



POVERTY

THIRD EDITION
JANUARY 2013



HUMANITARIAN HANDBOOK – PART 1

INTRODUCTION

This handbook details:

1. The principles that underpin Christian Aid's humanitarian work.
2. The processes and procedures that Christian Aid uses to respond to emergencies and to manage corporate appeals.
3. The tools used in the field throughout the lifetime of a humanitarian programme and guidelines for a range of themes (cash programming, accountability, performance monitoring, etc.).

Christian Aid's humanitarian work encompasses **preparedness, response, recovery, disaster risk reduction and humanitarian advocacy and campaigns.**

This handbook should be read within the context of the cycle of disaster management and its integration with our development work. The purpose of the handbook is to lay out the guiding principles underpinning our humanitarian work, and to delineate the roles and responsibilities of those involved, to ensure that our processes support effective, accountable and high-quality delivery of Christian Aid appeals and humanitarian programmes. As laid out in Christian Aid's Capability Framework, we need to work in partnership to build the cross-organisational capability required to deliver our strategy, addressing issues of prioritisation, silo-working and duplication. *The Humanitarian Handbook* supports this process for Christian Aid's response to emergencies.

This is the third edition of the handbook and we will continue to review it annually following recommendations by a review group led by the head of Humanitarian division. Staff should ensure they are working with the most up-to-date version.

Amalia Valladares Paz sits in the home of the family who are hosting her after tropical storm Agatha washed away her house. Christian Aid partner CPDL helped the community to organise themselves. The emergency committee warned them of the floods, helped find them accommodation in the aftermath and applied for funding from various organisations to build new homes. CPDL work with communities on the Pacific coast of Guatemala, who are at regular risk of flooding. They help with emergency supplies and disaster response plans, as well as showing villagers how to pressure their government and local landowners. Credit: Christian Aid/ Hannah Richards

CONTENTS

For all staff

Section 1

Humanitarian overview 5

1. Christian Aid's approach to humanitarian work 5
2. Principles underpinning Christian Aid's humanitarian work 7
3. Responsibilities for managing Christian Aid's humanitarian work 8

For staff directly involved in an emergency response, including those launching a Christian Aid appeal

Section 2

Emergency response, including corporate appeals 10

Roles and responsibilities during an emergency response

1. Emergency response including corporate appeals 10
2. Marketing and fundraising 22
3. Corporate communications 25
4. Media 28
5. Digital 30
6. Financial activities 33
7. Programme funding 35
8. Internal coordination and communication 37
9. Programmes 40
10. Policy and advocacy 43
11. Campaigns 46
12. Human resources and staff care 48

For international department staff involved in managing a Christian Aid humanitarian programme, please refer to *The Humanitarian Handbook – Part 2* for a practical guide to humanitarian programme requirements (both management and implementation), including procedures for non-appeal programmes, appeal management, evaluation policy, preparedness planning, thematic guidelines and a series of relevant templates.

ANNEXES

1. Christian Aid policy on the use of appeal funds	51
2. Christian Aid implementation procedure on use of appeal funds	53
3. Criteria for the allocation and use of Code 2 emergency funds	57
4. Christian Aid's policy on receiving gifts-in-kind in humanitarian programmes	59
5. Emergency appeal – the first 48 hours	61

SECTION 1

OVERVIEW OF CHRISTIAN AID'S HUMANITARIAN WORK

1. Christian Aid's approach to humanitarian work

Christian Aid recognises humanitarian work as being central to its identity and part of its core business. Under the heading 'Responding to urgent human need', it is one of the eight principles of Christian Aid's strategic framework, Partnership for Change. It is embedded in the three goals and several of the strategic change objectives. It is also one of the criteria used to measure the success of the organisation.

Christian Aid's humanitarian work focuses on the prevention of, and appropriate response to, disasters. We consider a disaster to be where a hazard, such as a storm, earthquake or conflict, inflicts damage on a community to the extent that it overwhelms the coping capacities of the local population. In doing this we focus on three key areas:

- Helping vulnerable people to reduce the likelihood and impact of disasters by managing risks and increasing their resilience to them.
- Acting quickly to save lives and livelihoods and to reduce suffering so that people affected by disaster can live with dignity – their livelihoods restored and their communities safe.
- Speaking out about injustice and the disproportionate effect that disasters have on poor and marginalised people.

Christian Aid provides proactive support to partners, and through them to communities, to prepare for and respond to emergencies, and to ensure that communities are more resistant to future shocks. We implement high-quality, accountable and cost-effective programmes that demonstrate impact and reduce the vulnerability of poor people. Drawing on our programmatic experience, we engage in humanitarian policy and advocacy work in order to reduce the impact disasters have on poor communities. We engage with the causes of vulnerability and not just the symptoms, and ensure that adequate aid is allocated effectively, appropriately and in time, to permit the necessary response.

What makes us different?

Christian Aid believes that working through **local partner organisations** is key to ensuring lasting, locally owned projects and achieving positive long-lasting change in both its humanitarian and development work. Working through national partner organisations means that Christian Aid is present before, during and after an emergency. Christian Aid therefore operates exclusively through partner organisations in all its humanitarian work. This approach means that the success or failure of any of our humanitarian activities ultimately lies in the hands of our local partners. We are committed to ensuring the quality of the projects that we fund through developing dynamic and supportive partnerships, where we are not afraid to challenge or be challenged by partners.

Our approach to humanitarian work places clear emphasis on linking **response, rehabilitation, development and disaster risk reduction**, recognising emergencies as an integral part of the development cycle. Our humanitarian work must be understood within the context of longer-term development while recognising the need, in certain situations, for undertaking immediate life-saving work in the short term. We recognise that disasters result from failures in development, and they also set back development gains, so the link between humanitarian and development work is a fundamental part of Christian Aid's vision of poverty eradication.

Christian Aid works through **faith-based and secular partner organisations**, ensuring a broad range of operational partners and the flexibility to use the resources we have to the best possible effect. As a faith-based organisation we are able to mobilise a large constituency of committed supporters who provide both financial and advocacy/campaign support to our work during emergencies. As a member of the ACT Alliance we are able to raise funds for our work through the global church network and to support implementing partners. We are also able to build key relationships with organisations

from other faiths, such as Islamic Relief. Our faith basis allows us to use a variety of local and international relationships and structures, giving us a broad, flexible range of options in our humanitarian work.

Christian Aid **supports partners in developing their capacity to implement the underlying processes of humanitarian programming**, such as assessment, community participation and downward accountability, targeting, monitoring, organisational/financial management and disaster risk reduction. Our humanitarian work **does not specialise in any one technical sector**. Our projects focus on sectors defined by the unmet needs of the affected population and the technical capacities of our partners. Where our partners require particular technical support we may bring this in from an outside organisation.

We are committed to placing our humanitarian work within the broader context of the issues affecting the vulnerabilities of communities. Wherever possible we will use our humanitarian work as **a platform for national and global level advocacy** through our partners, international networks and in our own name. We are not afraid to speak out, both to ensure that the voices of our partners and disaster-affected communities are heard and to address the root causes of disasters and vulnerability.

We are committed to **investing in local capacity** and ensuring that our work contributes to stronger, more resilient communities and civil society in the long term. All our humanitarian work must be founded on a good understanding of the local context, to ensure appropriateness and efficiency.

Humanitarian work and Partnership for Change

Christian Aid aims for fundamental change, as well as supporting vulnerable groups to meet immediate needs and build long-term security. Preventing and responding to emergencies is a key way of achieving the strategic goals laid out in Partnership for Change.

Responding to urgent human need is one of our core principles; those in immediate need cannot wait for global structures to change. They need support now. We assist people with life-saving support following disasters and then help them to rebuild their lives. In responding to crises, we also think of the need to increase the long-term resilience of vulnerable communities, and the importance of growing people's capacity to challenge the systems that cause their poverty.

To have effective and inclusive humanitarian responses, that build resilience and address underlying inequality, is one of the success criteria of Partnership for Change. Indeed, responding to disasters often requires us to act urgently and on a large scale. This can be used as an entry point for transformational change.

Reducing the risks posed by disasters creates a stable platform for development and empowerment, enabling lasting change.

The profile often created by large-scale disasters offers Christian Aid and our partners an opportunity to intervene, and creates leverage for change where pressure can be applied in the right place.

2. Principles underpinning Christian Aid's humanitarian work

Humanitarian principles

1. We are committed to the **humanitarian imperative**, that assistance will be provided based on humanitarian need, irrespective of the race, gender, creed or nationality of the recipients, and without adverse distinction of any kind. It will not be used to further a particular political or religious standpoint. Christian Aid will act to avoid loss of human life. As an essential element of rooting out poverty in the world – and our belief that all people are created equal, with inherent dignity and infinite worth – Christian Aid will act to reduce people's suffering.
2. In placing ourselves alongside the poor and disaster-affected communities, we recognise that we will not always be neutral. We will retain our **independence of humanitarian action**. We will act independently of government policy, formulating our own policies and implementation strategies, and avoiding implementing the policy of any government, except insofar as it coincides with our independent policy.
3. Our humanitarian work will be based on an **understanding of, and respect for, the local context**. We will respect the culture, structures and customs of the communities and countries in which we are working, though we will challenge oppression, exclusion and marginalisation. We will ensure that all projects seek to respond to the needs of the most marginalised groups and, at a minimum, avoid reinforcing vulnerability and power imbalances. We will design and manage programmes from a thorough understanding of the respective needs, roles of, access to, and control of, resources by women and men, girls and boys, and how these vary among people of different ages, ethnicities, religions or abilities. We will use local resources and

products, and support the local economy, insofar as doing so does not exhaust supplies or cause exceptional inflation. And we will minimise any detrimental impact to the environment that may arise from the programmes or the behaviour of those for whom we are working.

4. We will **actively seek to be accountable** to those we aim to assist as well as those who support our work. We will maximise the involvement of disaster-affected communities in all stages of design and implementation of projects that affect them. We will work to remove all obstacles to inclusive participation and ensure that, subject to need alone, everyone in the community is able to be involved and enjoy the benefits of the programme.
5. We will honour and promote the **international agreements and standards** to which Christian Aid is committed, including: The Sphere Project: Humanitarian Charter and Minimum Standards in Disaster Response; the Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in disaster response, and the HAP Humanitarian Accountability and Quality Management Standard.

Operating principles

1. **Working in partnership with local organisations** wherever possible. We are committed to providing the necessary support to partners to enable them to deliver high-quality programmes, though we are not afraid to challenge them if they are not performing, and to ensure that our resources are used in the most effective way possible.
2. **Linking relief, rehabilitation, disaster risk reduction and development** in all our humanitarian work, ensuring strong and consistent links to maximise the effectiveness of our programmes and the impact our work has on the lives of people affected by poverty and disaster.

3. **Coordinate** closely with all other members of the humanitarian community to ensure: timely and appropriate allocation of available resources to where they are needed; that our partners' programmes are well-publicised and understood; that they do not duplicate the work of others or vice versa; that gaps in provision are identified and resolved. We will actively support our partners to engage with national and international coordination mechanisms, including United Nations clusters and government disaster departments.
4. **Working with the ACT Alliance.** We are committed to acting in coordination with northern and southern ACT members to maximise the operational and fundraising potential of the alliance. We will play a leading role in the ACT Alliance, both nationally and internationally, ensuring Christian Aid's participation in ACT forums, responding through ACT where we can, and contributing to working groups on specific issues where our contribution is useful. Wherever possible, Christian Aid will aim to be part of and support ACT appeals.
5. **Create strategic alliances with other international non-governmental organisations (INGOs).** We will work with local partners wherever possible, but we recognise that sometimes it is either necessary, or particularly effective, to create partnerships with international agencies. They may offer particular skills or access to geographical areas affected by disasters, or they may have the capacity to use funds effectively or on a significant scale, which we feel is required in effectively providing assistance to populations affected by disasters.

3. Responsibilities for managing Christian Aid's humanitarian work

Humanitarian work is one of eight principles cited under the heading 'Responding to urgent human need', in Christian Aid's strategic framework, Partnership for Change. It is embedded in the three strategic goals and in several of the strategic change objectives.

It is a central element of our identity, and a key part of our core business. **All staff must recognise that they are part of a humanitarian organisation, and must integrate humanitarian work into their areas of responsibility.** All Planning and Reporting units (PRUs) should consider how humanitarian work is to be incorporated into their workplans, particularly where they have a role in emergency responses and appeals, when adequate capacity must be kept available for emergencies.

Integration and collaboration of humanitarian work across departments within Christian Aid is crucial to its success, be it emergency response, disaster risk reduction (DRR) or humanitarian advocacy. This means that **humanitarian work must be owned equally by all relevant parts of the organisation.** Cooperation between divisions on humanitarian work is an obligation and all divisions involved in humanitarian work must communicate and cooperate effectively. As highlighted in the Capability Framework, in order to deliver Partnership for Change we need to live our values, including cooperation and partnership. The roles and responsibilities of each part of the organisation involved in a corporate emergency appeal must be understood and given due priority, as per Section 2 of this handbook. In all areas of our humanitarian work our staff are expected to adhere to the principles for managing humanitarian work set out in this document.

The role of the Humanitarian division is to lead, support, coordinate and assure the quality of Christian Aid's humanitarian work.

In preparedness

- The country manager is responsible for ensuring that emergency preparedness is adequately considered and integrated into the Programme Strategy and Programme Agreement.
- The Humanitarian division will provide technical and practical support to country teams for integrating emergency preparedness into strategy documents and for developing the country-level emergency preparedness plan and other related processes.

In emergencies

- Staff involved in corporate appeals are expected to prioritise their commitments to the appeal process.
- All decisions relating to programmatic responses will be made jointly by the country team and the Humanitarian division, and will take geographic and corporate priorities into account. However, the Humanitarian division has ultimate responsibility for ensuring Christian Aid provides appropriate responses to humanitarian crises. Where there is a difference of opinion on whether or not to respond, the head of the Humanitarian division's decision will be final.
- The Humanitarian division has ultimate responsibility for managing emergency appeal funds (for Christian Aid, Disasters Emergency Committee and ACT appeals) and the Code 2 emergency budget, as well as other back donor funds (Code 9) relating to emergency and rehabilitation programmes.

- Responsibility for managing humanitarian programmes will be assumed by the geographical division as soon as is practicable and appropriate. This will be jointly decided by the Humanitarian and respective geographical divisions.

In resilient livelihoods

The Humanitarian division, country/regional team and the impact advisers will work together to ensure that the relations and interactions between poverty, disasters and the technical areas of the resilient livelihoods framework are understood, and that all opportunities for reducing vulnerability and exposure are considered. In general, the Humanitarian division will take responsibility for resilient livelihoods work directly associated with Christian Aid's humanitarian programmes.

In humanitarian advocacy

- The geographical division (including the geographical policy staff) will lead on country or region-specific policy positioning and advocacy work relating to a humanitarian situation or programme in their region.
- The Humanitarian division will advise on the wider humanitarian policy setting (that is, UN reform, civil military partnership, and so on).
- The Policy and Public Affairs staff oversee the advocacy plan and activities. Through this, they ensure that emergency advocacy and policy is in line with corporate advocacy priorities, and that lessons from humanitarian responses are incorporated into corporate messages.

SECTION 2

EMERGENCY RESPONSE (INCLUDING CORPORATE APPEALS)

This section outlines our processes when responding to an emergency, in particular when a corporate appeal is launched.

1. Basic information on our responses to emergencies.
2. Launching a corporate appeal.
3. Managing the corporate appeal and response, with specific sections for each function engaged in a Christian Aid corporate appeal.

1. Basic information on our responses to emergencies

Christian Aid recognises as an emergency any situation where a hazard damages a population to the extent that the affected community cannot cope using its own resources. When this happens, we have a range of possible programmatic and other responses, depending on the scale of the emergency, resources available and opportunities in relation to the emergency (such as for advocacy and campaigning).

This section explains the different options available to us in deciding which response is most appropriate to a given crisis. It lays out the particular processes for launching and managing a Christian Aid appeal – one of our key response options for major emergencies and the one with the broadest-reaching implications for different sections of the organisation.

In responding to a crisis, Christian Aid must consider both the **response options** (the practical programmatic and/or advocacy/campaign response to a crisis) and the **resource options** (how we identify or raise funds to finance the response). While they are determined by different factors, the two are clearly linked. For example, large-scale humanitarian needs might warrant a significant programmatic response but a lack of media interest may limit the funds we are able to raise from the public in order to finance that response, effectively reducing the amount of assistance we are able to provide. **We aim to provide a response appropriate to the level of humanitarian need wherever possible, by having a flexible range of financing options.** An appeal to the public, for example, is only one of our resource options.

Criteria for responding to emergencies

The decision as to whether and how we respond to an emergency is made in light of the criteria below. There may be instances where the secondary criteria mean we are unable to respond to significant humanitarian need, but there would not be a Christian Aid response to an emergency without reference to the primary criteria.

Primary criteria:

- The actual and imminent needs of the affected population – the scale and depth (the extent to which they are affected) of the disaster, and the level of unmet humanitarian need.

Secondary criteria:

- The proximity of Christian Aid and partners to the emergency.
- The ability of Christian Aid and partners to respond.
- The operating environment.
- Constituency expectations and support, and likely appeal income.
- Resource availability.
- Media interest.
- Opportunities for advocating or campaigning on issues relating to the emergency.

Possible responses to an emergency

We have a range of possible response options to an emergency and may respond in one or more of the following ways:

Response options:

- Providing financial support to help our partners respond.
- Providing financial and personnel support to help our partners respond.
- Supporting emergency responses through the ACT Alliance.
- Supporting emergency responses through other international non-governmental organisations.
- Seconding Christian Aid staff to partner organisations to support them in managing the response by working within their management structures.
- Advocacy and/or media intervention.
- Campaigning on issues relevant to the emergency.
- No immediate response, but continue to monitor the situation as appropriate.

Resource options:

- Identifying funds/underspend from existing country programme budgets **Code 1**.
- Using Christian Aid rapid-response funds **Code 2**.
- Launching a Christian Aid appeal to our supporters (low, medium or high appeal priority) **Code 3**.
- Being part of a Disasters Emergency Committee (DEC) appeal **Code 4**.
- Approaching institutional donors, including applying for the DFID RRF (rapid response facility) or being part of an ACT Appeal **Code 9**.

Early warning and raising an alert

The different divisions/departments within Christian Aid routinely monitor emerging crises as part of their ongoing work. Where they feel there is an emergency or potential emergency to which a response may be needed, this is raised with the Humanitarian division and/or the appropriate geographical team (see Table 1).

An **alert meeting** should be called if it looks as though an emergency may be of a sufficient scale to require:

- a Christian Aid appeal to be launched
- consideration of response options beyond country level (for example, launching a campaign action).

Any team in the organisation may raise a request for an alert meeting, and requests should be made to the head of the Humanitarian division, who will then consult the relevant member of the regional/country team and arrange the meeting as appropriate.

When a country team wishes to raise an alert for an emerging or current emergency, or when an alert meeting is being called, then an **alert note** should be completed with details of the situation and sent to the appropriate regional and Humanitarian managers for circulation.

(See the alert note template in the *Humanitarian Handbook – Part 2*.)

Table 1: Areas of ongoing monitoring by division

Geographical/country team and Humanitarian division

Emerging humanitarian situation and the needs of the affected population, Christian Aid's options to respond and requests for support from our partners

Press office

Media interest

Supporter and Community Partnership department

Constituency expectations (supporters and churches)

Policy and campaigning staff, country team

Opportunities for advocacy and campaigning

The decision to respond

Deciding how Christian Aid can best respond to an emergency will depend upon the 'Criteria for responding to emergencies' as outlined above.

A local-level emergency, for example, may be handled predominantly in-country using existing Code 1 or Code 2 resources, while a major emergency may require a Christian Aid appeal to be launched. All decisions relating to programmatic responses will be made jointly by the country team and the Humanitarian division. The Humanitarian division has ultimate responsibility for ensuring we provide appropriate responses to humanitarian crises, so where there is a difference of opinion on whether or not to respond, the decision of the head of the Humanitarian division will be final.

Table 2: Decision-making on resource options for emergency responses



2. Launching a corporate appeal

The decision to launch a Christian Aid appeal

Where there is both need and opportunity, we may consider launching an appeal to our supporters.

Any section of the organisation may raise a request for an alert meeting with the head of the Humanitarian division should they feel an emergency situation is evolving/ has evolved that meets the 'Criteria for responding to emergencies', as outlined above, and requires a response larger than can be met with existing Christian Aid resources. The decision to launch an appeal is made by the alert meeting.

In a Christian Aid appeal, funds are raised for the specific purpose of responding to the emergency to which we are requesting supporters to give. These funds are then allocated to a 3E funding code that ensures they are distinct from other Christian Aid funds and are spent on the purpose for which they were raised. These are restricted funds.

In addition to this, any humanitarian crisis for which we have not launched an appeal but which raises unsolicited donations of more than £50,000 automatically becomes classified as a Christian Aid appeal and follows the appeal management procedures set out in this handbook.

When an alert meeting is called, an alert note is put together by the country team, with assistance from the Humanitarian division. It is circulated before the meeting to all attendees to provide essential information on the humanitarian situation. This then forms the basis for immediate communications requirements. The alert note may be updated during the initial stages of an emergency.

Christian Aid will launch an appeal to individuals, the churches and the public when:

1. The humanitarian needs demand it.
2. The UK media coverage is adequate.
3. The public are sufficiently aware of the situation.
4. Due consideration has been given to planned Christian Aid marketing and fundraising initiatives.
5. we have capacity to respond (whether through existing or new partnerships).

Alert meeting

The function of an alert meeting is primarily to decide whether a Christian Aid appeal should be launched and whether any other form of response is required.

Where the decision is **to launch** a Christian Aid appeal, the alert meeting decides:

- the appeal priority (high, medium, low). See Table 4 on page 18
- the appeal name
- who is responsible for sign-off during the initial stages of the appeal, if different from procedure detailed on page 27
- the preliminary Christian Aid policy line
- whether an advocacy ask is appropriate and can lead to a campaign action
- key messages for communications materials and the media.

Where the decision is **not to launch** a Christian Aid appeal, the alert meeting makes a recommendation as to:

- whether or not a programmatic response is required and how this might be funded
- whether or not we need to provide information to our supporters on our position
- an alternative response, beyond country level, (such as an advocacy or campaign action)
- whether, if none of the above is required, all teams revert to monitoring the situation.

An alert meeting is held within 12 hours of a major rapid-onset disaster. For emergencies occurring out of hours, the meeting is via a conference call.

In the case of chronic emergencies, or those that develop slowly or do not receive much media attention, there may be a series of alert meetings before we make a decision to respond. These may be called when any section of the organisation considers things to have changed significantly since the last meeting, or may be scheduled regularly to monitor a given situation.

Composition of the alert meeting

The alert meeting is a decision-making forum so attendance is limited to those whose job it is to make the decisions or who have been given delegated responsibility to do so. Every effort is made to call in staff based outside the UK.

It is **essential** that the following people or their deputies, **with the necessary delegated decision-making power**, attend alert meetings.

- Head of geographical division/head of region
- Head of Humanitarian division
- International director
- Director of Supporter and Community Partnership
- Director of Policy and Public Affairs.

The following must also attend:

- Communications information officer (CIO), for immediate communications if a decision to appeal is made.
- Head of Media or delegate.
- Humanitarian division administrator (to take minutes).

At least one director must be present at the alert meeting and all attendees listed above are expected to prioritise this meeting and make every effort to attend. **Where none of the above directors is able to attend, either the director of Organisational Development and Strategy or the Christian Aid director, or duty director, must be present.**

Attendees of the alert meeting are expected to have been briefed by their departments/teams before the meeting (see Table 3) and be in a position to participate in the decision on whether to appeal or not, and the decisions/recommendations noted above.

Table 3. Briefing requirements for alert

**Geographical manager and/
or head of Humanitarian**

- Humanitarian situation and needs of the disaster-affected population
- Christian Aid's options to respond (possible initial programme response and resources immediately available)
- Partner capacities and proximity to the emergency
- The operating environment
- Recommended preliminary policy line
- Relevant previous appeals and implications for other restricted funds

**Policy and Public Affairs
director**

- Advocacy/campaigning options and wider policy implications

**Supporter and Community
Partnership director**

- Constituency expectations and support (supporters and churches)
- Options for Communications, marketing and fundraising
- Current levels of interest (digital)
- Potential income
- Implications for other current marketing/fundraising initiatives
- Recommended appeal priority (high, medium, low)
- Current and projected media interest

Attendance of the following people is optional, and they will be invited as required:

- Relevant in-country or Waterloo-based country/programme manager and/or policy staff.
- Humanitarian Programme unit (HPU) manager responsible for the emergency
- Head of Programme Funding
- Head of Inspiring Participation

The senior international accountant and the digital content manager should be copied for information only.

Speed and clarity on decision-making is imperative at all stages of the corporate appeal process and should be applied as a principle of action at all times.

The alert meeting allocates an **appeal priority** (high, medium or low). This is based on consideration of fundraising potential and other planned Christian Aid fundraising and marketing activities (note, this is not an indication of programmatic response priority). This prioritisation can be used by different sections of the organisation to allocate resources and identify activities in response to the appeal decision. Priority levels should not be seen as absolute but as a guide. See Table 4 for a guide to anticipated levels of activity in some key areas.

The minutes of the alert meeting, including decisions, details and actions agreed, are circulated to invitees/attendees of the alert meeting, and Planning and Reporting unit (PRU) heads, who are expected to inform members of their teams/divisions of actions required. The CIO provides an update of the situation, and Christian Aid's response, for the digital content editors in the Editorial unit, and regional offices.

The decision to launch a Christian Aid appeal is communicated to all staff that day through a 'Majority World News extra', with links to the web page, Q&A (if ready), and an emergency intranet site (if ready).

Each appeal is unique

Every time the alert meeting decides to launch a Christian Aid humanitarian appeal, a unique funding code is created and a specific name is attached to the appeal. This allows the organisation to track funds and their use clearly, and ensure our accountability to stakeholders. Appeals are linked to particular spending conditions, in that they must be used for the purposes for which they were raised, and we need to remain within this framework when projects and programmes are implemented. Reusing or reopening appeal funds blurs this accountability trace. That's why we create a new appeal name and code for each new emergency.

While appeals remain visible on the Christian Aid website for three years, this is for reporting purposes and matches the period during which appeal funds are expected to be used. Appeals are closed to new income one year after the launch date following a request from the head of Humanitarian.

From a programme point of view, different appeals may be managed under the same rolling plan, to ensure a strategic overview of the programme.

Table 4: Guide to anticipated levels of activity for Christian Aid corporate appeals

Appeal priority	Fundraising	Digital	Communications
High	Written paper appeal to all churches, supporters, individual and major donors	Homepage banner, linking to fundraising page, with relevant content, Google AdWords, emergency email, social media, plus other activity	Source audio and/or videos, stories, photos, quotes and costings in addition to statements for web, MWN and Q&A. Facilitate emergency briefing for staff. Resource corporate communications plan
Medium	Written appeal to emergency responders only (or maybe email)	Possible homepage banner, or 'pod', Google AdWords, social media plus other activity (not email)	Source stories, photos, quotes and costings in addition to statements for web, MWN and Q&A. Resource corporate communications plan
Low	Online response mechanism only with no active promotion	Fundraising landing page (but not necessarily banner), Google AdWords (if digital marketing team deem there is enough potential traffic to generate income), social media	Draft statement for the web, inform staff of decision to appeal through MWN/intranet, develop Q&A for staff. Resource corporate communications plan

3. Managing the corporate appeal and response

Emergency task force (ETF)

Once the decision to launch a Christian Aid appeal has been made, the ETF assumes responsibility for managing the appeal process and the response. The ETF meets within 24 hours of the decision to launch an appeal. For out-of-hours emergencies the meeting is via a conference call.

The ETF oversees and manages our response to an emergency throughout the life of appeal expenditure (usually up to three years). It oversees and manages:

- our programmatic response to an emergency (including assessments, programmes, the allocation of funds, staffing and so on)
- the coordination of the corporate appeal to supporters or through the DEC
- advocacy, campaigns and communications surrounding the appeal.

Management and coordination of the ETF is the responsibility of the chair, who will initially be a member of the Humanitarian division, who will ultimately pass responsibility to the geographical team. Decisions made at ETFs are minuted and are binding. ETFs aim for consensus, and respect the professional expertise of members, but the chair's decision on actions is final. The chair may set up sub-groups to deal with specific areas of the agenda.

The chair is responsible for the efficient management of ETFs. This includes:

- tailoring the agenda
- identifying and inviting the correct people
- being clear about what is required from attendees and what decisions are to be taken in the meeting
- ensuring speed and clarity in decision-making at all stages of the ETF process
- managing the decision on the frequency of meetings (this may be weekly, or

more frequently in the early stages of an appeal, decreasing to quarterly by the end of the humanitarian programme phase)

- managing transition of meetings through the first two phases, discussed below.

During the life of the appeal, the nature of ETF meetings and the role of the ETF will change significantly as the requirements shift from central coordination of the corporate appeal and response (phase one) to a primarily programme management function (phase two).

Phase one: corporate appeal and response

This starts as soon as the decision to launch a Christian Aid appeal has been made by the alert meeting and usually runs for a period of up to three months.

During this phase:

- ETFs are chaired by the Humanitarian division
- ETFs are recognised as a corporate priority
- invitees must prioritise their consistent attendance during the early stages of the appeal launch, as specified by the chair
- ETFs are held as often as considered necessary and, in the early stages, may be daily
- attendees must have decision-making responsibility
- the rolling plan is approved by the head of Humanitarian division.

During this phase, the appeal is fully launched, media coverage peaks and falls, and the main communications and information demands begin to decrease. The focus of meetings starts to shift from the corporate appeal process to a predominantly programme management function. The agenda is adapted to reflect this by ensuring that all corporate functions are dealt with in the first half of the agenda and programme management in the second half.

As the focus of meetings shifts away from the corporate appeal process, attendance at meetings is no longer obligatory but is in accordance with the judgement of the chair and the attendees, considering agenda items.

Phase two: humanitarian programme management

By the time the majority of the activities relating to the corporate appeal have concluded, the remaining function of ETF meetings is to manage, review and monitor the humanitarian programme through to its conclusion (usually a period of up to three years). Attendees are predominantly staff from the geographical and Humanitarian divisions, though CIOs and Press office staff sometimes attend where they feel it is of use to them and to ensure we are reporting back to supporters. Policy and Public Affairs staff sometimes attend where there is an ongoing advocacy engagement. The ETF is then responsible for ensuring:

- the smooth and effective management of the humanitarian programme
- integration with the ongoing development programmes
- the full use of appeal funds
- ensuring that the humanitarian programme adds value to the longer term development programme.

During this phase a **three-month review meeting** is held to reflect on the individual appeal process and identify lessons for the future. All parts of Christian Aid involved in the appeal process are expected to provide input for this meeting. Around this time responsibility for managing ETFs will shift from the Humanitarian division to the country team, as agreed by the two teams.

Attendance

Throughout the life of an appeal the attendance of the ETF varies considerably, according to the phase of the appeal and the requirements of the meeting. The chair of the ETF is responsible for ensuring that appropriate staff are invited to ETF meetings.

In phase one, attendance by invitees is obligatory during the early stages – so, as an appeal progresses, the chair must be clear which staff are required at the meeting and for which staff attendance is optional. **Staff who attend must have delegated authority** and be ready to take responsibility for decisions made during ETFs. They are also expected to have had any necessary discussions within their teams before the meeting, in order to be in a position to make decisions and recommendations within the ETF.

Every effort will be made to incorporate the attendance of staff based outside the UK.

The corporate security manager is invited to attend ETFs where the emergency is in a high-risk area (category 4 or 5) to provide information on security issues related to the emergency.

The staff listed below will receive minutes and agendas of ETF meetings during phase one of an appeal:

- Head of the Humanitarian division
- International director
- Humanitarian programme unit managing the response
- Head of geographical division, head of region or regional manager
- Geographical policy staff
- Country programme manager
- Regional emergency manager (REM)
- Corporate security manager
- Head of Programme Funding/programme funding officer
- An administrator or emergency support officer (ESO)
- CIO
- Press office manager/press officer
- Head of Inspiring Participation
- Head of Individual Participation
- Head of Church Participation

- Head of Supporter Relations
- Head of Global Advocacy
- Head of Finance/senior international accountant
- Head of InspirAction
- Head of Communications
- Digital content manager
- Senior HR business partner (international)
- Heads of Ireland, Wales, Scotland, north and central England, and south of England
- Other heads of division.

Agenda

The chair of the ETF is responsible for adapting the agenda according to the needs of the meeting, and for clearly indicating inputs required from attendees, and the decisions that need to be made.

During phase one, the agenda remains fairly standard, in line with that suggested below. Once the appeal has been launched, non-programme staff may choose not to stay for the full programme update.

In phase two, the agenda can predominantly deal with programme issues, with updates on appeals incorporated as appropriate.

A suggested agenda outline for phase one is as follows:

- Brief update on the situation.
- Corporate communications:
 - **policy line**
 - **in-country advocacy (geographic policy/programme staff), Northern advocacy and campaign actions (head of Global Advocacy/head of Church Participation)**
 - **marketing and fundraising (head of Inspiring Participation/delegate)**
 - **media (head of Press office/delegate)**

- **digital (head of Communications/delegate)**
- **internal communications (CIO).**

c) Staffing.

d) Programmes:

- **updates from the field**
- **proposed activities**
- **activities of other ACT members and/or ACT appeal**
- **possible donor funding**
- **organisational support to partners, for example, finance, human resources, logistics, and so on.**

Internal communications

Attendees/invitees of ETFs and PRU heads receive the minutes and are responsible for ensuring they are passed to the correct people within their teams. As the ETFs progress to phase two, staff are expected to access minutes and other documents from the intranet.

A dedicated intranet site is set up within 24 hours of launch for all appeals and associated response. All documents associated with the appeal and the associated response will be stored on this intranet site.

Where a corporate response is allocated a 'high' appeal priority, it may be felt appropriate to provide an **emergency briefing** to Christian Aid staff in the form of an open staff meeting. This ensures that all parts of the organisation are fully informed about our response to the emergency.

MANAGING THE CORPORATE APPEAL AND RESPONSE: RESPONSIBILITY SECTIONS

SECTION 2A

MARKETING AND FUNDRAISING

Primary function during a Christian Aid appeal

To contribute to the decision-making process about whether to launch a Christian Aid appeal, and to coordinate and implement our corporate marketing and fundraising response when a decision to appeal has been made.

Guiding principles

Where an emergency meets our criteria and the alert meeting decides to appeal, a fundraising appeal will always be possible in some form.

In deciding whether to appeal, the alert meeting and ETF considers whether doing so will adversely affect other planned fundraising activities.

We keep supporters well informed of our humanitarian work and regularly tell them how their donations have been spent and to what effect.

Key actions and responsibilities:

Action	Responsible
<p>Before alert meeting</p> <p>Supporter and Community Partnership (SPD) department division heads meet to agree brief on the following:</p> <ul style="list-style-type: none"> • constituency expectations and support • options for marketing and fundraising • current levels of interest (digital) • potential income • implications for other current marketing/fundraising initiatives • recommended appeal priority (high, medium, low) 	SPD director and division heads
<p>Attend alert meeting</p> <ul style="list-style-type: none"> • Advise on capacity to launch an appeal and its implications for fundraising plans • Be part of alert meeting decision-making • Make a commitment on appeal response 	SPD director

Action	Responsible
<p>Design and implement the marketing and fundraising plan</p> <p>It should contain the following, according to high, medium or low appeal priority:</p> <ul style="list-style-type: none"> • audience to be targeted: <ul style="list-style-type: none"> – high appeal priority – all (anyone who gives to Christian Aid) – medium appeal priority – emergency responders (either who give to emergencies and other asks, or who give to emergencies only) – low appeal priority – online response mechanism with no active promotion • fundraising and marketing tools to be used (that is, email list, social media, online giving button, online appeal, written digital or paper appeal to supporters, postcard through churches, press adverts, adapt current material, and so on). Paper appeal should land within three days; digital appeals within 24 hours • budget and projection of potential income <p>Marketing and fundraising plan to be saved on intranet, circulated to ETF contacts list and incorporated into corporate communications plan</p>	<p>Prepared by head of Inspiring Participation</p> <p>Budget and projection prepared by fundraising accountant and approved by head of Humanitarian</p> <p>SPD division heads of teams/head of Supporter Relations/CIO</p>
<p>Attend ETF meetings</p> <ul style="list-style-type: none"> • As a priority during phase one, and as appropriate during phase two • To update on the progress of appeal activities and income according to the marketing and fundraising plan 	<p>Heads of Inspiring Participation, Individual Participation and Church Participation</p>

Action	Responsible
Ensure consistent communications messages across all communications and marketing and fundraising materials	CIO, Editorial unit and Inspiring Participation staff
All appeal communications produced by Inspiring Participation requesting restricted funds to be saved on the intranet and circulated to the ETF contacts list. All communications to supporter, especially the original ask, to be saved on the relevant package record within Promise.	Inspiring Participation staff SPD staff/Humanitarian support officer
Ensure appropriate sign-off procedures are followed on all fundraising materials. Materials to be signed off by (unless otherwise decided by the alert meeting): <ul style="list-style-type: none"> • head of Inspiring Participation • CIO (unless otherwise decided by the alert meeting) • signatory on appeal letter, for example, Christian Aid director, head of Humanitarian 	SPD staff
Staff involved in developing and approving/sign-off for corporate appeal marketing and fundraising materials recognise this work as priority and ensure work is completed with an appropriate sense of urgency	All appropriate Christian Aid staff
In accordance with our Policy on Use of Appeal Funds, up to 10 per cent of appeal income can be used to cover marketing and fundraising activities . Any costs over the 10 per cent are borne by the fundraising and marketing teams' own budgets <ul style="list-style-type: none"> • All costs to be charged to SPD in the first place • SPD to submit all appeal marketing and receipts to the Humanitarian division after three months • Humanitarian division to reimburse costs from the appeal funds once it is verified that costs are within 10 per cent of total income • Please refer to the agreed procedures - see Appendix 1, page 56. 	Fundraising accountant
All donors receive a personal receipt and thank you follow-up in <i>Christian Aid News</i> For high-priority appeals, online donations receive an email 'thank you'	Supporter Relations/ Communications Individual Participation
Where there is a DEC appeal, ensure that commitments to the DEC are fulfilled and appropriate mechanisms are put in place	SPD staff
Preparatory responsibilities. To ensure at all times that: <ul style="list-style-type: none"> • printer database is updated weekly and that there is a full stock of mail-out paperwork • appeal paperwork is up to date 	SPD staff

SECTION 2B

CORPORATE COMMUNICATIONS

Primary function during a Christian Aid appeal

To coordinate the communication of timely and accurate information to inform internal and external audiences about current humanitarian situations and Christian Aid's response.

Guiding principles

Christian Aid's communications work in emergencies primarily seeks:

- to raise awareness among decision-makers, supporters and the general public about the suffering and needs of those affected, and our response and that of our partners to the emergency
- to raise money, increase our profile and recruit new supporters
- to advocate for effective measures to relieve people's suffering, avoid loss of life and address the immediate and long-term causes of the disaster.

In our communications work, we adhere to the Red Cross Code of Conduct and the ACT communications policy. In particular, we present people affected by disasters as dignified humans, not hopeless victims.

When promoting our work, we endeavour to respect the wishes, and emphasise the primary role, of our partners. In all our external communications we will present all ACT implementing partners as partners of Christian Aid.

Communications with our staff, supporters, decision-makers and the public will be an integral part of our response to emergencies.

Our communications will seek to present a nuanced and informed understanding of emergencies, for example, the confusion and paucity of information in the early stages; the challenges inherent in emergency response work; the complex, often structural or political causes of disasters and the importance

of understanding emergencies within the development context.

Our communications will be honest, accurate and compelling, and will reflect the immediacy and urgency required in emergencies, using new media where appropriate.

Speed of communication is imperative during an emergency, both in gathering materials from the field and in disseminating the materials to staff and supporters.

All communications materials will uphold our brand values and the corporate commitment to transparency, and will be produced in accordance with corporate visual identity and writing guidelines.

Key actions and responsibilities:

Action	Responsible
<p>Before an alert meeting</p> <p>First digital/social media content may need to be drafted before the alert meeting. CIO and digital content manager to coordinate, liaising with the Press office.</p>	CIO and digital content manager
<p>Attend alert meeting</p> <ul style="list-style-type: none"> • Where decision is not to appeal, CIO ensures that adequate information about the developing situation and our response is available to staff (through MWN) and supporters (through digital channels) • Where decision is to appeal, within 24 hours: <ul style="list-style-type: none"> – draft statement for digital and social media channels (if not done already) – inform our staff of the decision through MWN/ intranet – develop Q&A for staff <p>Medium- and high-priority appeals only:</p> <ul style="list-style-type: none"> – source story, photo, quote and costings (medium/high) – source audio and/or video (high) 	<p>CIO</p> <p>CIO</p> <p>CIO</p> <p>CIO</p> <p>CIO (lead), country office staff/partners/CIU video and photography staff.</p>
<p>Attend ETFs</p> <p>CIO attends as a priority during phase one and as appropriate during phase two. At ETFs, CIO updates on corporate communications plan (some functions may be represented and will update on their section themselves), and tables requests for info, stories, and so on, required to resource plan. Situation report calls to be recorded for possible online use</p>	CIO
<p>Complete corporate communications plan:</p> <p>All communications functions in SPD attend a separate emergency communications meeting, to agree the communications plan for the emergency. A rolling document is created as an outcome of that meeting and will continue to be updated during the life of an appeal therefore plans that start as concept notes or draft outlines will be revised and updated as plans become more defined.</p> <p>CIO collates all information into one corporate plan; adds internal communications section; defines key messages about the emergency, based on agreed policy line; identifies the communications materials needed to resource the plan and clarifies who is responsible for gathering these, and when they are needed.</p> <p>After this original meeting, a daily Communications division meetings to be called for internal coordination between the relevant teams (CIU, Press office, Editorial unit, Individual and Church Participation teams.) at the beginning of an appeal; as appropriate later on.</p>	<p>Relevant delegate from each function. Communications meeting chaired by head of CIU or head of Communications</p> <p>CIO</p> <p>Head of CIU or head of Communications</p>

Action	Responsible
Arrange emergency briefing for staff for high-priority appeals	CIO
<p>Source materials to resource corporate communications plan</p> <p>CIO leads on sourcing communications materials required. For some high-level appeals, the CIO may be asked to travel</p> <p>For medium- and high-level appeals, the CIO may gather materials remotely from colleagues in-country and partners, or from other organisations such as ACT. CIO to provide briefing and guidance on communications needs to programme/media staff who are travelling or in-country</p> <p>Programme and media staff include collection of communication materials in their terms of reference for emergency-related trips and site visits</p>	<p>CIO</p> <p>CIO/staff in-country</p> <p>Geographical team, Humanitarian and Press office</p>
<p>Sharing and updating information</p> <p>CIO ensures that the communications plan, Q&A and all relevant communications materials are saved in the communications folders on the appeal intranet site and kept up to date</p> <p>CIO provides regular updates for staff through MWN and the appeal site blog, and for supporters (medium/high appeals) – as outlined in communications plan (main vehicle likely to be the corporate website). CIU ensures all gathered content is shared with ACT Alliance communications team in Geneva, as set out in the ACT Alliance ‘Emergency Response Communications’ plan.</p>	<p>CIO</p> <p>CIO/Internal Communications</p>
<p>Messaging and sign-off</p> <p>All communications reflect the key messages outlined in communications plan and Q&A</p> <p>CIU signs off all communications, fundraising and marketing materials (unless otherwise decided by the alert/ETF meeting). In the early stage this may include approving photos and videos sent from the field until alternative content has been edited and approved. Temporary photo/video content will always be removed and replaced with materials in line with Christian Aid’s requirements, once available.</p>	<p>All staff</p> <p>CIO</p>
CIO responds to queries and info requests from staff and supporters	CIO
Ensure that laptops, digital still and video cameras, and satellite data and voice communications equipment are taken to the field , as appropriate, so as to provide interviews for communications purposes, and send photographs, footage and stories back to the UK	Staff travelling to the field, liaising with IT support, Press office and CIU

SECTION 2C MEDIA

Primary function during a Christian Aid appeal

To provide media outlets and digital channels with accurate and credible information and interviews to highlight our work during emergencies.

Guiding principles

Christian Aid's media outreach and communications work in emergencies will primarily seek

– within Britain, Ireland, Spain, and other countries as appropriate:

- to raise awareness among decision-makers, supporters and the public of the suffering and needs of those affected, and to our response to the emergency
- to raise money, increase our profile and recruit new supporters
- to advocate for effective measures to relieve people's suffering, avoid loss of life, and address the immediate and long-term causes of disasters

– in the country of response:

- in addition, to encourage and support media initiatives by Christian Aid staff and partners

As a rule, in its media work, Christian Aid shall highlight the work of local actors and will refer to our own role as one of supporting local actors.

In its media work, Christian Aid upholds the Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Response, and the ACT communications strategy. In particular, we present people affected by disasters as dignified humans, not hopeless objects.

When promoting our work, we endeavour to respect the wishes, and emphasise the primary role, of our partners. In our external communications we present all ACT implementing partners as partners of Christian Aid.

Christian Aid media outreach will seek to present a nuanced and informed understanding of emergencies, for example, the confusion and paucity of information in the early stages, the challenges inherent in emergency response work, the complex, often structural or political causes of disasters and the importance of understanding emergencies within the development context.

All media outreach materials uphold our brand values and the corporate commitment to transparency, and will be produced in accordance with the corporate visual identity and writing guidelines.

Key actions and responsibilities:

Action	Responsible
<p>Alert meetings</p> <ul style="list-style-type: none"> • Liaise with CIO and Humanitarian in obtaining up-to-date information from the field and monitor media coverage • Brief SPD director on current and projected media interest before alert meeting • Attend alert meeting 	Head of Media or Press office manager

Action	Responsible
<p>Attend ETFs</p> <ul style="list-style-type: none"> • As a priority during phase one and as appropriate during phase two • To report back to ETF on recent updates on the situation reported in the media, media opportunities for Christian Aid and a sense of the predicted media appetite 	Press officer
In media communications, use agreed policy/advocacy line as determined by geographical policy staff and UK advocacy and policy staff	Press officer
Provide information on planned media activities to CIO, for inclusion in corporate communications plan	Press officer
Establish a Christian Aid media presence immediately , by contacting media outlets with details of our response and policy line within Britain, Ireland and Spain. Support media initiatives by Christian Aid staff and partners in the country of the response. The Press office will manage the relationship with the DEC and ACT regarding media coverage. Make available, as appropriate, from-the-field content and sitrep materials.	Press office/InspirAction Advocacy and Communications/Christian Aid Ireland Communications and Media
When agreed at the ETF, deploy a member of the Communications division, accompanying a programme team where appropriate (primarily high-priority appeals)	CIU/Press office/ETF
Identify good English speakers among our staff or partners for interviews (preferably eye witnesses to emergency) Staff to make themselves available for interviews when required	Press office/country team/Humanitarian All appropriate staff, including Advocacy and Policy staff
Ensure media staff have access to partners for information, media queries and interviews	Country team/Humanitarian
Collect and generate photographs, stories and audio and video footage necessary to maintain up-to-date website and supply to media outlets	Press office and CIU
Ensure that laptops, digital still and video cameras and satellite data and voice communications equipment are taken to the field , as appropriate, so as to provide interviews for the media, and send photographs, footage and stories back to the UK	Press office/CIU/Humanitarian
Ensure that programme staff include the Press office in all information communication related to the emergency	Country team/Humanitarian
Where there is a DEC appeal, ensure that commitments to the DEC are fulfilled. Second staff to DEC as appropriate	Press office

SECTION 2D DIGITAL

Primary function during a Christian Aid appeal

To develop and coordinate the use of social media and digital channels as an information, fundraising and campaigning tool in response to humanitarian situations.

Guiding principles

We will use social media, digital channels and digital marketing to appeal to individuals, the churches and the public when: the needs demand it, media coverage is adequate, the public is sufficiently aware of the situation, and the necessary information, photographs and stories are available (even if visual materials are of poor technical quality).

Where Christian Aid decides it will respond to a humanitarian crisis, then digital and social media content always forms part of the appeal communications.

We will use digital and social media channels to keep supporters well informed of our humanitarian work and will regularly inform supporters how their donations have been spent and to what effect.

We will use digital marketing channels to promote campaign actions linked to our appeals where they are agreed by the ETF.

Key actions and responsibilities:

Action	Responsible
Before an alert meeting , brief the SPD director and heads of division on digital and social media opportunities, current interest in the emergency, options for launching a Christian Aid appeal, and its implications for fundraising and campaigning plans, and suggestions for appeal names	Head of Inspiring Participation/digital content manager
Content regarding a humanitarian situation will be published to digital channels when either: a) it is considered of interest to our supporters b) the alert meeting decides to launch an appeal	Digital content manager
CIO to provide statement for digital channels , based on agreed Christian Aid policy line, as soon as possible after the onset of an emergency or once the decision to appeal has been made by the alert meeting	CIO
The relevant digital content editor will request an approach code for the web to the Database Services unit (see page 33)	Digital content editor/DSU

Action	Responsible
<p>Sign-off for content of digital materials will be the CIO, unless otherwise decided by the alert meeting. In a corporate appeal, CIU has delegated authority to coordinate all Christian Aid communications. CIO signs off on all communications, fundraising and marketing materials unless otherwise decided by the alert meeting. In the early stages of an emergency, this may include approving photos/videos sent from the field until CIU photo and video staff have edited and approved alternate content (this may apply even if audiovisual content is of poor technical quality). Temporary photo/video content will always be removed and replaced with approved content from photo and video teams once those materials are available</p>	CIO
<p>An appeal page will be launched within 12 hours of the decision to launch an appeal. The website and social media will inform supporters and other interested parties about the following:</p> <ul style="list-style-type: none"> • Our work and that of our partners • Our policy line for media/advocacy work, including campaign actions • How the situation is developing • Information to supporters on how their funds have been spent and to what effect 	Digital content manager
<p>Provide information on planned digital activities to CIO, and the emergency communications meeting, for inclusion in the corporate communications plan</p>	Digital content manager
<p>Make recommendations for digital marketing options to be included in the corporate communications plan. For example, corporate website, email to supporters, Google Adwords, mobile phone/SMS, social networking sites, twitter, and so on, according to appeal priority</p>	Head of Individual Participation
<p>Attend ETF meetings</p> <ul style="list-style-type: none"> • As required during phase one (or brief head of fundraising or delegate who will routinely attend) • To update on web content, email traffic, response rate, other planned marketing and campaigning activities 	Digital content manager/ head of Inspiring Participation
<p>Ensure consistent communications messages across all communications and marketing and fundraising materials</p>	CIO, SPD staff and Editorial unit

Action	Responsible
Where a campaign action is decided on by PPD staff, the Church Participation team and digital content manager make recommendations on, and use appropriate digital marketing tools to promote, the campaign	Head of Church Participation/digital content manager
<p>CIU to provide sufficient and appropriate content for regular update of digital and social media channels. The frequency of the updates will be determined at the daily Communications Division meeting</p> <p>The Editorial unit will work with other staff to prepare the online appeal, and will adapt the copy for search engine optimisation</p> <p>CIU will review and approve all multi-media content used for the appeal</p>	<p>CIO Digital content manager</p> <p>Digital content manager</p>
Where there is a DEC appeal, ensure that commitments to the DEC are fulfilled	Head of Inspiring Participation/Head of Communications
For high-priority appeals, online donations will receive an email 'thank you'	Head of Individual Participation

SECTION 2E

FINANCIAL ACTIVITIES (FINANCE AND SUPPORTER RELATIONS TEAMS)

Primary function during a Christian Aid appeal

Ensure that expected funds are received, recorded and disbursed efficiently and effectively according to decisions made, and accounted for over the life of the funds.

Guiding principles

Emergency response work gets priority.

Normal accounting systems and controls remain in place.

Key actions and responsibilities:

Action – INCOME	Responsible
<p>Before the alert meeting</p> <p>Brief the head of Humanitarian on relevant previous appeal messages and implications on other restricted funds (for example, coding and naming issues)</p>	Senior international accountant
<p>Set up the relevant codes</p> <p>The Humanitarian division sets up a humanitarian package in PROMISE and informs the systems accountant who inputs the package code. The Humanitarian division sets up the relevant income sources (Christian Aid appeal; DEC appeal, etc.) and informs the Philanthropy, Programme Funding and Private Sector Participation teams. All funds raised for the emergency response will be recorded under income sources within this package – unless discussed with the Humanitarian division.</p> <p>The Humanitarian division informs the income accountant of the creation of the appeal income source. The income accountant requests a set of Ascent fund codes to be set up from the Database Services unit. Approach codes are individually requested by fundraising teams and the digital content team, and set up by the Database Services unit, which confirms them to the team requesting the approach codes.</p>	<p>Humanitarian division administrator/systems accountant</p> <p>Humanitarian division administrator/Philanthropy/Programme Funding</p> <p>Humanitarian division administrator Income accountant DSU</p>
<p>Attend ETF meetings</p> <ul style="list-style-type: none"> • As a priority during phase one, and as appropriate during phase two • To update on: <ul style="list-style-type: none"> – actual income received (Supporter Relations or income accountant) – projected income – institutional funds 	Restricted funds accountant/ income accountant Supporter relations/ Programme funding
<p>Updates on income must be provided daily during the first two weeks of the appeal, then on a weekly basis or as agreed by the ETF until the three-month review meeting. Updates to be circulated to the ETF attended list in the minutes of the meetings and made available from the appeal intranet site</p>	Supporter Relations team/ Humanitarian division administrator
<p>Supporter Relations team to give priority to recording appeal income against the appeal code</p>	Supporter Relations team
<p>Update the secured funds recorded in the appeal income source (3EXX) as part of the month end closure process</p>	Restricted Funds team

Action – INCOME	Responsible
<p>If DEC funding:</p> <ul style="list-style-type: none"> • create income source for the DEC funding in the main package • report income to DEC on a daily basis during period of joint action, then weekly • transfer pooled income to the DEC 	<p>Humanitarian division</p> <p>Income accountant</p> <p>Income accountant</p>
<p>Relevant income sources will be created within the main package; the income source manager is the relevant staff in the Fundraising and Programme Funding teams</p>	<p>Programme Funding/ Philanthropy/Humanitarian</p>
<p>Ensure all giving mechanisms are attached to an approach code</p>	<p>Head of Supporter Relations and head of Inspiring Participation</p>
<p>Calculate monthly interest and 15 per cent admin levy (based on figures after max 10 per cent fundraising and publicity costs)</p>	<p>Restricted funds team</p>
<p>After one year, attend ETF meeting to agree to close the appeal to new income in Vision and suspend code in Ascent. Email required from head of Humanitarian.</p> <p>Inform the digital content manager that the appeal is now closed to new income; the donation button needs to be removed.</p>	<p>ETF chair, finance representative, systems a/c (monitored by humanitarian support officer)</p> <p>Humanitarian division</p>
<p>Review and close the package in Promise once all income sources have been disbursed and all activities have been completed, including final evaluations.</p>	<p>Head of Humanitarian</p>
<p>Close appeal fund code once appeal fund is fully disbursed</p>	<p>Restricted funds accountant/ systems accountant</p>

Action – GRANTS	Responsible
<p>All financial procedures to be followed as standard</p> <p>In the first weeks of an emergency the head of Humanitarian may authorise an override of the following key controls:</p> <ul style="list-style-type: none"> • receipt of previous grant • outstanding audit • project funding agreement • control and monitor the use of missing controls and overrides 	<p>Country team and Humanitarian</p> <p>Head of Humanitarian</p> <p>Humanitarian support officer</p>
<p>Receive request to transfer and effect transfer</p>	<p>Grants unit</p>
<p>Geographic team ensure grants receipts are received and inputted into PROMISE</p>	<p>Geographic team</p>

Action – MONITORING	Responsible
<p>Monitor whether the accounts reflect reality in conjunction with the Humanitarian division and the identified appeal administrator/support officer</p>	<p>Restricted fund team</p>

SECTION 2F PROGRAMME FUNDING

Primary function during a Christian Aid appeal

To secure funding from institutional donors, trusts and major donors in response to humanitarian crises.

Guiding principles

We always investigate the possibility and appropriateness of seeking funding from institutional donors, trusts and major donors, and will make the necessary staff time available to prepare and present the associated proposals.

We develop relationships with donors in advance of emergencies so that our capacity to implement emergency programmes is easily recognised in the event of a disaster.

Programmes funded by donors must be managed in compliance with donor requirements and contractual/application details so as to promote rather than damage our strategic interests

Key actions and responsibilities:

Action	Responsible
<p>Alert meetings</p> <ul style="list-style-type: none"> • Brief geographical manager/head of Humanitarian on potential institutional donor funding opportunities before alert meeting • Attend alert meeting if attendance requested to provide update on funding opportunities from institutional donors 	Head of Programme Funding/programme funding manager or officer
<p>Contact institutional donors to scope funding decisions and possibilities</p> <p>Keep donors informed of Christian Aid's responses to the emergency, ascertain donors' interests and priorities, and explore which elements of Christian Aid's response might be submitted for funding</p>	Ireland development manager/Emergency officer
<p>Attend ETF meetings</p> <ul style="list-style-type: none"> • As required during phases one and two (or brief programme staff who regularly attend) • To update on institutional donor funding opportunities, contracts secured, staffing issues, progress on implementation, reporting requirements, and so on. 	Programme funding manager/officer

Action	Responsible
<p>Coordinate the work on developing humanitarian concept notes and proposals to institutional donors.</p> <p>Develop and submit concept notes and proposals to donors and trusts. Keep ETF informed of proposals and share content</p>	<p>Programme funding manager/officer</p> <p>Programme funding manager/officer/ Philanthropy/Christian Aid Ireland programme development/InspirAction programme funding</p>
<p>Provide the Philanthropy team with project information on grants being made to partners (particularly Code 2 and early Christian Aid appeal grants), for them to approach potential donors</p> <p>Provide project reports to the Philanthropy team, for appropriate reporting</p>	<p>Regional Emergency Manager (REM)/programme staff/Humanitarian support officer</p>
<p>Once contract is secured: responsible for all donor contract issues, with special responsibility for all aspects of compliance</p> <p>The relevant Programme funding and Philanthropy staff will be the income source manager in Promise. The income source will be recorded under the main humanitarian package – unless discussed with the Humanitarian division.</p> <p>The income source manager should upload the donor’s documents in the income source record (proposal, contract, report)</p>	<p>Programme funding manager or officer/ Philanthropy team</p>
<p>Responsible for ensuring quality implementation of donor-funded programme in-line with contract commitments</p>	<p>Programme/Humanitarian staff</p>
<p>Preparatory responsibilities. Develop relationships with key institutional donors, particularly through their local offices, identifying possibilities for developing relationships around emergency response and recovery. Use country-level preparedness activities and documents as a basis for response plans</p>	<p>Country representative, programme funding manager or officer, REM/ Philanthropy team</p>

SECTION 2G

INTERNAL COORDINATION AND COMMUNICATION

Primary function during a Christian Aid appeal

To ensure smooth coordination of a Christian Aid appeal, and adequate and efficient communication flows.

Guiding principles

Information should be freely available.

Everyone should feel that they have, or can easily get, the information they need.

All staff, particularly those in the area offices, kept informed via regular updates of how the emergency and Christian Aid's response is developing, in order to respond to enquiries from local media and supporters.

Key actions and responsibilities:

Action	Responsible
Central contact for DEC	Humanitarian division administrator
Contact for ACT	REM or country office
Maintain crisis mapping document	Humanitarian support officer
Maintain emergency contacts list	Humanitarian division administrator
Before an alert meeting <ul style="list-style-type: none"> • Early warning to be monitored by geographical, Humanitarian, Press office, Communications division, policy, and so on, staff and alert meeting requested • Ensure alert note is completed and circulated to the meeting invitees • Decision to call an alert meeting • Identify alert meeting invitees • Set up and minute alert meeting • Coordinate on consistent message 	Christian Aid staff HPU manager Head of Humanitarian Head of Humanitarian Humanitarian division administrator Press office, CIO, Digital unit
The alert meeting <ul style="list-style-type: none"> • Chair the alert meeting and ensure key decisions are made as identified in section 2 'Launching a corporate appeal' 	Head of Humanitarian

Action	Responsible
<p>After the alert meeting</p> <ul style="list-style-type: none"> • Circulate minutes to attendees of the Alert meeting, and heads of division • Inform members of teams/divisions of resulting actions required • Provide update on the situation, and Christian Aid's response to the emergency, to digital team and regional offices. Where there is a decision to launch a Christian Aid appeal, circulate information in MWN the day after the alert meeting • Compile Q&A with key appeal information, including appeal name, designated sign-off, key messages, policy line, approach code, and so on • Request set up of intranet site • Create humanitarian package and set up income sources (see section on financial activities) 	<p>Humanitarian division administrator</p> <p>Alert meeting attendees and heads of division</p> <p>CIO/Internal Communications</p> <p>CIO</p> <p>Humanitarian division administrator</p>
<p>Before the ETF</p> <ul style="list-style-type: none"> • Call ETF meeting • Identify ETF invitees based on list in section 2 'Launching a corporate appeal' • Set up and minute ETF meeting • Set up and maintain ETF distribution list based on list in section 2 'Launching a corporate appeal', for circulation of ETF minutes, information and key documents 	<p>Head of Humanitarian</p> <p>Humanitarian division administrator</p>
<p>Ongoing ETFs</p> <ul style="list-style-type: none"> • To be chaired by Humanitarian division until geographical team is ready to take over (usually around three months) • ETF administration undertaken by HD admin until such time as geographical team have identified/recruited appropriate staff • Chair is responsible for efficient management of ETFs, as set out in section 2 'Launching a corporate appeal' • Minutes to be circulated to ETF distribution list (based on list in section 2 'Launching a corporate appeal') during phase one. From phase two, minutes and key information saved on the intranet 	<p>Humanitarian division/ country team/Humanitarian division administrator</p> <p>ETF chair</p> <p>Humanitarian division/ country team administrator</p>

SECTION 2H PROGRAMMES

Primary function during a Christian Aid appeal

To ensure that our response to a humanitarian crisis is effective, inclusive and accountable to those we aim to assist, and that it builds resilience and addresses underlying inequality in the longer term.

Guiding principles

Where there are significant humanitarian needs, Christian Aid responds, whether this is through existing partnerships, the ACT network or by creating new partnerships.

We provide the necessary support to partners to enable them to deliver high-quality programmes.

We work closely with all parts of the organisation to ensure effectiveness and efficiency in our humanitarian work.

We ensure there are enough staff in place able to respond to donors, and to the communities we are hoping to help, with high standards and accountability.

Key actions and responsibilities:

Action	Responsible
<p>Before an alert meeting, brief the head of Humanitarian and/or the geographical manager on:</p> <ul style="list-style-type: none"> the humanitarian situation and the needs of the disaster-affected population, with a particular focus on poor and marginalised groups our options to respond (possible initial programme response and resources immediately available) partner capacities and proximity to the emergency the operating environment recommended preliminary policy line 	REM and country team staff
Submit alert note for circulation and communications	Country team/REM
<p>Attend alert meeting to:</p> <ul style="list-style-type: none"> advise on humanitarian situation and options to respond 	Head of geographical region/division/REM
Support partners in initial assessment and project design	REM/EO/country team
<p>Attend ETFs to update on:</p> <ul style="list-style-type: none"> the humanitarian situation and operational environment programme activities activities of other ACT members and/or ACT appeal activities of other agencies possible donor funding organisational support to partners <p>And to participate in decision-making</p>	REM/country team
<p>Corporate security manager to attend ETFs if the emergency comes under security category 4 and 5, to:</p> <ul style="list-style-type: none"> provide information on security issues related to the emergency provide input on security implications and access 	Corporate security manager

Action	Responsible
<p>Organise, minute and chair ETFs</p> <p>The Humanitarian division takes responsibility throughout phase one for up to the first three months. Then the country team ensures the management of the appeal, with support from the Humanitarian division, alongside the management of the country programme. In addition, quarterly ETF should be called to update the rest of the organisation on the progress of the appeal response and the developments in country</p>	Humanitarian division/ country team
<p>Provide rapid response capacity to country programme teams where they do not have capacity to handle programme requirements. Default position will be to send an REM and/or EO to support the country office, unless there is a clear reason not to do so</p>	Humanitarian division
<p>Support the partners and the country team to ensure that a high-quality response is implemented</p>	Humanitarian division
<p>Where a country management team is unwilling or unable to respond, but there is clear humanitarian need and a Christian Aid commitment to provide a response (as agreed by the alert meeting), the Humanitarian division will take responsibility for managing the response</p>	Humanitarian division
<p>Gather communications materials to resource corporate communications plan. This may include personal stories, photos, audio and video</p>	Geographical and Humanitarian staff, with CIO guidance and support
<p>Do media interviews, when requested by the press office</p>	Geographical and Humanitarian staff
<p>Provide programme information for communications and media purposes</p>	Geographical and Humanitarian staff
<p>Ensure appropriate staffing is in place for management, implementation and administration of the humanitarian programme</p>	HPU manager and country manager
<p>Work with partners to develop proposals and plans for use of appeal funds. Provide technical support to partners as required</p>	REM/EO/country team/ Impact advisers
<p>Field-level coordination of activities</p>	REM/EO/country team
<p>Process grants and transfers to partners from humanitarian appeal funds</p>	Humanitarian division/ country team
<p>Preparation and implementation of rolling plan for use of appeal funds</p> <p>Please refer to the <i>Humanitarian Handbook – Part 2</i> and the appeal management guidelines</p> <p>Upload the approved rolling plan documents to PROMISE for approval</p>	Country team, supported by the humanitarian division/ country team
<p>Where there is a DEC appeal, prepare and submit DEC plans and reports for use of DEC appeal funds, and fulfil DEC requirements for monitoring and evaluation, and financial processes (that is, drawdowns)</p> <p>Upload DEC plans and reports in the income source record in PROMISE</p>	Humanitarian division/ country team
<p>Submit appeal progress monthly, for the first six months, then at a frequency agreed with the Humanitarian manager</p>	Humanitarian/Emergency support officers
<p>Submit appeal progress monthly, for the first six months, then at a frequency agreed with the Humanitarian manager</p>	Country team, supported by the Humanitarian division

Action	Responsible
<p>Monitor partners and projects at least monthly for the first six months, and bimonthly afterwards, to ensure that projects:</p> <ul style="list-style-type: none"> • are being implemented as agreed • are in line with best practice and minimum standards, as described page 7 • are financially accountable • Ensure the PROMISE project records are up to date and complete <p>At month three, develop a set of outcomes and indicators to be used to review and evaluate the response</p>	Country team, supported by the Humanitarian division
Ensure the response is reviewed and evaluated in line with the humanitarian evaluation policy, including the three month appeal review, the real time review at six months and the final evaluation	Country team/Humanitarian division
Review and close the projects and package records on PROMISE after all activities have been completed and reviewed	Country teams/Humanitarian division

SECTION 2I

POLICY AND ADVOCACY

Primary function during a Christian Aid appeal

To ensure our emergency appeal is informed by the broader policy context, is appropriately linked to corporate advocacy priorities, and a policy position and advocacy strategy is implemented that may lead to a campaign action being identified.

Guiding principles

Policy and advocacy are integral parts of our response to emergencies. We formulate clear, concise policy that will be used:

- as the basis for corporate analysis of the emergency
- alongside, and on behalf of, those who are poor or marginalised, to advocate the causes of poverty and injustice to those in positions to control or influence.

Information sourced by staff and partners from the location of a humanitarian emergency is the lifeblood of our advocacy. We have the opportunity to guide the agenda if we can provide clear regular updates and analyses from the field. Critically, we must be able to:

- articulate what is happening on the ground; how the emergency is evolving
- articulate where humanitarian needs are not being met and why
- warn of impending needs and changes in context
- identify sectors that are being neglected.

We harness any links between the humanitarian crisis and the current corporate advocacy priorities.

Policy and advocacy work is dealt with in a collaborative manner across the organisation with teams also having particular remits:

- The Policy and Public affairs staff oversee the advocacy plan and activities. They ensure the coherence of emergency advocacy and policy with corporate advocacy priorities, and integrate lessons from humanitarian responses into those corporate messages.
- The geographical division (including the geographical policy staff) leads on country or region-specific policy positioning and advocacy work relating to a humanitarian situation or programme in their region.
- The Humanitarian division advises on the wider humanitarian policy setting (for example, UN reforms, civil/military partnership, and so on)

Key actions and responsibilities:

Action	Responsible
Before an emergency , where policy positions can be predicted, a pre-prepared policy line should exist	Country or regional team/ geographical policy staff
<p>Before an alert meeting</p> <ul style="list-style-type: none"> • Brief the geographical manager or head of Humanitarian on the recommended preliminary policy line • Identify advocacy links between the defined country positions and the corporate advocacy strategies, and options for northern-facing advocacy • Brief the Policy and Public Affairs director on potential country-level advocacy options 	Country or regional team/ geographical policy staff/ PPD director or delegate
<p>Attend ETF meetings</p> <ul style="list-style-type: none"> • As a priority during phase one • To update on: <ul style="list-style-type: none"> – the revised policy position relating to the emergency – the planned advocacy strategy – current advocacy work and progress against the advocacy strategy • Where an advocacy/campaign action is identified, appropriate advocacy unit/campaigns staff to attend 	Geographical policy staff (or country team if appropriate) PPD staff Church participation staff
Provide information on planned policy and advocacy activities to CIO for inclusion in corporate communications plan	Geographic policy/ programme staff Global advocacy manager
<p>Determine and implement country-specific policy line in collaboration with country programme staff and potentially with partners. A policy line must be recommended to, and approved by, the alert meeting, after which a more detailed policy can be written and reviewed.</p> <p>To ensure that policy lines are in place and approved quickly by the alert meeting/ETF to enable clear and well-informed media and advocacy work. The majority of policy lines fall within policies already approved by our Public Policy group (PPG). Where this is not the case, normal PPG procedures will be followed.</p> <p>Where an appeal spans more than one geographical division, the Humanitarian division is responsible for ensuring a unified policy is agreed.</p>	Geographical policy staff and relevant country team Country and regional managers Humanitarian division
<p>Determine and implement country-specific advocacy strategy</p> <p>Identifying key objectives, targets, risks, assumption and implications for staff time</p> <p>Where an appeal spans more than one geographical division, the Humanitarian division is responsible for ensuring agreement of a unified strategy</p>	Geographical policy staff and relevant country team Humanitarian division

Action	Responsible
Support partners in national-level advocacy	Geographical policy staff and relevant country team
Consult with Humanitarian division and Policy and Public Affairs staff on links to/implications for global humanitarian advocacy and wider corporate advocacy priorities messages, and where policy and advocacy strategies have broader implications for Christian Aid's corporate positions	Geographical policy staff and relevant country team/ Humanitarian division/PPD staff
Advise on parliamentary and government lobbying and on concurrent Christian Aid activities with parliament and government	PPD director or delegate
Undertake parliamentary and government lobbying	Coordinated by PPD
Undertake media interviews as required	All appropriate staff

SECTION 2J CAMPAIGNS

Primary function during a Christian Aid appeal

To take advantage of the opportunities emergencies offer to further corporate campaigns, and to explore the possibility of other campaign actions associated with the disaster.

Guiding principles

Campaign actions have integrity as an advocacy position rooted in a firm policy understanding, and are not used solely to support digital marketing and fundraising initiatives.

Any campaign action reaches a significant general audience and has potential to make a real impact on the advocacy target.

Actions should be aligned with existing corporate campaigns where possible.

A campaign action may be an appropriate way for us to respond to an emergency if it:

- helps bring about changes to policies and practices so that people are less vulnerable to emergencies
- helps to improve the way the UK government, Irish government or international community responds to an emergency.

Key actions and responsibilities:

Action	Responsible
Before an alert meeting , brief the Policy and Public Affairs director on campaigning options relating to the emergency	PPD staff
Attend alert meeting to recommend whether a campaign action should be launched	PPD director
Confirm that Christian Aid will be able to: <ul style="list-style-type: none"> • provide ongoing information and feedback to supporters on the issue • commit ongoing resources and capacity where the action does not link to an existing corporate commitment • provide sufficient expertise to promote the issue and achieve an appropriate level of potential partner involvement 	Head of Church Participation and geographical teams
Attend ETF meetings <ul style="list-style-type: none"> • If it is agreed that there is to be a campaign action • To update on: <ul style="list-style-type: none"> – possible and planned campaign actions – progress of campaign actions 	Head of Church Participation
Define the strategy and key messages , including clear policy, demand, well-researched analysis and a strategy as to who we are targeting, how and why Ideally, the geographical team should be able to illustrate support for the campaigning position from local organisations	PPD staff/geographical policy and country teams
Campaign strategy and action to be agreed at the ETF and signed off by PPD, Humanitarian and Church Participation	PPD staff/Humanitarian/Church Participation
Provide information on planned campaign activities to CIO, for inclusion in corporate communications plan	Church Participation

Action	Responsible
Provide basic explanation of the issue and personal stories (where possible)	CIO
Include and promote the campaign action through any mailings, media and advertising (as appropriate), and give the action profile on corporate website	Church Participation and digital content manager
Complement the action with lobby meetings and briefings	PPD staff, geographical team policy staff, Sr Humanitarian policy and advocacy adviser
Decision on campaign action costs to be paid for from appeal funds and associated costs included in the rolling plan	Church Participation and head of Humanitarian

SECTION 2K

HUMAN RESOURCES AND STAFF CARE (INCLUDING SECURITY)

Primary function during a Christian Aid appeal

To support the implementation of Christian Aid's humanitarian programmes by ensuring that:

- the welfare of our employees who are living and working in the country impacted during a crisis/emergency is effectively supported, and
- employees who are seconded or recruited to the impacted country are supported and equipped to carry out their roles.

Guiding principles

The HR team recognises the urgency with which emergency appeals must be addressed and will give priority status to supporting managers in resourcing and managing Christian Aid's response. Christian Aid is committed to a duty of care to our employees and we will ensure that the welfare of those employees, who are living and working in a country that is directly affected by a crisis/emergency, is supported. This may take the form of emotional support, flexible working or temporary, short-term adjustment to pay and benefits if appropriate.

We will also pay attention to the additional work required in a crisis/emergency and ensure that we quickly provide surge capacity by seconding or recruiting employees, if required, to the country affected and that they are supported and equipped to carry out their role pre-, during and post assignment.

We will continue to adhere to our health, safety and security policies and People in Aid principles in our work.

Key actions and responsibilities:

Action	Responsible
Before an alert meeting , Corporate security manager assesses the level of insecurity in the affected area and advises the international director and head of Humanitarian division accordingly	Corporate security manager
Attend ETF's	Senior HR business partner
<ul style="list-style-type: none"> • Senior HR business partner (or delegate) to attend initial ETFs, as required, to contribute to discussion on immediate and interim staff welfare and resourcing needs for both resident employees and employees who are seconded or recruited as surge capacity support. • Corporate security manager to attend ETFs if the emergency comes under security category 4 and 5, to provide information on security issues related to the emergency, including: review of security plan, security focal point identified, security coordination with other ACT members/United Nations-NGO networks 	Corporate security manager

Action	Responsible
HPU manager and country manager to plan for immediate and interim staffing needs , ensuring appropriate staffing is in place for the management, implementation and administration of the appeal, particularly taking account of existing staff capacity in country, and increased workload resulting from the emergency	HPU manager/country manager with guidance from regional HR manager and/or Sr HR business partner
Complete the Appeal Management model and roles and responsibilities checklist, found in Part 2 of the <i>Humanitarian Handbook</i> , as soon as possible after the emergency, for the immediate/interim staffing situation. Update for medium- to long-term staffing as appropriate	HPU manager/country manager
Immediate staffing needs will be primarily addressed using existing country, regional and humanitarian staff, including using surge capacity (of EOs and REMs) within the Humanitarian division Where particular technical skills are required, or in response to large emergencies, additional staff from across the organisation may be seconded, with the support of managers, across the organisation in order to resource Christian Aid's response to the emergency.	HPU managers and country/regional managers/HR managers All Christian Aid managers and staff
HR to identify a dedicated staff member to handle recruitment and other HR-related issues for an emergency	Relevant regional HR manager or London HR ops team member
Based on the Roles and Responsibilities annex of the rolling plan, put together a plan within one month of the appeal to identify which staff will be needed for the medium- and long-term management, implementation and administration of the appeal Managers will ensure that any secondments or recruitment are conducted within Christian Aid's policies and procedures (particularly with regards to security, immigration, tax and insurance)	HPU manager and country manager/regional manager, with the support of the Sr HR business partner
HR to advise managers on the practicalities of implementing the staffing plan (both interim and medium- to long-term) This will include recruitment, relocation, secondment, staff mobility, implications for existing staffing and the responsibility of managers, health and safety, contracts, salaries/benefits, insurance, use of consultants and contractors and so on	Senior HR business partner/regional HR manager
Senior HR business partner to be kept informed of staff and consultants travelling in response to an emergency so that implications such as insurance can be managed	HPU manager/line manager
HR to advise managers on their duty of care for staff working on emergency programmes. This may include areas such as Rest and Recuperation (R&R) policy, working hours, working and living conditions, insurance specifics and so on	Senior HR business partner UK or international/regional HR manager

<p>All staff travelling must receive pre-travel security briefings. This includes in-country staff who must be briefed on any additional security measures, and the country security plan as necessary</p> <p>All staff must receive necessary medical preparation for travel (including vaccinations, anti-malarials and so on)</p> <p>All staff travelling must fully complete a travel form and confirm sign off prior to departure</p>	<p>Country manager</p> <p>Staff member travelling</p> <p>Staff member travelling</p>
<p>All staff travelling should complete the post-travel debrief procedures, including discussing with their line manager and filling a travel debrief form, which may be used to request occupational health or professional debriefing sessions, or to raise any security issues.</p> <p>Access to post-traumatic briefings will be available to any staff member who has worked in stressful, insecure or upsetting environments.</p> <p>HR policies and procedures/occupational health/PPC FAQ HR policies and procedures/occupational health/managers referrals to occupational health FAQ</p>	<p>Line manager and/or staff member travelling</p>
<p>Where new staff have been recruited, in addition to the standard Christian Aid induction programme, they must receive a thorough induction in how Christian Aid works during emergencies, the current emergency programme and the expectations of their role prior to deployment</p>	<p>Line manager</p>

ANNEX 1

CHRISTIAN AID POLICY ON THE USE OF APPEAL FUNDS

(Approved by Christian Aid Board of Trustees in October 2005, revised April 2011)

Introduction

Humanitarian work is central to Christian Aid's identity and part of our core business. Our humanitarian work focuses on the prevention of, and appropriate response to, disasters that overwhelm the coping capacities of the local population. In doing this we focus on three key areas:

- Helping vulnerable people to reduce the likelihood and impact of disasters by managing risks and increasing their resilience to them.
- Acting quickly to save lives and livelihoods, and to reduce suffering, so that people affected by disaster can live with dignity and restored livelihoods in safe communities.
- Speaking out about injustice and the disproportionate effect that disasters have on poor and marginalised people.

The scope of our humanitarian work, therefore, encompasses preparedness, response, recovery, disaster risk reduction, and humanitarian advocacy and campaigns.

Our ability to respond to humanitarian crises reflects the generosity of our donors. As with all Christian Aid's work, our donors are key stakeholders in any response.

Scope of this policy

This policy covers the following streams of income and related expenditure:

- Income received in response to a humanitarian crisis for which Christian Aid has launched an emergency appeal.
- Any humanitarian crisis for which Christian Aid has not launched an appeal, but which raises unsolicited donations of more than £50,000.

These funds will be recognised as Christian Aid appeal funds and given a funding code 3EXX.

This policy does not cover the use of DEC appeal funds. (For further details on use of DEC appeal funds, please see DEC guidance).

Key principles

Humanitarian work is a core priority for Christian Aid; it is not an add-on and as such it will be effectively resourced.

Appeal funds will always be used in an effective manner and not spent for the sake of spending funds within a set time period or in a manner that may unacceptably stretch the capacity of partners.

While aimed at meeting emergency needs, appeal funds should be used in a manner that complements existing country strategies. Implications of the end of appeal funding on the country programme will be considered and planned for in good time.

Since any response to an emergency is a core part of our approach to poverty eradication, the management and application of costs to appeal funds should not be materially different from other funding streams.

To ensure that appeal funds are used appropriately, they will be disbursed according to our standard procedures for project approval and grant-making. However, in an emergency and in order to ensure funds reach partners as soon as possible, the head of Humanitarian may authorise grants to existing partners of up to £50,000 without the following key controls in place (this is in exceptional circumstances only and all paper work must be in place within two weeks of the grant being made):

- Project proposal.
- Partnership agreement if necessary and Funding and Reporting Section in all cases.
- Outstanding partner receipts/audits.

Where necessary, we will provide additional resources to ensure that partners are able to meet the stringent accountability targets associated with high-profile humanitarian programmes.

Use of appeal funds

Appeal funds can be used to cover the following categories of expenditure, subject to the limits detailed:

- **Programme, advocacy and other appeal-specific activities.** These represent the majority of appeal funds, which are used directly for providing an appropriate response to humanitarian crises
- **Fundraising and publicity costs.** A maximum of 10 per cent of total income, including Gift Aid, is covered by appeal funds with the following conditions:
 - **Before an appeal being launched, the appeal fundraising budget is submitted to the ETF by the Supporter and Community Partnership department and approved by the head of the Humanitarian division.**
 - **Where an appeal fails to raise £250,000, fundraising and publicity costs are funded by general funds, thereby ensuring that for smaller appeals 85 per cent of funds are used directly for the purposes of the appeal.**
 - **Where an appeal incurs fundraising and publicity costs greater than 10 per cent of total appeal income, including Gift Aid, the excess costs will be funded by general funds.**
- **Humanitarian division charge.** A 15 per cent fixed charge is made against all humanitarian appeals. The 15 per cent will be used to cover the overhead costs attached to managing and supporting Christian Aid's humanitarian work across the globe. The charge provides a contribution to the ongoing costs of the Humanitarian division. The charge is fixed at 15 per cent for all appeals, although in the event of an exceptionally large appeal a lower charge may be levied at the discretion of the Finance and Operations director.¹

Time scale for use of appeal funds

It is Christian Aid's intention that appeal funds should be spent within three years of the appeal launch date, with 60 per cent committed in the first 18 months and the remaining 40 per cent in the second 18 months. In the case of smaller appeals, we aim to spend funds raised within six months of the appeal launch date.

Only in exceptional circumstances, or where the appeal request for funds clarifies, will the spending of appeal funds be extended beyond the three-year period, with the agreement of our directorate. In all cases, appeal funds must be spent within five years.

Financial responsibility for appeal funds

The head of the Humanitarian division has overall financial responsibility for the use of appeal funds net of fundraising and publicity costs. Authority to approve grants may be delegated to the head of team for the respective geographical region, on approval by the head of Humanitarian division of a rolling plan for use of appeal funds for appeals of more than £250,000, or approval of a budget for appeals less than £250,000.

¹ The administrative levy taken by Christian Aid Ireland on its income is 10 per cent, as agreed by Christian Aid Ireland's Board.

ANNEX 2

CHRISTIAN AID IMPLEMENTATION PROCEDURE ON USE OF APPEAL FUNDS

(Procedure agreed October 2005 and revised April 2011)

Introduction

This procedure is concerned with the application of our **policy on the use of appeal funds**. It should be read alongside other Christian Aid procedures, including those set out in the *Humanitarian Handbook*, *Expenditure Processing Procedures Manual*, the *International Operations Manual*, and should also conform to all requirements laid down in our programme and project-management systems and project risk-assessment procedures.

Definition

Emergency appeal funds include the following:

- Income received in response to a humanitarian crisis for which we have launched an emergency appeal.
- Any humanitarian crisis for which we have not launched an appeal but which raises unsolicited donations of more than £50,000. The Finance team will monitor levels of such donations and notify the head of the Humanitarian division as soon as this threshold is reached.

In launching an appeal, the request for funds should be as broad as possible within the context of the emergency, indicating that we aim to provide immediate relief and rehabilitation support to the affected communities. However, we also see our role in rebuilding livelihoods, reducing risks, building peace and improving the capacity of communities and partners to mitigate against the effects of future disasters. The request for funds should also enable us to advocate on behalf of those affected.

Appeal funds referred to in this paper are the **net amounts after fundraising set-up and publicity costs have been deducted**.

Fundraising and publicity costs

All fundraising and publicity costs associated with a Christian Aid appeal are charged directly to the appeal, unless:

- an appeal fails to raise £250,000, in which case fundraising and publicity costs will be covered by Christian Aid core funds
- fundraising and publicity costs amount to more than 10 per cent of the total funds including Gift Aid raised, in which case the excess fundraising and publicity costs will be covered by Christian Aid core funds.

Before launching an appeal, agreement will be reached between the head of the Humanitarian division and head of Inspiring Participation as to the projected minimum and maximum level of funds that can be raised and spent within the agreed period for the use of appeal funds.

Before incurring any fundraising and publicity expenditure, the budget for all fundraising and publicity costs must be agreed with the head of Humanitarian. A maximum of 10 per cent of anticipated income can be invested in this. Where there is a committed giving 'ask' in the appeal it should make clear the nature of the ongoing commitment. Fundraising and publicity expenditure is initially charged to the relevant Supporter and Community Partnership and Policy and Public Affairs departments budget code, then recharged to the appeal when funds are available. All recharges to the appeal for fundraising, supporter care and publicity costs are presented to the head of the Humanitarian division together, when all costs have been collated, three months after the appeal launch date – see Appendix 1 (page 56).

The definition of fundraising and publicity costs follows that adopted by the Financial Reporting Council's *Statements of Recommended Practice – Accounting by Charities*. See Appendix 1 for examples of allowable fundraising and publicity costs.

The content of all fundraising material will be signed off by the head of Inspiring Participation, the relevant CIO, and the signatory of the material, as per the *Humanitarian Handbook*.

The Supporter Relations team will monitor levels of donations received.

Activities for which appeal funds, net of fundraising and publicity costs, may be used

Programme, advocacy and other appeal specific activities

Eighty five per cent of **net** appeal funds are spent on the appeal purpose, either directly by us or through grants to partners or international alliances such as ACT.

This includes:

- emergency relief, rehabilitation and reconstruction programmes
- emergency programme and support staff
- capacity-building of partners including organisational development and emergency response capacity
- advocacy programmes
- development awareness work in the North, including films and other communications
- Christian Aid activities that supplement direct programme activities. This includes consultants to support partners in their work, employment or secondment of additional staff, including PFD, preparation and researching policy papers or campaigning
- where partners are unable to spend appeal funds effectively in the agreed time period for the direct purpose of the appeal, up to 10 per cent of Christian Aid appeal funds may be spent on partner activities that are broadly related to either the region or sector for which the appeal was made. The likelihood of this should be included in the rolling emergency plan and have the approval of the international director

- disaster mitigation and preparedness work
- the impact of all emergency programmes should be reported on and information made available to supporters
- one per cent of the appeal funds must be allocated to monitoring and evaluation.

Christian Aid management support costs

A 15 per cent fixed charge will be made against all appeals to the public.² The 15 per cent will be used to cover the overhead costs attached to managing and supporting our humanitarian work across the globe. The charge provides a contribution to the ongoing costs of the Humanitarian division. The charge is fixed for all appeals at 15 per cent. In the event of an exceptionally large appeal, a lower charge may be levied at the discretion of the director of Finance and Operations.

All costs associated directly with the management of the programmes funded by the appeals should be charged directly to the appeal and form part of the 85 per cent of net funds.

In the event that additional costs are incurred resulting from the emergency that are not fundraising, publicity or part of the programme response, then – on the authority of the director of finance and information systems – additional funds may be released to team budgets.

Rolling plan for use of funds

For all appeals, the Humanitarian division, with the relevant geographical region, draws up a rolling plan for use of funds over a three-year period. In exceptional cases, and with agreement of our directorate, this may be extended to five years. Anticipated extensions should be identified at the end of the first year and be included in the rolling programme.

² The administrative levy taken by Christian Aid Ireland on its income is 10 per cent, as agreed by Christian Aid Ireland's Board.

The initial plan is completed eight weeks after the launch of the appeal and revised after approximately six months, a year and two years, in line with Christian Aid financial years and reporting cycles. The plan and revisions are agreed with the head of the Humanitarian division when the rolling plan is first approved. The plan includes:

- strategy for use of appeal funds over the three-year period
- details of the first six months of anticipated grants and activities
- outline of programme priorities for the use of funds
- anticipated support from other teams
- staffing requirements
- possibilities of institutional funding
- a budget, including all anticipated costs to the appeal from all departments within Christian Aid.

Code 2 funds accessed at the initial stages of an emergency will usually be reimbursed from appeal funds for appeals raising more than £500,000. This will be at the discretion of the head of the Humanitarian division.

Appeal funds should be allocated in addition to Code 1 funds. Where Code 1 funds have been allocated for emergency work before an emergency appeal has been launched, these funds should be reimbursed once the appeal has sufficient funds. Additionally, if there are regionally funded planned grants that fit the criteria of the appeal, these too can be funded from the appeal. Code 1 funds released in this way may be reallocated by our international director to programmes where we feel the need is greatest.

Time scale for use of appeal funds

Emergency appeal funds should be spent within three years of the launch of the appeal; 60 per cent in the first 18 months and the remaining 40 per cent in the second 18 months.

In the case of small appeals, we aim to spend funds raised within six months. In exceptional cases, where appeal funds are larger than the capacity of partners to spend the funds, the time period can, with the approval of our directorate, be increased to five years. The possibility of extending the period for effective use of funds should be identified as early as possible, preferably at the end of year one by which time the bulk of appeal funds will have been received.

Appeals will be closed to new income after one year, under normal circumstances. Eleven months after the launch of the appeal, the Finance team will notify the head of the Humanitarian division that the anniversary is approaching. The head of Humanitarian, in consultation with Finance, will determine whether to close the appeal to new income or set a new date for review. After the closure of an appeal, any income received as a result of the appeal will be earmarked for the country or region of the appeal.

Funds received in response to the emergency should, as far as possible, be used in the following order:

1. institutional donor (or within the donor's stipulated timeframe).
2. DEC appeal funds (within nine months or as otherwise required by the DEC).
3. ACT appeal funds.
4. Christian Aid appeal funds.

Appendix 1: fundraising and publicity costs

Fundraising and publicity costs can be up to a maximum of 10 per cent of appeal income.

These costs must be in addition to existing establishment costs in the Supporter and Community Partnership department, and directly associated with the appeal.

Examples of allowable fundraising costs include:

- newspaper ads; production and insertion
- radio or other media ads
- warm mailings to existing donors and to reactivate lapsed donors, including production, postage and agency fees
- mailings to church groups, including design, printing and postage.

Examples of allowable publicity costs include:

- flights and associated expenses linked to the launch of the appeal but not salaries or other costs already in the budget
- photographic commissions.

After an alert meeting has confirmed that an appeal will be launched, and prior to any fundraising or associated publicity expenditure taking place, the overall budget for all fundraising and publicity costs must be proposed by SPD and agreed with the head of the Humanitarian division.

Recharging costs

All fundraising and publicity costs will initially be covered by the relevant division from its existing budget. After three months, the summary of costs incurred should be submitted to the Head of Humanitarian division and the Humanitarian division administrator. These costs can be up to a maximum of 10 per cent of total appeal income. Where costs exceed this 10 per cent, they must be covered by the SPD budget and cannot be charged to the appeal. The Humanitarian division administrator will then recharge costs as agreed and reimburse the marketing budget.

In order to facilitate the easy recharge of funds, the fundraising accountant will gather invoices from the relevant teams and submit these invoices for recharge to the Humanitarian division administrator. Only one submission should be made covering all teams.

ANNEX 3

CRITERIA FOR ALLOCATION AND USE OF CODE 2 EMERGENCY FUNDS

Purpose of Code 2 emergency funding

Code 2 funds are for chronic and rapid-onset emergencies, and are used solely for emergency response, preparedness and support programmes. The aim is to provide emergency funds in a timely manner and, where existing funds are insufficient, to enable partners and Christian Aid prepare for, and respond rapidly to, emergencies. Code 2 funds may be used to:

- support partner emergency response and preparedness activities
- leverage emergency donor funds
- support Christian Aid HQ and field office preparedness and response activities
- provide funding for forgotten emergencies where other funding is not available
- pump prime emergency response where speed of access to funds is central to delivering rapid assistance to those in need.

Procedures for applying for Code 2 funds

Country manager or REM makes a request to the head of the Humanitarian division, providing a summary of the emergency situation and the likely response in the form of an alert note. In addition to the alert note, the following points should be covered:

- Scale of emergency and sectors to be addressed.
- Proximity of Christian Aid and partners to the emergency.
- ACT alert or appeal.
- Why Code 2 funds are necessary rather than funds from within the team budget or other sources.
- The amount funds used to leverage are likely to raise.
- How the funds will enable either Christian Aid or partners to be better prepared for an impending humanitarian crisis.

- An estimate of the funds required from Code 2.

The head of Humanitarian may then **agree in principle** the use of Code 2 funds and send an email to this effect, copying the relevant HPU manager and HPU ESO.

Using Code 2 funds

Following agreement in principle, the following timetable and procedures should be followed:

- The head of Humanitarian makes an allocation on Promise from the Code 2 package; this is approved by the relevant programme/country manager.
- Within two weeks (14 days) of approval in principle, the project proposal must have been submitted and approved by the head of Humanitarian and relevant HPU manager, and the transfer of funds must have been initiated.
- The person responsible for overseeing the response in-country (for example, REM/country manager) also records comments before the project is submitted for approval.
- The project and grant are submitted to the HPU Manager/Head of Humanitarian, who approves it.
- Grant transfer to start within 48 hours of grant approval. Subsequent transfers to be made to a pre-agreed timetable.
- Funds transferred to the partner normally fully used within three months or within the agreed project timetable.
- If additional funds are required to extend the emergency response, a further application should be made to the head of Humanitarian.
- If the project and associated grants/transfers have not been submitted for approval within the 14-day period, the programme team will be notified that the funds are no longer available.

Repayment of Code 2 funds

Code 2 funds allocated to an emergency response should be repaid where:

- there is a Christian Aid or DEC appeal that raises more than £500,000
- back donor funds are secured retrospectively to cover Code 2 expenditure
- an ACT appeal covers the project costs originally allocated to Code 2.

The decision to repay Code 2 funds will be made at the discretion of the head of the Humanitarian division.

Administering Code 2 funds

- The head of the Humanitarian division has overall responsibility for allocating Code 2 funds, ensuring procedures are followed and reporting on the overall use of Code 2 funds.
- The country manager has overall responsibility for monitoring and reporting on the projects funded by Code 2.
- The HPU manager will work with the REM to monitor implementation and ensure that funds are spent as identified in the proposals.
- The HPU ESO will monitor project proposals, grant and transfer processing, and reporting by the geographical team.
- There must be a project funding agreement with the partner specific to the Code 2 grant.

Reporting on use of Code 2 funds

Standard Christian Aid reporting requirements apply. A brief monitoring report should be completed within three months of the project approval and a final monitoring report within two months of the end of the project period. The relevant HPU manager will review the monitoring reports and make additional comments as appropriate.

This process must also be followed if the funds are used to leverage-back donor support. The head of Humanitarian division will also require a copy of the reports to back donors, the DEC or ACT.

Narrative and financial reports for Code 2-funded projects are submitted in accordance with Christian Aid's 'Reporting guidelines' in the International Operations Manual (IOM) under 'Partners' projects', document 'Narrative and financial reports and accounts'. Specific reporting requirements will be supplied by the Humanitarian division where necessary.

ANNEX 4

CHRISTIAN AID'S POLICY ON RECEIVING GIFTS-IN-KIND IN HUMANITARIAN PROGRAMMES

Introduction

A **gift-in-kind** is a donation in any form other than cash or cheque, and might typically include:

- clothes, blankets, food and so on from the public
- contracts for goods and services from humanitarian donors (government, United Nations, other international non-governmental organisations and so on)
- goods or services from businesses.

It is natural during an emergency that people wish to help others affected by disaster, and donating their unwanted or surplus goods or services to those who have lost their belongings and who are in need of assistance seems a natural way to do it. However, unless due consideration has been given to the contextual appropriateness of the donation and the logistics of delivery, gifts-in-kind can create challenges for beneficiaries, partners and humanitarian agencies.

As organisational policy, we do not appeal for gifts-in-kind from the public in the aftermath of an emergency, though we may accept gifts-in-kind from government donors and businesses if we are satisfied they meet the criteria outlined below ('When Christian Aid will accept gifts-in-kind').

Purpose of this policy

The purpose of this policy is to ensure that informed and timely decisions are made on whether we will accept or decline gifts in response to an emergency. If such gifts are accepted, it is also to ensure they are valued and receipted in accordance with the requirements of the Income Tax Act and our own finance procedure for recognising gifts-in-kind in Christian Aid's accounts purchased by external donors, which can be found here.

Why we don't encourage or appeal for gifts-in-kind from the public

We are committed to providing assistance to communities affected by disasters, and doing so in line with their needs and priorities and based on an understanding of, and respect for, the local context. In practice this means that we must ensure the assistance we provide is appropriate to the expectations and cultural requirements of the individuals and households we are aiming to support, that we support the local markets and economy (so long as this does not exhaust supplies or cause exceptional inflation), and that we minimise any detrimental impact to the environment. Below are some key reasons why our policy is not to appeal for gifts-in-kind from the public.

Right to life with dignity

Every person affected by an emergency has the right to life with dignity.³ This means that people have the right to receive what they like and to reject what they dislike. We are committed to taking into account the priorities and preferences of those affected by disasters, not only their needs. There are many case studies documenting that communities will reject items that are not in line with their cultural or personal preferences. We believe that people affected by disasters have the right to receive assistance in line with their preferences.

Imposition of alien culture

Certain values are particular to each culture. Dressing pattern or even something valuable to one culture may not be acceptable in another. Transporting goods from one culture to another, such as clothing, could be seen as Christian Aid trying to impose western culture on to others, or trying to advocate for a particular cultural practice, even though our primary motivation may be to help those affected by the emergency.

Opportunity for dumping waste materials

There is a danger of exporting waste materials in the name of contributing to gifts-in-kind. For example, many of the medicines that were sent to Rwanda after the genocide were either expired or unsuitable for the country. Many people assume that any donation is better than nothing, but this is not necessarily the case.

Undermining the local economy

If goods are sent to a particular country, it can risk further undermining an economy that has been damaged already by a particular emergency. We are committed to supporting the re-establishment and revitalisation of local markets since they are crucial to long-term recovery from the effects of a disaster. Importing gifts-in-kind can undermine local markets and the livelihoods of communities affected by disasters. Careful analysis of local markets is essential in any aid programme and the effects of importing goods and gifts-in-kind should be understood in the context of an often vulnerable and damaged economy.

Cash is more flexible and more environmentally friendly

There are different opportunities in Britain and Ireland for monetisation of goods that are being donated. For example, charity shops, car-boot sales, jumble sales and so on. It is better to encourage monetisation of gifts-in-kind as this provides Christian Aid and our partners with greater flexibility in ensuring appropriate assistance is given, and it supports the regeneration of the local economy. In addition, by purchasing locally we avoid damage to the environment incurred by freighting goods across the world. It can also often enable us to provide assistance more quickly to those affected by disasters, as goods can be held up in national import processes and bureaucracy, such as negotiations over payment of taxes and duty.

When Christian Aid will accept gifts-in-kind

It is unlikely that we would agree to receive gifts-in-kind from our supporters, but there are a number of examples where we would agree to receive them from humanitarian donors (such as governments, the UN or other INGOs) or from businesses. Certain conditions would have to be satisfied before we would agree to receive gifts-in-kind:

- There is a clear argument for how the gifts-in-kind will avoid loss of life and reduce people's suffering as a result of an emergency, and will enable those affected to restore their livelihoods and increase future resilience to disasters.
- Goods and services are appropriate to local context and tastes.
- Sending goods and services will not undermine local or near-local suppliers.
- Our partners have the capacity to receive, store and distribute the goods.
- We have the capacity to collect, store, pack and transport the goods.

The decision to receive gifts in kind for humanitarian programmes must be approved by the head of the Humanitarian division.

3 *Humanitarian Charter and Minimum Standards in Disaster Response*, The Sphere Project, 2004.

ANNEX 5

EMERGENCY APPEAL – THE FIRST 48 HOURS

The alert meeting decides to launch an appeal – what happens in the next 48 hours?

What has to be done?	Who does it?
<p>Spread the word – internal communications:</p> <ul style="list-style-type: none"> • Inform heads of divisions and relevant teams • Circulate minutes of the alert meeting and set up the first ETF meeting • Start creation of an appeal team site • Upload Q&As to appeal site and circulate a MWN extra 	<p>Directors attending the alert meeting, or their delegates</p> <p>Humanitarian division administrator</p> <p>Humanitarian division administrator/Internal Communications</p> <p>CIU/Internal Communications</p>
<p>Financial procedures and setting up coding:</p> <ul style="list-style-type: none"> • Create a humanitarian package in PROMISE • Include package code • Create the Christian Aid appeal income source (3EXX) and share package information with income accountant, Philanthropy, Programme funding teams • Create an Ascent fund code • Request approach codes to Data unit Code for digital? 	<p>Humanitarian division administrator</p> <p>Systems accountant</p> <p>Humanitarian division administrator</p> <p>Income accountant</p> <p>Individual fundraising teams</p>
<p>Appealing to our supporters:</p> <ul style="list-style-type: none"> • Create an appeal webpage to be up within 12 hours • Prepare appeal letter/email/documents • Remember sign off procedures! • Prepare projected income and cost spreadsheet for the ETF 	<p>Inspiring Participation/digital content manager</p> <p>Inspiring Participation teams/CIU</p> <p>Inspiring Participation</p>
<p>What do we say – policy, advocacy and campaigns?:</p> <ul style="list-style-type: none"> • Agree on the policy line and advocacy strategy • Agree whether a campaign action is relevant • Agree on campaign activities 	<p>Humanitarian PPD/country team</p> <p>PPD at ETF</p> <p>Church Participation/PPD</p>

<p>What about the country teams?</p> <ul style="list-style-type: none"> • Liaise with partners and discuss project activities • Ensure coordination with other organisations/UN /other platforms • Allocate time for media interviews, information requests to supported communications, advocacy and policy, fundraising work (coordinated by CIU) • Set up project records in PROMISE to allow for fund transfers 	<p>Country programme staff and other country staff as appropriate</p>
<p>And what about when there's a DEC appeal?</p> <p>Same as above and:</p> <ul style="list-style-type: none"> • Create DEC appeal income source • Ensure DEC guidelines are followed regarding fundraising, media work and publicity • Ensure programme staff are aware of DEC guidelines for use of funds, planning and reporting formats 	<p>Humanitarian division administrator Heads of Inspiring Participation/ Communications</p> <p>Humanitarian division HSO/Country team</p>

