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| CARElogo_small | **HUMANITARIAN EMERGENCY RESPONSE PROTOCOL** | **A1** |
| **Mandates, roles and responsibilities** |

This protocol outlines which parts of CARE are responsible for what in dealing with humanitarian emergencies.

**Process leader** **Contact for help**

CI Humanitarian and CI Humanitarian and Operations Director (CI HOD)

Operations Director + 41 79 6225619

*emergencydirector@careinternational.org*

**Policy**

Emergency work is a key part of what CARE does.

Country Offices(COs), members, candidates, Affiliates, CEG and others work together to respond to emergencies as called for by CARE’s humanitarian mandate, policies, procedures and standards.

The CO, member, Candidate or affiliate usually carries out the response.

In the case of a CO, the CI Member line managing the CO – Lead Member (LM) manages and supports the CO in this. CEG oversees, coordinates and supports the response. CARE often responds together with partners—and sometimes through a partner rather than directly.

In the case of a Member, Candidate or Affiliate, their office is entirely responsible for managing and carrying out the response. CEG oversees, coordinates and supports the response

Please inform the CEG if you have any problems following this protocol during an emergency.

**Who does what**

**Country office/Member/Candidate/Affiliate**

The CO/Member/Candidate/Affiliate is responsible for carrying out emergency responses that follow CARE Policies, procedures and standards.

Before an emergency, the CO/Member/Candidate/Affiliate:

* keeps emergency plans, systems and procedures up to date
* works on its capacity to respond to emergencies
* watches closely for signs of possible disasters (e.g. emergency alerts, early
* warning systems, weather reports, political events)
* alerts CI and any other stakeholders to coming emergencies.

When an emergency hits, the CO/Member/Candidate/Affiliate:

* assesses the humanitarian impact, how CARE can help and what other groups are doing
* recommends how CARE should respond
* honestly assesses its own capacity and asks for any support and advice it needs to respond effectively
* takes part in the CCG decision-making process
* starts delivering relief on the ground as soon as possible
* does all it can to keep CARE staff safe
* follows CARE’s humanitarian accountability standards
* assesses possible risks from CARE’s response and how to deal with them (including the effects of the emergency on existing programmes)
* develops a response strategy including at least one of CARE’s four key humanitarian sectors
* scales up the response to meet humanitarian needs, drawing on CARE’s global capacity
* manages emergency funds and programmes correctly
* liaises with donors in country and prepares funding proposals
* manages the response following CARE policies and procedures
* gives CI Members information, updates and reports promptly and as needed
* works out key advocacy messages (
* represents all interested CI Members in the response on the ground.

**Member /Candidate/Affiliate**

The LM (for a CO), Member, Candidate and Affiliates are responsible for making sure the emergency response meets CARE standards.

***Lead Member line management***

The Lead Member line manager (regional director for CARE USA; head of operations for CARE Australia, CARE Canada, CARE France and CARE Deutschland-Luxemburg):

* makes sure the CO plans and prepares for emergencies
* is part of the CCG and helps with decision-making and advocacy messages
* makes sure other Lead Member units help the CO
* keeps CEG and other parts of CARE informed and asks them for help when needed.

**Note**

The RMU plays a Lead Member line management role for CARE USA COs. It also provides support (but not line management) for other COs.

***Member/Candidate/Affiliate***

* makes sure their office plans and prepares for emergencies
* is part of the CCG and helps with decision-making and advocacy messages
* keeps CEG and other parts of CARE informed and asks them for help when needed.

***Lead Member humanitarian or emergency unit***

* Coordinates emergency activities of all Lead Member units.
* Takes part in the CCG and other decision-making.
* Helps the CO and Lead Member line management with emergency preparedness and response.
* Works with the Lead Member HR unit to get the right people in place and help the CO and Lead Member build capacity.
* Represents the Lead Member in the ERWG and helps strengthen CARE-wide emergency capacity.

***Member/Candidate/Affiliate humanitarian or emergency unit***

* Coordinates emergency activities of units within their structure
* Takes part in the CCG and other decision-making.
* Leads the entire Candidate/Affiliate office with emergency preparedness and response.
* Works with their HR department to get the right people in place and help build emergency response capactiy
* Represents the Candidate/Affiliate in the HWG and helps strengthen CARE-wide emergency capacity.

***Lead Member fundraising, communications and external relations***

* Makes sure CARE raises enough funds from private donors to support the response.
* Handles communications outside CARE and fundraising appeals to the public.
* Helps put together key advocacy messages.
* Raises the profile of the humanitarian needs identified by the CO.
* Is the CO’s first line of support on media and information issues (with COMWG and the CI Sr. Humanitarian Communications Coordinator ( CI - SHCC) )

***Member/ Candidate/Affiliate fundraising, communications and external relations***

* Makes sure CARE raises enough funds from private donors to support the response.
* Handles communications outside CARE and fundraising appeals to the public.
* Helps put together key advocacy messages.
* Raises the profile of the humanitarian needs identified
* Liases with other CARE bodies on media and information issues (with COMWG and the CI Sr. Humanitarian Communications Coordinator ( CI - SHCC) )

***Lead Member human resources***

* Engages international emergency staff to support the response (with the CI HR coordinator). This includes proper orientation and debriefing.
* Works with emergency teams to help build capacity in the CO and Lead Member.

***Member/Candidate /Affiliate human resources***

* Engages international emergency staff to support the response (with the CI Surge coordinator). This includes proper orientation and debriefing.
* Works with emergency teams to help build capacity in their office.

***Lead Member safety and security***

* Helps assess safety and security in emergency operations.
* Takes part in all key decisions involving security.
* Gives technical help to the CO and regional offices.
* Identifies safety/security staff who can provide advice on the ground where needed.

***Member/Candidate/Affiliate safety and security***

* Helps assess safety and security in emergency operations.
* Takes part in all key decisions involving security.
* Identifies safety/security staff who can provide advice on the ground where needed.

***Lead Member programme management***

* Provides technical support for CO programmes, especially for programme quality, management of programmes and contracts, and relations with key donors.
* Supports fundraising through bilateral (individual governments) or multilateral (multinational, e.g. EU, UN) donors.

***Member/Candidate/Affiliate programme management***

* Provides technical support for their programmes, especially for programme quality, management of programmes and contracts, and relations with key donors.
* Supports fundraising through bilateral (individual governments) or multilateral (multinational, e.g. EU, UN) donors.

***Lead Member finance and administration***

* Helps the CO with budgets, cash flow and contract management.
* Helps the CO with international emergency procurement when needed.
* Makes sure the CO has the right financial and administration systems (with the line management and emergency units). Provides technical advice and other help with effective and accountable management.

***Member/Candidate/Affiliate***

* Ensures budgets, cash flow and contract management.
* Ensures international emergency procurement when needed.
* Makes sure their office has the right financial and administration systems (with the line management and emergency units). Provides technical advice and other help with effective and accountable management.

**Other CARE international Members**

Other CI Members support emergency operations by helping with things like:

* submitting proposals to donors, lobbying for funding and managing project funding
* talking to the media, promoting advocacy issues and making fundraising appeals to the public (with the Lead Member/Member/Candidate/Affiliate and COMWG)
* finding emergency staff and technical advisers for the CO.
* participating in HWG and COMWG.

**CARE Emergency Group (CEG)**

On behalf of CI members, CEG ensures that humanitarian action is core to CARE’s work by coordinating and promoting the quality, efficiency, and timeliness of humanitarian action at scale. CEG aims to strengthen CARE’s ability to act as a leading (Tier1) humanitarian agency with particular expertise to consistently reach women and girls and the most marginalized, through approaches that address both immediate acute needs and structural causes of humanitarian crises, in line with CARE’s Global Program Strategy.

***CEG’s role:***

In order to uphold CARE’s humanitarian mandate throughout the entire spectrum of relief and development programming, CEG carries out several functions on behalf of CI members: CEG coordinates CARE’s humanitarian action, supports CI Members, Candidates Affiliates, and Country Offices in their humanitarian endeavours at both strategic and operational levels.

CEG supports Members, Candidates, Affiliates, and Country Offices to integrate CARE’s implementation of the CARE International Humanitarian and Emergency Strategy, into country and regional strategies in order to ensure that acute, structural and chronic humanitarian needs are addressed and international standards met throughout preparedness, disaster mitigation, resilience building, humanitarian response, recovery and long term programming.

CEG is the custodian of CARE International humanitarian protocols and therefore coordinates decision making on CARE’s humanitarian action in rapid onset, slow and protracted settings.

CEG monitors and evaluates the scale and quality of humanitarian responses against agreed performance standards and targets and takes appropriate action to promote efficient performance management.

CEG promotes high standards of quality and accountability of CARE’s humanitarian action through technical support, capacity development and supporting COs,LMs, Members, Candidates and Affiliates to conduct independent performance evaluations.

CEG, as part of the CI secretariat, coordinates and leads the delivery of humanitarian advocacy and communication ensuring that the needs of women and girls and the most marginalized are heard and addressed.

CEG promotes the coordination and development of CARE’s expertise in its four core humanitarian sectors[[1]](#footnote-1), as well as logistics, gender in emergencies and partnership.

CEG also works to build the capacity of CARE and local partner staff and ensures the effective coordination of human surge capacity to ensure timely operational support in key areas of intervention.

CEG works closely with CARE members to stimulate the evolution, innovation, and adaption of humanitarian action in the changing global context and environment.

CEG represents CARE externally to key humanitarian stakeholders and coordinates and organizes HWG meetings.

CEG is led by the CI Humanitarian and Operations Director (HOD) who has specific responsibilities during a response to a humanitarian crisis, The HOD (or their designate):

* chairs the Crisis Coordination Group;
* manages allocation of funds from the CI ERF;
* can call upon and request all CI members to mobilize the resources at their disposal to support CARE’s response to humanitarian crises;
* is a key part of all operational and strategic decision-making that is related to the response
* monitors the quality of the response and takes part in its evaluation;
* can raise disputes or issues related to humanitarian action for the CI Secretary General/CEO to resolve after consultation with the Lead Member/Member /Candidate/Affiliate;
* can coordinate assessments where CARE does not have a CO;
* following consultations with HWG recommend to the CI Secretary General/ to declare a corporate type 3 or 4 emergency, thereby activating the specific duties and responsibilities of all CARE Members with regard to corporate emergencies.

**CARE Safety and Security Coordination Group (SSCG)**

The SSCG is responsible for key areas of CI-wide concern regarding Safety and Security. It monitors and supports CI Members and COs with regards to Safety and Security Standards, Guidelines, KPIs, and knowledge management and can support COs,LMs, Members, Candidates and Affiliates in an emergency. The CI Secretary General maintains an oversight role.

**Crisis Coordination Group**

The CCG is a group of senior managers that forms at the start of an emergency to make decisions and manage the emergency response at a high level. Its members are usually the:

* CI HOD or their designate (as chair)
* CEO of Member, Candidate or Affiliate or Country Director (for COs)
* Lead Member line manager of the CD (for COs)
* head of the Lead Member/Member/Candidate/Affiliate humanitarian or emergency unit
* Lead Member/member/Candidate/Affiliate safety and security director, when needed
* SSCG Coordinator or Chairman
* CI Head of Emergency Operations.

The CCG reviews the type and scale of the emergency and the security situation. It agrees on the CARE emergency type and decides whether and how CARE will respond and what support the CARE office needs. During the response the CO/Lead Member/Member Candidate/Affiliate should refer any other critical decision to the CCG. If CCG members cannot agree on something, the CI HOD can make the decision or refer it to the CI Secretary General.

**Humanitarian Working Group**

HWG is CARE’s global humanitarian policy group. It is responsible for setting CARE’s humanitarian policies, strategies and standards. It monitors our accountability to policies and standards and to disaster-affected communities, donors, partners etc. It does not manage actual emergency response operations. HWG usually has conference calls to share information during emergencies.

HWG includes representatives of all CI Members/Candidates/Affiliates who are involved in emergency work, plus field (CO) representatives and the Senior Management Team of CEG. The HWG representative is their CI Member’s first point of contact on emergency responses.

**Communications Working Group**

COMWG coordinates media and communications work across CARE relating to emergencies. It includes representatives of all CI Members, and is chaired by the CI media and communications coordinator.

During an emergency COMWG circulates sitreps, media releases and advocacy messages to all CARE media and communications teams. It helps get media coverage, make fundraising appeals and ensure consistent media messages world-wide. It can also help the Lead Member with press officer support to the CO.

All requests for media support should go through the Lead Member’s COMWG representative or the CI SHCC.

### At a glanceThis table summarises what the different parts of CARE are responsible for in an emergency that takes place in a CO/LM Scenario.

|  | **Country Office/Member/Candidate/ Affiliate** | **Lead Member/**  | **Other members** | **CI Emergency Group** |
| --- | --- | --- | --- | --- |
| **Strategic planning**  | Responsible | Manages and supports CO | Participate | Monitors, oversees and supports |
| **Preparedness** | Responsible | Manages and supports CO | Participate | Monitors, oversees and supports |
| **Early warning and alert** | Responsible | Manages and supports CO | n/a | Monitors and overseesCoordinates CI monitors |
| **Response decisions**  | Recommends decisionsParticipates in the CCG | DecidesParticipates in the CCG | State their interests  | Oversees and approves decisionsCoordinates the CCG  |
| **Response management** | Responsible | Manages and supports CO | Participate and support | Oversees, coordinates and supports |
| **CI coordination** | Participates and supports | ParticipatesManages and supports CO | Participate and support | Manages |
| **Fundraising** | Prepares programme and fundraising strategyResponsible for CO fundraising and in-country donor liaisonPrepares proposals for CI Member fundraising | Responsible for Lead Member fundraisingSupports CO fundraisingSets fundraising target with CO | Responsible for CI Member fundraisingSupport CO fundraising | Oversees, coordinates and supports (with CI marketing coordinator) |
| **Monitoring and evaluation** | ResponsibleConducts AAR | Manages and supports COs | Participate and supportAdvise on donor rules | Monitors, oversees and supports |
| **Information and reports** | Responsible | Manages and supports CO | Participate | Monitors, oversees and supports |
| **Media** | Prepares media strategyProvides information, photos and interviews | Manages and supports COResponsible for providing media support | Participate | Responsible for ensuring supportCoordinates COMWG  |
| **Staff and technical support to CO (in all functional areas)** | Updates capacity assessmentRecruits local staffIdentifies other staff needs | Responsible for staffing from the CI RED and elsewhere | Support in specialised areas if needed | Responsible for ensuring staffingCoordinates the CI RED |
| **Start-up funding** | Prepares funding requestManages and reports on use of funds | Provides additional start-up funds if possible |  | Approves CI ERF allocations |
| **Procurement of supplies** | Responsible for local suppliesRequests international supplies | Manages and supports CO in establishing supply chainResponsible for international procurement | Support specialised procurement if needed | Oversees and ensures supportAdvises on international logistics and procurement |
| **Emergency management tools (manuals, systems, kits etc.)** | Identifies needs and requests toolsUses and applies tools | Ensures CO complianceHelps CO get toolsContributes to development | Support in specialised areas if needed Contribute to development  | OverseesEnsures tools are providedCoordinates development |
| **CARE policies, procedures, standards etc.** | Complies with policies and procedures Contributes to development Provides feedback | Contributes to development Responsible for specific areas | Contribute to development Responsible for specific areas | ResponsibleCoordinates development |

### This table summarizes what the different parts of CARE are responsible for in an emergency that takes place in a Member/Candidate/Affiliates Scenario.

|  | **Member/Candidate/Affiliate** | **Other members** | **CI Emergency Group** |
| --- | --- | --- | --- |
| **Strategic planning**  | Responsible | Participate | Monitors, oversees and supports |
| **Preparedness** | Responsible | Participate | Monitors, oversees and supports |
| **Early warning and alert** | Responsible | n/a | Monitors and overseesCoordinates CI monitors |
| **Response decisions**  | Recommends decisions and DecidesParticipates in the CCG | State their interests  | Oversees and approves decisionsCoordinates the CCG  |
| **Response management** | Responsible | Participate and support | Oversees, coordinates and supports |
| **CI coordination** | Participates and supports | Participate and support | Manages |
| **Fundraising** | Prepares programme and fundraising strategyResponsible for fundraising in their countrySets Fundraising targetsPrepares proposals for CI Member fundraising | Responsible for CI Member fundraisingSupport CO fundraising | Oversees, coordinates and supports (with CI marketing coordinator) |
| **Monitoring and evaluation** | ResponsibleConducts AAR | Participate and supportAdvise on donor rules | Monitors, oversees and supports |
| **Information and reports** | Responsible | Participate | Monitors, oversees and supports |
| **Media** | Prepares media strategyProvides information, photos and interviews | Participate | Responsible for ensuring supportCoordinates COMWG  |
| **Staff and technical support to CO (in all functional areas)** | Updates capacity assessmentRecruits local staffResponsible for staffing from CI RED and elsewherIdentifies other staff needs | Support in specialised areas if needed | Responsible for ensuring staffingCoordinates the CI RED |
| **Start-up funding** | Prepares funding requestManages and reports on use of fundsContributes to the CI ERFProvides additional start-up funds if possible | Contribute to CI ERF | Approves CI ERF allocations |
| **Procurement of supplies** | Responsible for local supplies and international procurementManages supply chain | Support specialised procurement if needed | Oversees and ensures supportAdvises on international logistics and procurement |
| **Emergency management tools (manuals, systems, kits etc.)** | Identifies needs and requests toolsEnsures complianceUses and applies tools | Support in specialised areas if needed Contribute to development  | OverseesEnsures tools are providedCoordinates development |
| **CARE policies, procedures, standards etc.** | Complies with policies and procedures Contributes to development Provides feedback | Contribute to development Responsible for specific areas | ResponsibleCoordinates development |

1. Shelter, Water, Sanitation and Hygiene Promotion (WASH), Sexual, Reproductive Health and Rights (SRHR), and Food and Livelihood Security [↑](#footnote-ref-1)