited to providing) the following NFIs:

- Emergency Kits: This can include pots, soap, toothbrushes and towels
- Blankets: To provide warmth and protection from extreme cold weather
- Sleeping Mats: To provide individuals with adequate space to sleep.
- Mosquito Nets: To protect families from vector-borne diseases.

### **Examples of Past IDRT Responses**

#### **Shelter**

##### Haiti: 2010 to 2012

- IDRT worked with engineers to design a basic earthquake and hurricane resistant 18m<sup>2</sup> house and to determine which existing houses were structurally sound and required repair, as well as which needed to be demolished. IDRT staff then worked closely with the municipal government of Léogâne to build wood-frame earthquake resistant houses for 3,150 families.

##### Indonesia: 2008 to 2011

- 790 earthquake resistant permanent homes were provided in response to the 2008 Sumatra earthquake.

##### Philippines: 2011 to 2012

- Transitional shelters were provided to 45 families impacted by Tropical Storm Washi.

#### **Non-Food Items**

##### Pakistan: 2010 to 2012

NFIs formed a significant part of the response in Pakistan, to complement the food assistance programming. The following items were provided:

- Blankets
- Jackets
- Relief Kits
- Shawls
- Oil
- Mattresses
- Gerry Cans

A supplementary program was initiated where medical care was provided to vulnerable individuals.

##### Kenya 2011 to 2012

In Turkana and West Pokot, individuals, that did not have access to safe water, were provided with clean new Jerry cans to carry their water.

## **WASH (Water, Sanitation and Hygiene)**

### **Background to Water, Sanitation and Hygiene (WASH)**

“The right to water and sanitation is inextricably related to other human rights, including the right to health, the right to housing and the right to adequate food.” (Sphere Project...)

WASH is vital in response to both slow-onset disasters as well as rapid-onset disasters. WASH includes water, sanitation and hygiene initiatives. WASH is imperative in protecting the health of individuals and in reducing the spread of waterborne diseases post-disaster.

### **Definition and Examples:**

**Water:** “An adequate amount of safe water is necessary to prevent death from dehydration, to reduce the risk of water-related disease and to provide for consumption, cooking and personal and hygienic requirements.” (Sphere Project)

**Sanitation:** “Safe disposal of human excreta creates the first barrier to excreta-related disease, helping to reduce transmission through direct and indirect routes. Safe excreta disposal is therefore a major priority in most disaster situations”

Sanitation initiatives also include: vector control, solid waste management and proper drainage.

**Hygiene:** Hygiene promotion is integral for water supply, excreta disposal, vector control and drainage. Promotion ensures that people make the best use of the WASH facilities and services provided to them.

- 1) Mutual sharing of information and knowledge
- 2) Mobilization of affected communities
- 3) Provision of essential materials and facilities

### **Examples of Past IDRT Responses**

#### **Water**

##### Kenya 2011 to 2012

- Water was trucked in to schools to meet their immediate water needs, and purification tablets were provided to communities with the most unsafe water
  
- Longer-term water needs were met through projects involving: borehole rehabilitation/drilling with piping and water pan construction/expansion.

##### Indonesia: 2008 to 2011

14 drinking water points, 4 wells, 19 outdoor shower and sanitation facilities, 8 broncaps (water pumps), 7 clean water tanks and 64 private toilets were provided to 4,006 beneficiaries.

#### **Sanitation**

##### Uganda: 2011 to 2013 – Vector Control

Provided **mosquito nets** for malaria prevention to increase the number of households sleeping under a treated mosquito nets; thereby decreasing the incidence of malaria. Special emphasis was given to pregnant women and children under 10. Additionally, the goal was to improve the knowledge of the 200 households on handling malaria prevention and treatment.

#### **Hygiene**

##### Indonesia: 2008 to 2011

1,930 hygiene kits were provided to children (note that this is a cross-over with the non-food item sector). 1,681 beneficiaries received hygiene education.

## **PSS (Psycho-Social Services)**

### **Background to Psycho-Social Services (PSS)**

When disasters occur (whether man made or natural) the vulnerable and heavily affected are often plagued with emotional trauma (compounded with basic survival needs). In recent years, PsychoSocial Support (PSS) has seen an increasing establishment within disaster response programming worldwide. The basic fact is that in the midst of chaotic environments, psychological needs have become an essential element (coupled with the most immediate physical needs) in responding to the most emergent health, shelter, food and security needs during a disaster.

PSS also plays a vital role in the sustainability of beneficiary recovery. At times it is more difficult for affected beneficiaries to “bounce back” from psychological damages as opposed to material losses. PSS plays a vital role in the support that is needed in aiding vulnerable affectees to recover.

### **Definitions and Examples of PSS:**

Given the varied contexts in which World Renew responds to disasters worldwide, PSS cannot be pigeon-holed into one type of response that is PSS focused. Within IDRT, PSS responses can include:

- 1) Utilization of skilled and qualified counseling professionals (on site)
- 2) Focus group discussions (community based)
- 3) Learning programs (which can include trauma healing, healing practices, psycho-social support interventions).
- 4) The use of play groups and psycho-social support education geared towards children

### **Examples of Past IDRT Responses:**

#### Indonesia: 2008-2011

In response to the 2008 West Sumatra Earthquake, various forms of psycho-social support education were provided to World Renew and partner staff as well as the community participants. The following programmatic initiatives were completed:

- 34 PSS volunteers were trained in psycho-social techniques to apply in local communities.
- Psychosocial training was provided in 11 villages (including workshops with community leaders, township leaders)
- 11 play groups were established for kindergartens in Nagari Tandikat (including the provision of children's toys for play therapy)
- 1,426 children in 11 schools received psychosocial support, provided by 34 PSS trained volunteers

## **DRR (Disaster Risk Reduction)**

### **Background to Disaster Risk Reduction (DRR)**

The majority of highly vulnerable individuals worldwide live in disaster prone areas. Man-made and natural disasters, while not the sole forces, play imminent roles in the ongoing issues of global poverty and the constant vulnerability of local food security issues. Disaster Risk Reduction (DRR) initiatives seek to eliminate such sector vulnerabilities at the root.

DRR also plays a vital role in the resilience, sustainability and reaction time of beneficiaries and local communities as a whole. DRR initiatives are a mainstreaming theme in all Disaster Response Sectors.

### **Definitions and Examples of DRR:**

Given the varied contexts in which World Renew responds to disasters worldwide, DRR can not be pigeon-holed into one type of response that is DRR focused. Within IDRT, DRR response can include:

- 1) Learning programs (which can include the trainings of local communities, community based organizations, community leaders and/or influential community stakeholders)
- 2) Disaster Mapping of communities
- 3) Education on negative coping mechanisms
- 4) Focus Group Discussions on Disasters (community based)
- 5) The use of Disaster Risk Reduction Education techniques geared toward children
- 6) Food Security focused initiatives that promote DRR and community sustainability during times of disaster
- 7) The construction / rehabilitation of housing structures that mitigate against future further disasters

### **Examples of Past IDRT Responses:**

#### **Indonesia: 2008-2011**

In response to the 2008 West Sumatra Earthquake, various activities focused on Disaster Risk Reduction education were provided to World Renew and partner staff, as well as the community participants. The following programmatic initiatives were completed:

- 40 World Renew volunteers were trained in DRR education
- 1,426 children were trained by 40 World Renew trained DRR volunteers
- 228 labourers were trained in earthquake resistant construction techniques

## **SECTION VIII: Policies and Procedures**

<b>Approval Date:</b>	1/1/2012	<b>Date of Current Version:</b>	2/1/2012
<b>Section:</b>	VIII		

**Project Management Policies**

---

***Memorandums of Understanding / Project Agreements:***

---

IDR works in varying levels of partnership with local Non-Governmental and Denominational agencies in order to implement disaster response and rehabilitation projects. Partner organizations are a key part of the reason for success of these projects. These partnership relationships are strategically important and must be well managed. The possibility of assigning IRMs (International Relief Managers) to assist in implementation widens the partnership possibilities, and these assignments must be well planned and structured.

*Policies as per MOUs and PAs are as follows:*

1. The selection of the implementing partner and the design of the project implementation plan will take into account an assessment of the various players including the World Renew Field Office, the potential partner organization and the IRMs.
2. All larger projects will have written MOUs (Memorandums of Understanding) in which roles and responsibilities around communication and implementation will be agreed upon and signed.

---

***Gift in Kind:***

---

Gifts in Kind (GIK) is a type of charitable giving in which, instead of giving money to buy needed goods and services, the goods and services themselves are donated. The motivations for GIK vary, but may include: concern for the environment, cost effectiveness for the donor and sustainability.

Generally, World Renew IDR does not accept GIK because:

1. GIK are often based on an NA perspective, rather than on direct need of beneficiaries
2. Items utilized in NA may not be appropriate in other global areas
3. "Giveaways" may be more harmful to poor communities than helpful. GIK may flood markets with free goods, which in turn undercut large and small local manufacturers and sellers and thereby negatively impact their business.

*Policy as per GIK is as follows:*

IDR may at times solicit donations of specialized goods and services in large quantities from corporations or NGOs, such as tents, water filters, medical kits, etc., but only if and when the cost of shipping the donated goods is less than the cost of purchasing them in-country, or the goods are not available in-country.

---

***Surveying:***

---

Surveying (including Needs Assessment, Baseline and Final) is one of the most critical processes in disaster response since it will produce the information upon which all the activities and strategies are designed and then implemented. If this process is done improperly it can lead to poor decisions, poor stewardship of funds and inappropriate assistance to the survivors of the disaster.

Needs Assessment surveys are usually done prior to the design and preparation of a proposal. It is the basis on which project activities and objectives are formulated. Baseline surveys are conducted thereafter in some cases, as the project design will include a further assessment to collect more specific data or to confirm earlier findings in a fluid situation. Needs assessment surveys measure the need for the design of a project proposal, where a Baseline survey establishes the basic data for chosen indicators.

*Policy as per Surveying is as follows:*

For all CFGB and externally funded OR Projects, accurate Baseline and End of Project surveys are to be conducted in accordance to Funding Agency guidelines and requirements (including Meals Per Day data for Food Assistance initiatives; in particular CFGB funded programs).

Baseline and End of Project Survey questions are to be drafted by the Local Partner and reviewed / approved by both

---

---

the Disaster Response Director and the (applicable) Senior Project Manager prior to the conducting of any and all surveys (so as to avoid repeated surveying work).

All surveys are to be properly summarized by field staff to aid in project reporting and proposal writing. Local Partners will maintain all hard data (raw) that was used to compile summaries for up to 2 years after project completion; in case this raw data is to be called upon at a later date for End of Project Closure purposes.

## **Capital Assets Policies**

### ***Capital Assets – Overall Policy IDR***

Capital Assets are required for implementation of Disaster Response objectives around the world. They play an important role, are expensive at times, and should be managed well. The intent of this policy is to outline how Capital Assets should be maintained, managed and liquidated.

Capital Assets are important assets for the IDR team (both in home office and in the field). Capital Assets include (but are not limited to) Computer systems, Cameras and Vehicles.

International Disaster Response (IDR) team capital assets should be charged to project budgets whenever possible in order to reduce the IDR team administrative levies on project programs.

## **Capital Assets Procedures**

1. Vehicle Procedures:
  - a. When IDR Vehicles are used to implement a project, three budget lines, (1) vehicle depreciation, (2) insurance, repairs and maintenance and (3) fuel will be included in the project budget, regardless of whether this is indicated as a contribution to the project by World Renew or if there is the anticipation of full coverage by an external funder.
  - b. Project financial results will report the costs of World Renew vehicle at the current Monthly rate. The finance office in Burlington will maintain an IDR Vehicle Fund and will charge the project and credit the fund. When a vehicle is purchased, the purchase will be charged to the fund.
  - c. IDR “owned” vehicles will be tracked along with all other World Renew vehicles on the Schedule of Field Vehicle Depreciation. They will be capitalized and depreciated over 5 years using the straight line method just like all other World Renew vehicles.
  - d. For IDR Staff: personal use of project vehicles is permitted for commuting to and from work. For any extended or overnight personal use, the individual using the vehicle must pay for the fuel and reimburse the project at 50% of the commercial cost of vehicle rental.
  - e. For IRMs: Due to the voluntary nature of their assignments, IRMs (International Relief Managers) are permitted to use the project vehicles for weekend personal activities, especially planned rest and relaxation.
  - f. Vehicles are assigned to an individual who is responsible for vehicle usage, maintenance and care.
  - g. Vehicle inspection must be undertaken daily. It is best to make a routine of checking tires, lights and engine fluid levels on a daily basis, and especially before trips to remote areas.
  - h. Valid vehicle registration and insurance papers are to be in the vehicle at all times. A First Aid / Emergency kit must also be available at all times.
2. Computer Systems and Cameras:
  - a. When Computer Systems and/or Cameras are used during project implementation, budget lines indicating the cost of the resources are to be included in the original project budget, regardless of whether this is indicated as a contribution to the project by World Renew or if there is the anticipation of full coverage by an external funder.
  - b. Project financial results will report the costs of the resources at the current monthly rate.
  - c. IDR “owned” computer systems and cameras will remain in-country for project use as long as a program is current, open and operating. They will be capitalized and depreciated over 2 years using the straight line method just like all other World Renew Capital Assets.
  - d. For IRMs: Computers used for project activities are to remain in project offices and to be utilized by subsequently placed IRMs until program closure.
  - e. Capital Assets are assigned to Projects and are to be used and maintained as such by project staff





## **Procurement Management Policies**

### ***Procurement Management Policies IDRT***

A significant number of the CFGB co-funded projects include the local purchase of large quantities of food commodities for distribution. In addition, from time to time, other projects require the purchase of large amounts of goods and services. The reason for this policy and procedure is to give reasonable assurance of purchasing the best quality goods at the best price. Tendering is an important process and should be handled with transparency, accountability and integrity. The policy is designed to be transparent so that suspicions of influence or of corruption will not arise.

#### ***Policy as per Procurement is as follows:***

- All major procurement must be negotiated, handled and paid by World Renew and not by implementing partners, except as authorized by the appropriate World Renew Project Manager or Team Leader.
- A tendering process should be followed when the estimated value of the goods required exceeds US \$15,000 (or as directed by a Funding Donor to the Program)
- Multiple quotations (at least three, if possible) must be obtained for purchases that are expected to cost less than US \$15,000
- Rules and guidelines of the Funding Agency are to be followed when external funding is received and the Funding Agency has rules and guidelines regarding procurement and tendering.
- The CFGB Procurement Management Manual should be the guide for all food procurement with CFGB funding.

### ***Procurement Management Policies CFGB***

Procurement is the acquisition of goods and/or services at the best possible total cost, in the right quantity and quality, delivered to the right place, at the right time, and with the maximum impact and value for beneficiaries.

The detailed objectives for staff involved in the procurement process are to:

- Buy quality commodities, items and services economically from reliable sources
- Ensure timely delivery
- Obtain quantity discounts and efficient service from suppliers
- Continuously locate, evaluate and develop economical and reliable supply sources for future purchases
- Identify the most reliable sources of supply through either open tender or pre-qualifying suppliers and retaining only those that are capable of meeting Foodgrains Bank's requirements outlined in the CFGB Procurement Management Manual
- Monitor trends in market prices
- Buy in accordance with CFGB's policies
- Effectively manage the level of inventory stored in warehouses to meet internal and beneficiary needs, while minimizing costs.

#### ***Policy as per Procurement is as follows:***

Procurement should be carried out in line with the CFGB Procurement Policy which is as follows:

- CFGB may purchase food and seed produced in any country with untied aid developing and developed. When sourcing food and seed, the following criteria will be taken into account:
  - Cost – effectiveness:
  - Timeliness of delivery
  - Type of food and seed required
  - Benefits to developing country farmers, especially smallholder farmers

- 
- Potential negative impacts on local markets
    - The impacts of local and regional purchases on markets should be analyzed and monitored from both the perspective of the producer and the consumer. Purchases which cause local price increases should be discouraged, as it can reduce local people's access to food.
    - Prior to making purchases, implementing partners and/or member agencies, must obtain the explicit/written approval of CFGB
    - Auditable financial reporting which details all expenses, purchases, contracts and receipts must be provided to CFGB.

---

### **Procurement Management Procedures**

---

**1. Introduction:** The IRM (International Relief Manager) (or person in charge of the field) should be familiar with and follow tendering rules and guidelines of the Funding Agency or Donor(s), such as CFGB, CIDA, Foods Resource Bank, and USAID. This information is available from the World Renew Home Office.

The guidelines below are minimum standards, and are applied even if only World Renew funds are used, or if a Funding Agency does not specify rules and guidelines.

The following process applies to a private tendering process. When the expected cost of the goods required exceeds US \$750,000 a public tendering process is to take place in consultation with the Project Manager.

**2. Pre-qualification.** *(to determine if potential bidders/suppliers are able to deliver the goods within the terms of a possible contract)*

With the assistance of Senior Project Managers and local contacts, develop a list of potential suppliers in specific fields (such as food, seeds or transport). It will be helpful to obtain an understanding of the local practices of trade in the product you are purchasing. The pre-qualification should be based entirely on the ability of companies to perform the work and/or produce the goods in a satisfactory manner, taking into account:

- Experience, necessary certifications and past performance on similar contracts in particular with other NGOs
- Capability with respect to personnel, equipment and plant
- Financial capability/viability to carry out the contract to termination

Another strategy to gain information on potential suppliers is to place an advertisement in a local newspaper.

See the sample invitation for tenders advertisement in Annex One:

**3. Invitation to tender:**

As indicated above a tendering process should be followed when the estimated value of the requirements exceeds US \$15,000. For a proper tendering process, at least three qualified sources are available and the requirements can be clearly defined and specified so that the lowest price fully responsive bid can be accepted. Tenders that fail to conform to the total requirements should be classed as non-responsive and should be rejected.

The invitation to tender should afford an equal bidding opportunity for pre-qualified suppliers and should enable World Renew to achieve the best value for money

The invitation to tender should clearly outline:

- The products you are buying, the quantity, any appropriate standards the quality, product identification, or product name
  - The packaging, (such a product delivered in unused polypropylene bags at 50 kg per bag)
  - Further specifications: cleanliness, dryness/moisture content, color, etc.
  - Transport or where the goods will be received – be specific, and confirm that this is where World Renew obtains ownership of the commodities
  - Timing of deliveries
  - Any guarantees of the product, for example as to weight and quality
-

- 
- Sales taxes (VAT) and any other duties
  - **Certifications, if any are required. See the example attached of the Certification of Country of Origin required for CFGB projects.**
  - World Renew will outline payment terms, based on local practices
  - World Renew will state how many days the tender price will be valid
  - Request the price per specific measure i.e. Metric Ton, Litres, etc
  - Allow bidders for smaller quantities, with partial bids subject to a stated minimum proportion of the total

The invitation should indicate:

- The location where the tender must be delivered
- The due date and the hour by which the tenders will be accepted
- Late tenders will be disqualified.
- The purchaser reserves the right to accept or reject any or all bids, in whole or in part.
- The lowest bid will not necessarily be awarded the contract.

#### **4. Process of awarding:**

- A committee that will include at least the IRM/Program Manager, and other key stakeholders, (such as the financial officer of the partner organization, the National Relief Manager, the World Renew Country Consultant) shall open all the tenders in a private meeting.
- Minutes of all activities, transactions, and decisions of the meeting will be taken and distributed to all attendees, with a copy sent to the Senior Project Manager
- A spreadsheet will be prepared at the meeting that will include at least the following information:
  - The name of the bidder
  - Confirmation that the bidder is qualified
  - Confirmation that the bid meets the requirements (including any exceptions)
  - The price
  - Justification for the awarding of the successful bid
- A discussion will take place on the pros and cons of each bid, and a decision must be reached based on the available information. That decision will be forwarded to the Senior Project Manager as a recommendation. The Senior Project Manager will review the recommendation and confirm the decision in a prompt manner. For CFGB projects, the recommendations must be approved by CFGB staff before the purchase decisions are final.
- A sample of the minutes of a meeting, the spreadsheet analysis and a tender investigation report follows this procedure section.
- The successful bidder shall be notified of award of contract as soon as possible after acceptance of the bid.
- All unsuccessful bidders will also be notified at that time

#### **5. Awarding the contract or purchase order:**

- Specifications and conditions in the contract or purchase order must be consistent with the specifications and conditions contained in the bid solicitation documents and agreed by the successful bidder in their tender/quotation.

<b>Approval Date:</b>	1/1/2012	<b>Date of Current Version:</b>	2/1/2012
<b>Section:</b>	VIII		

**To be noted:** *The policies herein do not address policies regarding project proposal writing and report writing to granters and/or donor organizations. These stipulations are addressed in Project Management policies.*

### **Communications Policies**

#### ***Purpose / Objective***

WORLD RENEW (FORMERLY KNOWN AS CRWRC)'s IDR Team has a desire to clearly communicate the work of the team in disaster response and rehabilitation with all constituencies, external donors and beyond. IDR recognizes the need to raise awareness of worldwide disasters and the resulting responses, as well as to facilitate fundraising initiatives to further develop IDR response capabilities. Communication therefore is particularly relevant in the development of relationships with World Renew Members, CRCNA Churches, internal and external donors and the general public.

#### ***Communication Policy - IDRT***

1. Everyone on the IDR Team plays an integral role in the communication process
2. The Programme Manager, Communications, IDR, has the primary communication responsibility in relationship with the CORE team and Canadian Foodgrains Bank (CFGB)
3. CORE has the primary communication responsibility in relationship with WORLD RENEW (FORMERLY KNOWN AS CRWRC)'s constituencies in both the USA and Canada.
4. The Director of Disaster Response (or whomever the Director delegates) is the primary contact person for all matters related to both internal and external media
5. Human Impact Stories are to be collected and passed onto the CORE Team (via the Programme Manager, Communications, IDR) for communication purposes with World Renew Members, constituencies and all internal and external donors.
6. Project Managers are to be consulted (and permission requested where necessary) on all communication activities directly pertaining to project activities, finances, reports, updates and outcomes.
7. All IDR Team staff and volunteers are to notify their corresponding Ministry Team Leader and the Programme Manager, Communications, IDR if they are maintaining a blog.
8. Each IDR Staff member and volunteer is expected to act as a representative of the CRCNA and the World Renew in their communications, including Social Media outlets, electronic mail, postage mail, newsletters, reports and updates.

#### ***Communication Policy – Overall World Renew***

1. Blogs are not a requirement for World Renew staff or IDR Team volunteers. They are a requirement for Service Learning Interns
2. All staff or volunteers are to notify their appropriate World Renew staff contacts (noted below) if they are maintaining a blog. They are also asked to set up an automatic notify email to be sent to these contacts when new posts are added so World Renew contacts have the opportunity to read posts as they're added.
  - a. World Renew Field staff: Ministry Partner Program contact and Ministry Team supervisor
  - b. World Renew home office staff: CORE/Communications Administrative Assistant
  - c. Disaster Response Team Volunteers (IRMs): Disaster Response contact and Ministry Team Contact
  - d. Service Learning Volunteers: Service Learning Contact and Ministry Team contact.
3. Bloggers are asked to include a disclaimer at the bottom of their blogs that says, "the content of this site reflects my personal views and is not reflective of WORLD RENEW (FORMERLY KNOWN AS CRWRC), the CRCNA, or any of its partners".
4. World Renew staff contacts will read blog posts soon after receiving the notification email. This is both to glean excellent "on the ground" content to World Renew constituents as well as safeguard the organization in how it is presented on the internet. In most cases, no changes will be needed to bloggers' posts.
5. If there is content in a blog that is of concern to a World Renew blog reviewer noted above, that person will contact the blogger to clarify the confusion or recommend adjustments
6. If a blogger is interested in having an edit performed on blog posts before posting, or if his or her blog posts

---

regularly need adjustments in content to accurately reflect the organization or its ministry, the blogger and World Renew contacts can decide to have the blog post reviewed in draft form before posting.

7. Existing Policy Guidelines that are applicable to blogging:
  - a. **DO NO HARM** EL#3f/8 “Shall not ... endanger the organization’s public image or credibility, particularly in ways that would hinder its accomplishment and mission”
  - b. **CODE OF CONDUCT FOR CRCNA EMPLOYEES, CONTRACTORS AND VOLUNTEERS** “Each staff member is expected to act as a representative of CRCNA in their professional and personal conduct, on the job and off the job ... “

---

**Communication Policy – Overall CRCNA**

---

1. Where no policy or guideline exists outside of social network and media policies, employees should use their professional judgment and take the most prudent action possible
2. Personal blogs and/or information through any media format should have clear disclaimers that the views expressed by the author or speaker is the author or speaker’s alone and do not represent the views of the CRCNA.
3. Writing of blogs should be in the first person, and it should be clear that you are speaking for yourself and not on behalf of the CRCNA
4. All policy guidelines also apply to speaking at public events or to the media
5. Position titles should not be used in personal writing or speaking
6. Information published on a blog(s) should comply with CRCNA’s confidentiality and disclosure of proprietary data policies; also applying to comments posted on other blogs, forums, and social networking sites.
7. All individuals are to be aware of the actions captured via images, posts or comments that reflect that of the CRCNA as online presence reflects that CRCNA.
8. Do not reference or cite the CRCNA without express consent.
9. Respect all copyright laws, and reference or cite sources appropriately.
10. Plagiarism applies online
11. CRCNA logos and trademarks may be used for business purposes only.

---

**Communication Procedures**

---

---

**Communication Procedures - IDRT**

---

1. Where necessary, seek approval from Senior Project Managers and the Director of Disaster Response for communication needs pertaining to projects and/or project partners
2. Volunteers and Team Members are to inform the Director of Disaster Response and/or the Programme Manager, Communications IDR of any blogs currently in operation including the existence of and web address of said blog.
3. All blogs by volunteers and/or team members are to be set with email notifications of new entries to Programme Manager, Communications IDR.
4. Collect Human Impact Stories and project summaries, proposals and reports and submit to the Programme Manager, Communications, IDR for communication purposes with CORE and CFGB
5. Refer all internal and external media questions to the Director of Disaster Response
6. Automatic email notifications are to be set up and sent to the MT Leader and Programme Manager, Communications, IDR when new posts are added to blogs so that posts can be read and reviewed and feedback can be provided as needed.

---

**Communication Procedures – IDR and CORE**

---

1. IDRT is to supply CFGB food security information and promotion to the CORE team
  2. IDRT is to provide annual progress reports and information regarding all IDRT projects of the current fiscal year
  3. IDRT is to provide current disaster information for CORE to put on World Renew website
  4. The Director of Disaster Response is to provide approval of funding appeals and to set up applicable funding codes for CORE communication purposes with donors
  5. The Programme Manager, Communications IDR is to provide disaster information to CORE for editing and/or distribution as necessary for both website and bulletin announcements
-

- 
6. When necessary, the IDRT will defer communication workloads (that cannot be processed in timely manners by in-house resources) to outsourcing companies, with CORE retaining all final approval.

<b>Communication Procedures – IDR and DELTA</b>
---

1. IDRT is to coordinate communication related to CIDA (for example by accompanying DELTA's Grants Program Manager and the Canadian Director to joint meetings at CIDA) and by sharing information about funding requests to IHA.
  2. DELTA is to coordinate communications related to CIDA (for example by accompanying IDRT and the Canadian Director to joint meetings at CIDA) and by sharing information about funding requests to PWCB.
- 

**SECTION IX: Project Finances**

## **Project Financial Management Overview**

### ***Accounting – Cash Basis***

IDR accounting (as with all other field accounting) is on a cash basis. Under the cash basis system, revenues are recorded as such when the physical cash is received and expenses are recorded when the physical cash is disbursed or when the cheque is written. There must be an actual physical cash transaction or money flow for an item to be recorded. For example, if rent for 6 months is paid in January, it is all expensed in January; it is not set up as a prepaid item. Generally there are no prepaids, payables or receivables, other than advances (see below). When the word “cash” is used throughout this manual, the term “funds” “cheque” or “wire transfer” could be substituted. (In contrast, and for comparison purposes, accounting normally follows an “accrual” method, whereby revenues and expenses are allocated to the accounting periods for which they apply. Thus the rent above paid in January would be set up as a “prepaid” and expensed at the rate of 1/6 of the rent for each of the six months, when the “prepaid” for rent should have a “nil” balance)

### **Cash Controls**

#### **Bank Reconciliation**

A bank reconciliation is a vital internal tool that evaluates your internal record keeping (general ledger) against an external source (bank statement). The bank reconciliation should be completed monthly by the person who is keeping the books, and reviewed and approved by the IRM. Detailed instructions are found later in this guide.

#### **Petty Cash Holdings and Reconciliation**

Petty cash can be easily abused and therefore tight controls need to be in place.

1. Access to petty cash should be limited and restricted.
2. Petty cash should be held in a secure location and kept in a locked box.
3. A petty cash ledger should be maintained. A written log should document the inflow and outflow of cash.
4. Receipts paid with petty cash should be signed by the person receiving the cash and paying out the cash.
5. Petty cash should be counted and reconciled on a regular/monthly basis to the ledger in QuickBooks and the written log. This should be done by someone who does not have routine access to the petty cash.
6. Petty cash balances should be limited to amounts needed for routine disbursements. Excess funds not needed in the immediate future should be deposited into the bank account. This will require a Journal Entry to Debit the bank account, and Credit Petty Cash. To replenish Petty Cash issue a cheque to Petty Cash for the value of the expense accounts, which should bring the balance to the amount of the approved float.

#### **Disbursements**

Where possible, payments should be made by cheque rather than by cash. Cheques provide a better paper trail and safeguard cash resources. Access to the chequebook should be restricted and only authorized staff should have signing authority. An invoice (on letterhead with names of the supplier etc) should be obtained, verified and approved before the cheque is written. At the time of releasing the cheque a receipt should be obtained. World Renew funding partners and auditors may require access to copies of the invoices for food aid and food security, and the transport of these items or other disbursements made by the field. When payment is made by cash you must similarly obtain a properly signed receipt, such as an identifiable cash register tape, properly signed receipts from a receipt book, or payroll receipts.

#### **Bank accounts.**

Opening bank accounts in countries where relief is given is often difficult and time consuming. Start with this process immediately on arriving in a country. Another authorized person can be signatory as well, however each cheque should carry at least the IRM's signature. If World Renew has an office in the country then discuss with the accountant or country representative which local bank to choose. Pictures and passports and lots of forms are needed! If the project is large consider setting up a US\$ account. Doing so in addition to a local currency account will allow project advances to be received and held in US\$, minimizing devaluation risks, as the US\$ is likely to be more stable than the local currency. Always make sure that only the business of your project is transacted through this bank account and avoid the mixing of World Renew development funds with other project funds. However this does not require you to open a bank account for every donor on the project.

***Important: CFGB rules require a separate bank account for their project. World Renew through a resolution of the “Board” in this case the staff members (of the local World Renew office) will prepare minutes of a resolution to open a bank account on which the following persons have signing authority. Always ensure that the IRM has signing authority, that when the IRM leaves signing succession is assured and that the cheque book is kept in a safe place.***

**Level of Cash Held on Field/Fund Request Procedure**

Bank balances held on the field are subject to greater risk of devaluation or loss due to exchange into a weaker currency and all the risks related to holding money in foreign bank accounts. Therefore the field must evaluate the level of bank holdings and do a cash flow projection. A general guideline is to maintain enough bank balance to meet the demands of one (maximum two) month's worth of operations plus evacuation funds. Enough notice (one week) must be given to the Home Office Project Manager in order to facilitate wire transfers.

**Fund Transfer Requests**

	<b>Step</b>	<b>From</b>	<b>To</b>	<b>Details</b>
1	Request for Funds from the field	IRM and/or Partner Staff	Int'l IDR Project Manager(Burlington) cc. Assistant Project Manager	Amount Complete Banking Info (as per form below)
2	Request for Wire Transfer	Assistant Project Manager	Disaster Response Director	2 approvals: Disaster Response Director plus Int'l IDR Project Manager
3	Wire Sent to Finance	Director Disaster Response	Finance Manager	Approval of requested funds
3	Wire Sent by Finance	Finance	Field	
4	Notification of Wire	Finance	Int'l IDR Project Manager cc. Assistant PM / Field	
5	Confirmation of Funds Received	Field	Int'l IDR Project Manager cc. Assistant PM	

<b>Fund Request Form</b> (to be used internally by IDRT staff)	
<b>1. Request from Field for Funds</b>	
Field:	
Date Submitted:	
Amount Requested (in USD):	
Name of Account:	
Account #:	
Currency of Account:	
Bank Name:	
Bank Address:	
SWIFT Codes/ ABA Codes:	
Intermediary Bank (if applicable):	
Intermediary Bank Address:	
Intermediary Beneficiary Account #:	
<b>2. Request from IDR For Wire</b>	
Date Requested:	



Approved Amount:	
Great Plains Account #:	
Project # and Cost Category #:	
Approval: Int'l IDR Team Leader	
Approval Date:	
Approval: Int'l IDR Project Manager	
Approval Date:	
<b>3. Processing By Finance</b>	
Date Initiated:	
Projected Deposit Date:	
Amount:	
Account Name:	
Note:	
<b>4. Acknowledgement from Field of \$ Received</b>	
Amount Received (Local Currency):	
Amount Received (USD):	
Date Received:	
Note:	

**Accounting – Advances to Partners / Staff**

To the Partner. The only exception to the cash basis of accounting occurs when an advance is made to a partner organization. It must be recorded as a partner advance, which is an account receivable. When the partner organization has reported on the monies spent, the money is moved out of the Advances account and into the correct expense account. The Partner should confirm on each expense claim:

Previous balance forward: \$.....  
Amount received this period \$..... (plus)  
Total expenses this period \$..... (minus)  
Balance Carried forward \$..... (total)

This should be checked against our records.

To the Staff. Loans to staff for personal reasons with WORLD RENEW (FORMERLY KNOWN AS CRWRC)/Project funds are strictly prohibited. Advances for project purposes are recorded as such and are therefore a receivable. All project advances should be signed for as received by the staff. Staff are expected to provide a full accounting and supporting documentation (receipts) for funds spent and do so in a timely manner. Further advances cannot be made until the previous advance is reconciled and the remaining funds returned to WORLD RENEW (FORMERLY KNOWN AS CRWRC). A new advance must start with the balance owed by the employee being nil. Very small advances to staff should be made and reconciled through Petty Cash.

**Accounting – Financial Transactions**

Using a cash basis of accounting does not mean that cash is the preferred method of payment. Where possible the use of cheques for payment is preferable and suppliers should be strongly encouraged to accept cheques as the method of payment. The use of cheques lowers the risks connected with payments; possibilities of theft are substantially reduced; and the quality of documentation is vastly improved. There have been too many situations handled by cash which could have been better handled by cheque. Please be vigilant on this.

In using a cash basis of accounting, financial transactions are generally recorded only if physical cash (or cheque) is received or spent. The source documents which record these transactions may include, but are not be limited to, the following:

**Cash Transaction Sources**

- Wire Confirmations
- Bank Statements (for example, to record bank interest credits, bank fees or charges not previously recorded)
- Petty Cash Voucher/Journal/Report/Account
- Cheques drawn on Field Bank Account. Most foreign banks will not return the cheques
- Employee/Staff Expense Reports

## Partner Expense Reports

### **Non Cash Transaction Sources**

Journal entries (such as for re-allocations, corrections, and similar transactions): It is especially essential that there are sufficient descriptions and details of the transactions to provide a trail for an uninvolved party (such as auditors, funding partners, donors, the World Renew office in Burlington)

Partner and Staff Expense Reports (if submitted to account for a previous advance)

### ***IMPORTANT:***

***For each transaction document, there should be clear and simple descriptions and explanations to enable an uninvolved person to follow the entry from source through posting to the General Ledger.***

## ***Accounting – Financial Reporting***

### **Project Budgets**

The project budget will be included with the Proposal (your contract between the Funding Donor and World Renew and the Local Partner(s)). The detail of the budget should assist in the management of costs. It also should be a reflection of the arrangement of cost sharing with the donor. Example: the donor may pay 80% of food aid and transport but only 66.7% of the seeds and transport. In this case we need to separate the transport cost of food aid and seed even if they are transported on the same truck into the community.

Budgets are established by the Home Office and approved by the Donor. Field Staff must adhere to their budgets. No items can be purchased which are not specifically mentioned in the proposal and the budget. Overruns are sometimes difficult to avoid but you must come within budget within each category (i.e. food aid, food security etc.). You may request or recommend budget additions or re-allocations to the Home Office Project Manager. Home Office must approve these budget changes before they are implemented.

### **Monthly Expenditure Reports**

Section 6.6 explains how to run the QB report and to fill in the fields of the Excel monthly cost report. For the report to be meaningful the quantities should be matched with the cost data. This exercise will now provide information of cost over or under runs, which then need to be explained and any *actions needed should be reported*. After the monthly cost report has been submitted to Burlington office, this information is recorded in the Home Office IDR and Finance Offices and no retroactive changes can be made to the cost report. (If it becomes necessary to make adjustments, these can be done only after consultation with the Home Office IDR and Finance staff). A good practise is to complete all monthly posting and reconciliations, close the month and complete the Monthly cost report as soon as possible. Then you can focus again on project management. You should target to close each month by the 10<sup>th</sup> of the following month and to e-mail the monthly Cost Report to the Senior Project Manager in the Burlington office.

### **Reporting Currency**

Since the majority of all transactions will happen in the local currency it is therefore expedient to keep the books in local currency. The budget currency will determine the currency in which to do your financial reporting (either in Canadian or US dollars). During the month you will record your transactions with the current exchange rate; this will determine the average exchange rate for the month. The transactions for the month will then be converted with this (average) exchange rate for the Excel report. Use only one exchange rate per month for preparing the monthly Home Office report. The previous to-date cost will not be changed but the current costs will be added and converted to the new monthly exchange rate.

### ***Reporting to Multiple Donors***

Reporting to the donor is normally done by the Burlington office, based on the Home Office Reports. The Home Office reports to the donors are based on the reports you prepare in the field. We should, however, provide for this in the coding structure by clustering the code numbers for each donor. Separate Excel cost reports need to be prepared every month for each donor. Example: food aid from the CFGB, seeds and tools from the Food and Agriculture Organization (FAO-UN), motorcycles from Tear Fund. Each donor must receive their financial and narrative report with the frequency as determined in their proposals and/or Memorandum of Understanding. Also, the advances received should be accounted for separately. The cost reports should always be a reflection of the budget and the cost items should be in the same as the budget items.

### ***In-Kind Contributions***

In-kind contributions can often enhance the value of the project significantly. It is therefore important that the IRM or designate attend United Nations meetings. UN agencies as Unicef, W.F.P., FAO may provide contributions in-kind of substantial value. Simple proposals of one or two pages are often the only requirement. It is important to write or discuss this with the Senior Program Manager in Burlington to evaluate the impact on manpower and the original contract. The UN donors may provide not only the goods in-kind but also funding to distribute and manage this part of the program. The funding should be reported separately, (see 8.4) and the contribution in-kind must be reported in a short narrative report on your Home Office report.

Example: If the project received 70 metric tons of sorghum and millet seeds in-kind then the value should be reported in a note and the project to date. Other examples of in kind donations can be free flights, free transport or building materials.

***Important: Please also see Gift-In-Kind Policies***

### ***Procurement Financial Procedures***

#### **Tendering**

All the major financial transactions must be negotiated, handled and paid by World Renew and not by implementing partners. Before tendering, familiarize yourself with the rules of the Funding Donors (CFGB – CIDA- Food Resources Bank – USAID) This information is available on websites.

Tendering is an important process and should be handled with transparency, accountability and integrity.

#### **Pre-qualification**

Maintain a source list of potential suppliers in specific fields (e.g. food-aid, seeds or transport). The pre-qualification should be based entirely on the ability of companies to perform the work and/or produce the goods in a satisfactory manner, taking into account:

- Experience, necessary certifications and past performance on similar contracts, in particular with other NGOs
- Capability with respect to personnel, equipment and plant
- Financial capability/viability to carry out the contract to termination

#### **Invitation to tender:**

An invitation to tender should be used when the estimated value of the requirements exceeds \$15,000. At least three qualified sources should be available. The requirement must be clearly defined and specified so that (ideally) the lowest priced, fully responsive bid is accepted. Tenders that fail to conform to the total requirement should be classed as non-responsive and should be rejected.

The invitation to tender should afford an equal bidding opportunity for pre-qualified suppliers and should enable World Renew to achieve the best value for money.

The invitation to tender should clearly outline:

- The products you are buying including quality, quantity, product identification, or product name
- Packaging
- Further specifications: cleanliness, dryness/moisture content, colour, etc.
- Transport details or where the goods will be received
- Timing of deliveries
- Any guarantees of the product
- Sales taxes (VAT) and any other duties
- Certifications if any are required

In addition, information is needed on the terms and conditions of the tender:

- Request details on terms for payment offered by the supplier
- Request how many days the tender price will be valid
- Request the price per specific measure i.e. Metric Tonne, Liters etc

The invitation should indicate:

- The location where the tender must be delivered

- The due date and the hour by which the tenders will be accepted
- Late tenders will be disqualified.
- The purchaser reserves the right to accept or reject any or all bids, in whole or in part.
- The lowest bid will not necessarily be awarded the contract.

Process of awarding:

- A committee shall open all the tenders
- Minutes will be taken and distributed to all attendees
- A spreadsheet will be prepared at the meeting
- A discussion will take place on the pros and cons of each bid and a decision must be reached based on the available information.
- The successful bidder shall be notified of award of contract as soon as possible after acceptance of the bid.
- All unsuccessful bidders will also be notified at that time
- In a public tender the results are announced, this is an incentive for all who tender and should be done for major bids. Indicate if public tendering is followed in the invitation to tender.

Awarding the contract or purchase order:

- Specifications and conditions in the contract or purchase order must be consistent with the specifications and conditions contained in the bid solicitation documents and agreed to by the successful bidder in their tender/quotation.

### **The Purchase Order or Contract**

As soon as the tender selection committee has completed its task the IRM should write the Purchase Order and clearly specify, in case of supplies, whether transport, loading and/or off loading are included in the price. In case of material and labour a contract is required.

**Purchase Order:** We need to confirm all the details of the request and the tender; great care should be taken not to leave anything out. When the Purchase Order is complete, ask your co-IRM to critique the Purchase Order.. We often deal with hundreds of thousands of dollars and mistakes or omissions can be very costly.

It is prudent to have both parties sign: the purchaser as the issuer and the vendor giving his acceptance. Give these matters your priority as this is the basis for the successful implementation within your budget.

It is a good practice to also issue a purchase order for smaller purchases, such as all items over \$250. Include (on the P.O.) warranties and promises of the vendor, price, taxes if any.

For purchase orders where the need may be conditional on certain conditions to take place (i.e. rainfall, sufficient funding, project becoming a reality etc.), you should specify these condition(s) and provide for free cancellation of the purchase order without damages, unless this would not be reasonable.

**Contract:** When contracting for labour and supplies a contract is issued. *Often in building houses for relief, the contractor may assume liabilities for non payment of the contractor for his labour.* Ask other NGOs if there is a local contract form, perhaps issued by the Government or Contractors association, which provides protection for WORLD RENEW (FORMERLY KNOWN AS CRWRC). When making payment to the contractors always obtain a sworn statement that he has paid his suppliers and employees or sub contractors. Also ensure that the contractor has his employees covered for accident insurance while on the job (in North America called Workers Compensation Insurance).

### **Inventory record**

This record is also called perpetual inventory record. The reason is that this record at any time should reflect the quantity of the goods in the warehouse. This record belongs to the financial records of the project. Quantities are counted and recorded each time they are moved or handled. Pilferage is a continuing problem and only constant counting can minimize this. The bags should be inspected for damages (torn, leaking, water damage, content according to purchase order – no weevils, dirt, stones, mould) and weight and the number of bags. Any variations should be written on the delivery slip and the IRM needs to be contacted right away to decide to refuse acceptance of the load or to accept it and submit a claim to the vendor.

### **Human Resource Finances**

Staffing issues are different in every country so being specific about these issues is not an easy matter. Fortunately these issues are easily solved and in most cases are not a problem. You always need a translator who will also be the person who will explain the cultural workings and nuances. To meet the requirement of the labour laws, have this employee covered on the payroll of the local World Renew office. Speak to the Finance Manager about issues such as overtime, holidays, sick leave etc. Keep records and have the World Renew office advise you on the remuneration, tax withholdings etc. Typically you would pay the employee the net amount and the office will advise of the gross pay and the withholdings. The local World Renew office should also advise on the conditions of the written (important!!) labour contract.

The employees of the implementing partners are on the payroll of their denominations or organizations and the responsibility of the employment is with the partner only.

Projects with a large number of employees would require employer registration and detailed planning of HR issues, which we will not deal with in this Manual.

### **Vehicles and Other Capital Assets**

It is the policy of CFGB to reimburse projects on a monthly rental or per kilometre basis. Therefore purchase a vehicle records book locally. Record the trips, the service, and oil changes to the vehicle in it. Personal overnight and extended use of the vehicle should be reimbursed to the project based on the policy in place of the local World Renew office.

For vehicles, the following guidelines are to be adhered to:

- a. Depreciation for all IDR owned vehicles will be charged to 50-001-6600-900-00
- b. Insurance and repairs / maintenance will be charged to 50-001-6250-900-00
- c. Fuel will be charged directly to the project it is being used for.
- d. The IDR owned vehicles can be billed out to various projects. Instructions for this would need to be emailed by the IDR team to the Canadian Finance Department. The appropriate project would be debited and accounts 50-001-6250-900-00 and 50-001-6600-900-00 would be credited.

For other capital assets (including computers and cameras), the following guidelines are to be adhered to:

- a. Depreciation for all IDR owned Capital Assets will be charged to \_\_\_\_\_
- b. The IDR owned Capital Assets can be billed out to various projects. Instructions for this would need to be emailed by the IDR team to the Canadian Finance Department. The appropriate project would be debited and accounts \_\_\_\_\_ and \_\_\_\_\_ would be credited.

### **Audits**

The majority of relief projects are financed by church collections or by private funds raised by WORLD RENEW (FORMERLY KNOWN AS CRWRC). Matching funding may be obtained through the Canadian Foodgrains Bank, CIDA or other Government Organizations. Good narrative and financial reporting is always a requirement of any funding partner. Financial reporting also includes good documentation. The invoices need to explain clearly what and how much was bought and from whom, where and how delivered, the quantity and unit price in addition to the total cost. Detailed payroll records need to be maintained as well.

Before an invoice is recorded in the accounting system it needs to be coded and approved. We, or our partner, will be recording the invoice in an accounting system, which can provide a variety of query methods to retrieve information, possibly by account number or date. We also need to file our invoices either by month or alphabetically so that they can be retrieved easily as required.

In the case of CFGB projects involving food aid and food security and their transportation costs, copies of all invoices are required. It is helpful to start a file where these copies will be collected when they are paid. This will save a lot of headaches later. Please make sure that all these invoices are coded and approved for payment.

Field audits or funding partner visits to the project and the beneficiary communities can be expected as part of the project audit review. Ensure proper accounting reporting, and filing of source documentation and keep records of the tender process, minutes of the meetings with your staff, the partners and government officials. These integral elements ensure integrity and transparency, which are important to World Renew and the donor community.

**SECTION IX: Project Checklists**

## CFGB Projects

### Getting Started:

As CFGB Funded programming is directly connected to the programming stipulations of the CFGB as a whole, it is important to understand the clear guidelines for planning, implementing and closing a project effectively:

#### Basic beginning procedures for a CFGB Project:

- A need is identified (by either direct field staff, partner staff and/or home office Senior Project Manager and Director of Disaster Response)
- A concept note is developed:

1 – 1 ½ pages in length (inclusive of basic budget:

Definition of the project  
Timeframe of the project  
Budget of the project

- Potential Project is then placed on “Firm Emerging Project List”
- A full proposal is developed:

Guidelines to be followed: preparing proposals / reports (April 2009) found on the CFGB website

- A dialogue is initiated between the CFGB Project Officer and the World Renew Senior Project Manager (it is important to note that no procurement activities are to be conducted at this time)
- After project approval, a CFGB Commit form is provided (tendering is now permitted)
- Fine tuning of Proposal (including RBM Tools) is accomplished and an official Project Agreement is developed and provided by CFGB

This is to be signed by both parties (CFGB and WORLD RENEW (FORMERLY KNOWN AS CRWRC))

- After project approval, an MOU is drafted by the Assistant Project Manager and is provided to the Local Partner for signature

This is to be signed by both parties (World Renew and Local Partner)

- Where necessary, Fund Transfers are then initiated (as signed by appropriate Senior Project Manager and Director of Disaster Response)
- Procurement may finally take place, and full implementation begin.

### Approval of Projects (Proposals)

- Approval to seek CFGB funding must be provided by the IDR Director for all CFGB project interventions before the proposals are thereby forwarded to CFGB project officers for review and funding approval. Senior Project Managers then lead the approval process and subsequent implementation of the approved projects
- The process of funding approvals for CFGB projects includes primarily a concept paper, then a full project proposal following the guidelines in the CFGB Proposal and Reporting Package. Copies of this guide can be found on the CFGB website
- The process for approvals of proposals for Food Security projects include consultation with the Agricultural specialist from the Delta team (if not already designated for management by said consultant)
- CFGB project budgets relate directly to the amount of equity World Renew has in its CFGB equity account. A monthly Equity Account Balance and Emerging projects report is provided for review within days of receiving the monthly financial report from the CFGB.
- Project Summaries are entered into the IDR database and copies of the project proposal with budget and the



---

End of Project reports, both financial and narrative are attached to it.

- Project Agreements are signed between World Renew and the CFGB for approved projects. The authorized signature for World Renew is the Disaster Response Director. This is in addition to the commit form signed by CFGB staff indicating project approvals. CFGB also requires an MOU indicating a passing on of appropriate accountabilities to the implementing partner
- Should procurement of food commodities or other inputs be required, the World Renew procurement procedure must be followed. CFGB has a procurement procedure and resource guide that is a very helpful tool and should be followed. This tool can be found on the CFGB website
- A project cash flow and reporting plan is designed and a Cash Flow Tracking spreadsheet is maintained by either the Senior Project Manager and/or the Assistant Project Manager
- Should IRMs be required for the project, CFGB staff must be aware of this and the costs and description of the IRM role be provided in the project proposal (and indicated in the budget)
- The finance department provides monthly reports to the IDR staff, especially on projects that include IRMs, World Renew field offices and expenditures paid from World Renew Burlington.
- The End of Project report is a comprehensive document (again following the CFGB guide) and reporting obligations included copies of receipts for expenditures \$1,000 or greater, copies of certificates of production and of commodity purchase contracts.

#### *Proposal Procedures*

- Proposal form is filled out jointly by World Renew Country Staff and World Renew Partner staff including information on:
  - Project Summary
  - Background, Goals and Objectives of Project
  - Description of project objectives, inputs, activities
  - Project Budget
  - Implementing Authority / Organization / Partner
- Concept Note is submitted to World Renew IDRT Disaster Response Director for review / approval of submission to CFGB
  - Concept Note is then submitted to CFGB on behalf of Director by Senior Project Manager
- Approval or Refusal is communicated back to other World Renew Country Staff and World Renew Project Partner by the Senior Project Manager
- Full Proposal is submitted to World Renew IDRT Disaster Response Director for review / approval of submission to CFGB
  - Full Proposal is thereby submitted to CFGB on behalf of Director by Senior Project Manager
- Upon Approval of Project Proposal
  - Commit Form is presented to World Renew by CFGB
  - Project Agreement is drafted, reviewed, and signed by World Renew and CFGB jointly
  - MOU is drafted (by Assistant Project Manager) for review and signature by implementing parties (World Renew and Local Partner)
    - MOU is subsequently copied and sent to CFGB for record keeping
  - Fund transfer is set up by Assistant Project Manager within 24 hours of Project Approval
- Project Implementation may begin

#### **Project Management**

Monitoring and Evaluation are part of the project cycle and begin from the project's inception. The distinctions between monitoring and evaluation are often blurred because they are defined in various ways. Monitoring is an ongoing process of information collection on activities and outputs. Evaluation is a less-frequent process of information collection that focuses on outcomes. Both processes involve judgments about achievements, but evaluation tends to take a wider view of the entire project and encompasses a longer period of time, often from the beginning of the project to the present. (taken from *CFGB Proposal and Report writing Guidelines*)

For all CFGB initiatives, Baseline Studies, Indicator Tracking Tables (where necessary), and Project Evaluations are to be conducted accurately and efficiently as per the CFGB guidelines on Monitoring and Evaluation.

*Management Procedures (including Monitoring and Evaluation)*

1. Baseline Study is conducted at the start (first activity) of the implementation phase of the project after the proposal has been approved and before activities have officially started
  - Summary of baseline data is provided to the Senior Project Manager for communication purposes with CFGB Project Officer and for proposal and project agreement approval.
2. Where necessary, interim evaluations are conducted (for example: in the case of multiple food distributions) and raw data is summarized.
3. Project evaluations are conducted towards the end of each implementation phase to determine whether activities and outputs have been accomplished by the project and have led to sustainable ultimate outcomes.

*\*it is important for field staff to retain all raw survey data for future reference as necessary.*

### **Project Reporting**

Interim as well as Annual and/or End of Project Reports are required by CFGB guidelines. Reports should be written to help measure success in completing activities and general monitoring of project and to report information to key stakeholders. Proposals and project agreements should always be reviewed prior to drafting either Interim or final reports. The documents are key in helping to focus project reporting on issues that have occurred and been addressed and successes that have been achieved.

#### *Reporting Procedures*

Interim Reports are to include:

1. Interim Project Report Cover Page
2. Project Overview
  - a. Background and Project Rationale
  - b. Update on Food Security Situation
3. Approved Changed to Project Proposal
4. Baseline Survey
5. Inputs Summary
6. Activity Summary
7. Results Summary – Outputs and Immediate Outcomes
8. Lessons Learned /Experience Gained
9. Interim Financial Report

Annual and End of Project Reports are to include:

1. Project Report Cover Page
2. Project Overview
  - a. Background and Project Rationale
  - b. Update on Food Security Situation
3. Changes to Approved Project Proposal
4. Monitoring and Evaluation Methodology
5. Actual Results Achieved (Results Chain)
  - a. Inputs
  - b. Activities
  - c. Outputs
  - d. Immediate and Intermediate Outcomes
  - e. Ultimate Outcome
6. Cross-Cutting Themes and Principles
  - a. Gender
  - b. Beneficiary Involvement
  - c. Environment
  - d. Capacity Building
  - e. Sustainability
7. Learning
  - a. Lessons Learned
  - b. Testimonials
8. Financial Reporting

### **Project Closure**

Given the complex nature of CFGB initiatives, once reports are submitted, projects are deemed open until final review has been conducted by the appropriate CFGB Project officer and final CFGB – World Renew project payment has been initiated.

#### *Closure Procedures*

- EPR is submitted to CFGB by World Renew on behalf of Local Implementing Partner
- EPR feedback is forwarded to either the Assistant Project Manager and/or Senior Project Manager by CFGB Project Officer for review and clarification
- Clarification requests are submitted to the field by either Assistant Project Manager and/or Senior Project Manager
- Secondary Review is conducted in response to clarifications
- Secondary report is submitted to CFGB for review / approval
- Project is approved / denied for closure by CFGB Project Officer
- Further review is conducted if necessary
- Funds are reconciled and final project payment is processed by CFGB
- Once funds have been received, project is marked as "closed" on EPR Tracking Sheet by Assistant Project Manager

## **OR Projects**

### ***Getting Started:***

An externally or internally funded programming of \$10,000 or greater is directly connected to the programming stipulations of the World Renew IDRT OR proposal and report writing formats as a whole. It is important to understand the clear guidelines for planning, implementing and closing a project effectively:

#### ***Basic beginning procedures for an OR Project:***

- A need is identified (by either direct field staff, partner staff and/or home office Senior Project Manager and Director of Disaster Response)
- A concept note is developed and forwarded to Senior Project Manager (as applicable) and Disaster Response Director:

1 page in length (inclusive of basic budget):  
Definition of the project

---

Timeframe of the project  
Budget of the project

- A full proposal is developed:

Guidelines to be followed: World Renew IDRT OR Proposal Guidelines

- A dialogue is initiated between the Disaster Response Director and the World Renew Senior Project Manager (it is important to note that no procurement activities are to be conducted at this time)
- After project approval, an MOU is drafted by the Assistant Project Manager and is provided to the Partner for signature

This is to be signed by both parties

- Where necessary, Fund Transfers are then initiated (as signed by appropriate Senior Project Manager and Director of Disaster Response)
- Procurement may finally take place, and full implementation begin.

---

***Approval of Projects (Proposals)***

---

- OR proposals must be provided to the IDR Director for all OR project interventions before the proposals are thereby approved. Senior Project Managers then lead the approval process and subsequent implementation of the approved projects
- The process of funding approvals for OR projects includes primarily a concept paper, then a full project proposal following the guidelines in the World Renew IDRT OR Proposal and Reporting Package.
- Project Summaries are entered into the IDR database and copies of the project proposal with budget and the End of Project reports, both financial and narrative are attached to it.
- The authorized signature for World Renew is the Disaster Response Director; MOUs indicating a passing on of appropriate accountabilities to the implementing partner are required.
- Should procurement of food commodities or other inputs be required, the World Renew procurement procedure must be followed. CFGB has a procurement procedure and resource guide that is a very helpful tool and should be followed.
- A project cash flow and reporting plan is designed and a Cash Flow Tracking spreadsheet is maintained by either the Senior Project Manager and/or the Assistant Project Manager for all OR projects (in particular those directly related to subsequent CFGB initiatives)
- The finance department provides monthly reports to the IDR staff, especially on projects that include IRMs, World Renew field offices and expenditures paid from World Renew Burlington.
- The End of Project report is a comprehensive document (again following the World Renew IDRT OR guide) and include copies of receipts and supplementary contracts (where necessary)

---

*Proposal Procedures*

---

- Proposal form is filled out jointly by World Renew Country Staff and World Renew Partner staff including information on:
    - Project Summary
    - Background, Goals and Objectives of Project
    - Description of project objectives, inputs, activities
    - Project Budget
    - Implementing Authority / Organization / Partner
  - Proposal form is submitted to World Renew IDRT Disaster Response Director as well as Senior Project Manager (as applicable) for review / approval
-

- Director of Disaster Response and Senior Project Manager review proposal within 48 hours (with feedback) and provide approval where necessary.
- Approval or Refusal is communicated back to other World Renew Country Staff and World Renew Project Partner by the Senior Project Manager
- Upon Approval of Project Proposal
  - Fund transfer is set up by Assistant Project Manager within 24 hours of Project Approval
- Project Implementation may begin

### **Project Management**

Monitoring and Evaluation are part of the project cycle and begin from the project's inception. The distinctions between monitoring and evaluation are often blurred because they are defined in various ways. Monitoring is an ongoing process of information collection on activities and outputs. Evaluation is a less-frequent process of information collection that focuses on outcomes. Both processes involve judgments about achievements, but evaluation tends to take a wider view of the entire project and encompasses a longer period of time, often from the beginning of the project to the present. (taken from *CFGB Proposal and Report writing Guidelines*)

For all OR initiatives, Baseline Studies, and End of Project Evaluations are to be conducted accurately and efficiently as per the CFGB guidelines on Monitoring and Evaluation, in coordination with the World Renew IDRT OR Report Writing Guidelines.

#### *Management Procedures (including Monitoring and Evaluation)*

1. Baseline Study is conducted at the start (first activity) of the implementation phase of the project after the proposal has been approved and before activities have officially started
  - Summary of baseline data is provided to the Senior Project Manager for proposal and project agreement approval.
2. Where necessary, interim evaluations are conducted (for example: in the case of multiple food distributions) and raw data is summarized.
3. Project evaluations are conducted towards the end of each implementation phase to determine whether activities and outputs have been accomplished by the project and have led to sustainable ultimate outcomes.

*\*it is important for field staff to retain all raw survey data for future reference as necessary.*

### **Project Reporting**

All OR Initiatives are to be reported on by field staff with one (1) end-of-project report as per the World Renew IDRT OR Report Writing Guidelines. These guidelines are prepared in coordination with multiple external donor guidelines. However, when necessary, and in accordance with donor requirements, external guidelines may be necessary in report writing. Discretion of such guidelines will be indicated by the Senior Project Manager (and assistance in report writing will be given when necessary by the Assistant Project Manager).

External report writing guidelines can include:

- ACT Alliance Guidelines
- Tearfund Guidelines
- ZOA Guidelines
- Integral Guidelines
- ICCO Guidelines
- Church-based Agency Guidelines
- Other NGO guidelines

#### *Reporting Procedures*

Where external guidelines are not required, project field staff are required to report in the World Renew IDRT OR Report Writing Format.

### **Project Closure**

Given that OR initiatives may be directly connected to CFGB initiatives, Project Closures are based on donor reporting. EPRs are submitted in a timely manner to the home office (Burlington) which are reviewed and archived and/or may be adjusted to meet specific donor needs. Upon review and approval of reports by external donors, Senior Project Manager will work with the Assistant Project Manager and IDRT Finance Department as a whole to reconcile funds as per project expenses.

*Closure Procedures*

1. EPR is submitted to Senior Project Manager for review
2. EPR Feedback is forward by Assistant Project Manager to Field Staff for reconciliation / clarification
3. Clarification requests are submitted back to the Senior Project Manager
4. Secondary review is conducted in response to clarification request
5. Project is approved for closure by Senior Project Manager
6. Funds are reconciled by IDRT Finance Department and/or Assistant Project Manager.

**SR Projects**

***Getting Started:***

The purpose of the SR category of projects is to respond quickly to requests from development offices around the world in response to a disaster that is impacting development partners or a partner area. Funds are mobilized quickly so that basic needs of temporary shelter, emergency food, rescue, basic household items (jerry cans, cooking pots, and blankets), hygiene kits, medical care, clean water and sanitation can be provided. Small response projects are generally short in timeframe. Small Response projects are generally not intended for food aid response projects that are greater than one month. The maximum allowable amount for Small Response Projects is \$10,000 USD.

***Basic beginning procedures for an SR Project:***

1. A need is identified
2. A partner assessment is submitted (if proposed partner has not worked with World Renew prior)
3. A full proposal is submitted in the small response proposal format to the Assistant Project Manager
4. Proposal is reviewed by the Assistant Project Manager as well as the Director of Disaster Response and officially approved by the Director of Disaster Response. This is then communicated to the partner contact by the Assistant Project Manager
5. 1<sup>st</sup> (at times only) fund transfer and/or incremental payments are made to the Partner and/or Field offices
6. Project is monitored and evaluated by partner offices.
7. End of Project Report is submitted within two weeks of project activity completion to the Assistant Project Manager for review and closure
8. Project is closed

***Approval of Projects (Proposals)***

- SR proposals must be provided to the IDR Director for all SR project interventions before the proposals are thereby approved. Local Partners then lead the approval process and subsequent implementation of the approved projects while submitting timely reports to the Assistant Project Manager for review.

- The process of funding approvals for SR projects includes primarily a full project proposal following the guidelines in the World Renew IDRT SR Proposal and Reporting Package.
- Project Summaries are entered into the IDR database and copies of the project proposal with budget and the End of Project reports, both financial and narrative are attached to it.
- The authorized signature for World Renew is the Disaster Response Director; MOUs are not required for Small Response initiatives.
- A project cash flow and reporting plan is designed and maintained by the Assistant Project Manager for all SR projects
- The End of Project report is a comprehensive document (again following the World Renew IDRT SR guide) and will include a full financial report outlining project expenses.

*Proposal Procedures*

- Proposal form is filled out jointly by World Renew Country Staff and World Renew Partner staff including information on:
  - Project Summary
  - Background, Goals and Objectives of Project
  - Description of project objectives, inputs, activities
  - Project Budget
  - Implementing Authority / Organization / Partner
- Proposal form is submitted to World Renew IDRT Disaster Response Director as well as Assistant Project Manager (as applicable) for review / approval
- Director of Disaster Response and Assistant Project Manager review proposal within 24 hours (with feedback) and provide approval where necessary.
- Approval or Refusal is communicated back to other World Renew Country Staff and World Renew Project Partner by the Assistant Project Manager
- Upon Approval of Project Proposal
  - Fund transfer is set up by Assistant Project Manager within 24 hours of Project Approval
- Project Implementation may begin

**Project Management**

SR initiatives are to be monitored and evaluated on an ongoing basis by the local field staff.

*Management Procedures (including Monitoring and Evaluation)*

1. Baseline surveys are not required for SR initiatives
2. One (1) EPR Survey is required to feed into the EPR Report to be submitted at the completion of project activities

**Project Reporting**

All SR Initiatives are to be reported on by field staff with one (1) end-of-project report as per the World Renew IDRT SR Report Writing Guidelines. Since SR projects are shorter in length, interim reporting is not required. Furthermore, a full financial report is necessary, however, receipts and backing documents are not.

*Reporting Procedures*

Project field staff are required to report in a timely manner in the World Renew IDRT SR Report Writing Format by submitting EPRs to the Assistant Project Manager (for review and closure) within 2 weeks of project activity completion.

---

### ***Project Closure***

Given the brief and non-complex nature of SR Initiatives, Project Closures are basic and straight forward. EPRs are submitted in a timely manner to the home office (Burlington) which are reviewed and archived.

#### *Closure Procedures*

- EPR is submitted to Assistant Project Manager for review
- EPR Feedback is forward by Assistant Project Manager to Disaster Response Director for further review / analysis
- Clarification requests are submitted back to the field by the Assistant Project Manager
- Secondary review is conducted in response to clarification request
- Project is approved for closure by Disaster Response Director
- Funds are reconciled by IDRT Finance Department and/or Assistant Project Manager.

### **SR-DRR Projects**

#### ***Getting Started:***

The purpose of the SR-DRR category of projects is to respond quickly to requests from development offices around the world in response to disaster threats that are impacting development partners or a partner area. The fund is specifically intended for DRR initiatives.. The maximum allowable amount for Small Response Disaster Risk Reduction Projects is \$5,000 USD.

#### ***Basic beginning procedures for an SR Project:***

1. A need is identified
2. A partner assessment is submitted (if proposed partner has not worked with World Renew prior)
3. A full proposal is submitted in the small response proposal format to the Senior Project Manager
4. Proposal is reviewed by the Senior Project Manager as well as the Director of Disaster Response and officially approved by the Director of Disaster Response. This is then communicated to the partner contact by the Senior Project Manager
5. 1<sup>st</sup> (at times only) fund transfer and/or increment payments are made to the Partner and/or Field offices
6. Project is monitored and evaluated by partner offices.
7. End of Project Report is submitted within two weeks of project activity completion to the Senior Project Manager for review and closure
8. Project is closed

#### ***Approval of Projects (Proposals)***

- SR-DRR proposals must be provided by the IDR Director for all SR-DRR project interventions before the proposals are thereby approved. Senior Project Managers then lead the approval process and subsequent implementation of the approved projects
- The process of funding approvals for SR-DRR projects includes primarily a concept paper, then a full project proposal following the guidelines in the World Renew IDRT SR-DRR Proposal and Reporting Package.
- Project Summaries are entered into the IDR database and copies of the project proposal with budget and the End of Project reports, both financial and narrative are attached to it.
- The authorized signature for World Renew is the Disaster Response Director; MOUs are not required for Small Response Disaster Risk Reduction Initiatives.
- A project cash flow and reporting plan is designed and a Cash Flow Tracking spreadsheet is maintained by the



---

Senior Project Manager and for all SR-DRR projects.

- The finance department provides monthly reports to the IDR staff, especially on projects that include IRMs, World Renew field offices and expenditures paid from World Renew Burlington.
- The End of Project report is a comprehensive document (again following the World Renew IDRT SR-DRR guide) and include copies of receipts and supplementary contracts (where necessary)

#### *Proposal Procedures*

- Proposal form is filled out jointly by World Renew Country Staff and World Renew Partner staff including information on:
  - Project Summary
  - Background, Goals and Objectives of Project
  - Description of project objectives, inputs, activities
  - Project Budget
  - Implementing Authority / Organization / Partner
- Proposal form is submitted to World Renew IDRT Disaster Response Director as well as Senior Project Manager (as applicable) for review / approval
- Director of Disaster Response and Senior Project Manager review proposal within 48 hours (with feedback) and provide approval where necessary.
- Approval or Refusal is communicated back to both World Renew Country Staff and World Renew Project Partner by the Assistant Project Manager
- Upon Approval of Project Proposal
  - Fund transfer is set up by Assistant Project Manager within 24 hours of Project Approval
- Project Implementation may begin

#### *Project Management*

SR-DRR initiatives are to be monitored and evaluated on an ongoing basis by the local field staff.

#### *Management Procedures (including Monitoring and Evaluation)*

1. Baseline surveys are not required for SR-DRR initiatives
2. One (1) EPR Survey is required to feed into the EPR Report to be submitted at the completion of project activities

#### *Project Reporting*

All SR-DRR Initiatives are to be reported on by field staff with one (1) end-of-project report as per the World Renew IDRT SR-DRR Report Writing Guidelines. Since SR-DRR projects are shorter in length, interim reporting is not required. Furthermore, a full financial report is necessary, however, receipts and backing documents are not necessarily required (this is to the discretion of the Senior Project Manager).

#### *Reporting Procedures*

Project field staff are required to report in a timely manner in the World Renew IDRT SR-DRR Report Writing Format by submitting EPRs to the corresponding Senior Project Manager (for review and closure) within 2 weeks of project activity completion.

#### *Project Closure*

Given the brief and non-complex nature of SR-DRR Initiatives, Project Closures are basic and straight forward. EPRs are submitted in a timely manner to the home office (Burlington) which are reviewed and archived.

#### *Closure Procedures*