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National Response Teams Common Standards

International Federation of Red Cross and Red Crescent Societies







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Acronyms list

BDRT	Branch Disaster Response Team
CADRIM	Caribbean Disaster Risk Management Reference Centre
CREPD	Reference Centre for Institutional Disaster Preparedness
DM	Disaster Management
DRCE	Disaster Response Capacity Enhancement
DRM	Disaster Risk Management
EA	Early Action
EOC	Emergency Operations Centre
EOM	End of Mission
EW	Early Warning
FACT	Field Assessment Coordination Teams
HQ	Headquarters
ICRC	International Committee of the Red Cross
IFRC	International Federation of Red Cross and Red Crescent Societies
MENA	Middle East and North Africa
MS	Minimum Standards
NDRT	National Disaster Response Team
NS	National Society
PER	Preparedness for Effective Response
PNS	Partner National Society
RCRC	Red Cross Red Crescent
RDRT	Regional Disaster Response Teams
SOP	Standard Operating Procedures
ToR	Terms of Reference
WPNS	Well-Prepared National Society

Background

The International Federation of Red Cross and Red Crescent Societies (IFRC), together with the other components of the International Red Cross and Red Crescent Movement (the Movement), has a longstanding commitment to developing initiatives and tools aimed at enhancing the response mechanisms and processes of all 190 National Societies (NSs) worldwide. The National Disaster Preparedness and Response Mechanism (NDPRM), is an example of a global initiative developed to support NSs in improving their disaster preparedness and response capabilities through enhancing the processes, systems, teams and individuals involved in preparing for and responding to disasters and crises. This is the foundation of the recent revised and updated Preparedness for Effective Response approach.

A comprehensive surge optimisation process was launched in 2017 to improve the performance and accountability of international response operations in support to the RCRC National Societies efforts in country. This approach included the implementation of the Surge Core Competency framework and corresponding adjustments to disaster response teams' training and learning procedures is ongoing for different global and regional surge tools.

In line with this process, there is a need to analyse the National (Disaster) Response Teams (NRT) cycle (identification, learning, training, deployment and performance review) from a comprehensive perspective to ensure the availability of the required competencies in emergency response operations. At the same time the need to align these processes with national and local response teams was identified. Considering that each National Society has been developing its national disaster response teams training and capacities, while some regions already worked in harmonizing curriculums and facilitators trainings, IFRC is facilitating a knowledge and experience sharing with the purpose to develop the necessary standards to guarantee a certain level of services are provided to affected communities and that will guide the future development of a globally harmonized curriculum and learning path.

In October 2017 a Cross-Regional meeting for the development of a NDRT common approach was held, with twenty-two participants from six National Societies, IFRC offices and regional reference centres. As an initial step in this direction, the group agreed on the key considerations that will guide this work. In December 2017, with the input received during this meeting, a First Draft of the National Disaster Response Teams Minimum Standards was developed. During 2018 a consultation process was started among all regions to assess the First Draft and introduce further improvements. Based on feedback received through interviews, webinars and online surveys the Second Draft was developed: The National Response Teams Common Standards.

What is new with the National Response Teams Common Standards?

National Societies work in constantly changing and complex environments, requiring a joint effort to mobilize all its resources and capacity. The need for closer cooperation within National Societies as well as among Movement components was identified, if preparedness for effective response is to be achieved. In this regard, the idea of National Response Teams intends to transcend the concept traditionally encompassed by the National Disaster Response Teams, making it more inclusive. National Response Teams is a generic concept encompassing response teams in different regions being called National Intervention Teams, National Disaster Response Teams, Rapid Response Teams and others. Consequently, the Common Standards offer a meeting point around which the leadership, operational, technical and administrative units of National Societies can enhance their work, the scope of the Preparedness for Effective Response approach.

Who is this document for?

This document is oriented at NSs that are committed to developing their NDPRM, specifically their response teams. The common standards will guide the development and sustainability of NRTs in three key aspects:

(i) Learning and training: development of a learning strategy and learning path for NRT, including quantitative and qualitative aspects related to training methodology, curricula, facilitators and training resources.

(ii) NRTs in action: compliance with relevant framework, Principles and values, as well as ensuring response and recovery actions meet quality and accountability expectations, and operations making use of all the tools and processes available within the Movement, in the scope of each National Society's role within the national response system.

(iii) Performance and development: promote and establish necessary processes and resources to enhance development of volunteers and staff.

It will also guide the IFRC and Partner National Societies (PNSs) when providing support to the Preparedness for Effective Response actions, particularly for the National Response Teams (NRTs).

How to read these Common Standards

- Common standards: These are qualitative in nature and specify the common levels that should be considered to achieve the desired quality of the NRT.

- Key indicators: These are 'signals' that show whether a standard has been attained. They provide a way of measuring and communicating the processes and results of critical actions; they relate to the common standard, not to the key action. Key indicators are structured to the relevant area of the Preparedness for Effective Response, namely:
    - Policy, Strategy and Standards
    - Analysis and Planning
    - Operational Capacity
    - Coordination
    - Operations Support

  Furthermore, Key Indicators reference the NDPRM component within each area they refer too. In this way linkages between Standards and the National Preparedness and Response Mechanism is well established.

- Responsible: describe potential areas or functions that contribute to meet the indicators and can provide technical guidance.

- Guidance notes: These are specific points to consider when applying the common standards in different situations. They provide guidance on tackling practical difficulties, benchmarks or advice on priority issues. They may also include critical issues relating to the standards, actions or indicators, and describe dilemmas, controversies or gaps in current knowledge.

PILLAR I – Learning and training

Standard 1. **The National Society has a learning strategy that describes the learning path of the Branch/National Response Teams, including details of the competency framework, participants' terms of reference, type of trainings, recommended training methods, performance measurements method and follow-up processes.**		
Area of the PER Mechanism: *Policy, Strategy and Standards* / **PER Component:** *Quality and Accountability*		
Key Indicators:	**Responsible:**	**Guidance Notes:**
National Society regularly schedules induction Trainings for leadership and directors at national and branch level on responsibilities relating to quality and accountability standards within the NS response mechanism.	NS Heads of Technical Departments (Training and Learning and Disaster Management) or equivalent focal points	* Induction is established (the World of the Red Cross and Red Crescent, Code of Conduct in Disaster Relief, Principles and Rules for Red Cross and Red Crescent Humanitarian Assistance, technical/sectorial) for volunteering and staff. * National Response Teams response actions comply with the 'Do No Harm' principle, minimum Sphere Standards, Code of Conduct for Disaster Relief, Humanitarian Charter, and the Principles and Rules for Red Cross and Red Crescent Humanitarian Assistance among others.
Area of the PER Mechanism: *Operational Support* / **PER Component:** *Staff and Volunteer Management*		
Key Indicators:	**Responsible:**	**Guidance Notes:**
National Society has an updated learning and training strategy in place whereby it makes use of guiding principles and the global competencies-based framework[1] to direct training, performance assessment and development of its national response teams.	NS board members and Leadership teams Heads of Technical Departments (Learning Education and Training, Disaster Management, Health, Volunteer Management) or equivalent focal points	* The development of a learning and training strategy should be based on an analysis of the risk context and needs of the country, as well as the National Society's role within the national response system. * The strategy should be in line with the expected functions of the response teams during a national response operation and be properly connected with regional or international response operations where appropriate. * Technical and sectorial departments and teams such as learning education and training, human resources, volunteer management,

[1] Part of the IFRC Surge Optimisation Process, the Competency Framework has been developed as the underlying tool to be used for a consistent approach to recruitment, selection, performance management and learning and development of surge personnel across the Red Cross Red Crescent Movement. More information at: https://fednet.ifrc.org/PageFiles/225372/180727-SURGE CORE COMPETENCY FRAMEWORK-A4-EN.pdf

		disaster management and health should work closely together in the development or revision of the National Society learning strategy. * National Society incorporates the global competencies framework and existing regional frameworks in their National Response Teams learning processes. * National Society should develop a teaching/learning strategy, making sure the training process is participative and includes academic, technical and specialized expertise. * The strategy should provide the competencies development to ensure that NRT and NS leadership is able to support the response structure from local to global scale.
All educational resources to implement the learning and training strategy are available, including a well-defined training and learning path, facilitator trainings, participant profiles and Terms of Reference, development of training materials and standardised teaching methodologies adapted to the needs and context of the National Society.	NS leadership and Heads of Departments or equivalent focal points	* National Society should design their learning and training processes based on evidence, including lessons learned from previous operations, with validation of the content by subject-matter experts and academic support where relevant. * National Society learning and training departments, together with technical departments, should record and facilitate access to the relevant materials developed for each NRT training, and create a database of NRT profiles and training-related materials. * The facilitators of the NRT curriculum have received training of trainers and are kept abreast of the most recent developments. * Practical exercises are adapted to the SN context and real-life situations. * No less than 50% of the training time is expended on practical exercises. * The training development process includes bibliographic sources and validation by experts. * It is recommended to have a small group of specialists 3-5 persons (from the Red Cross and other organizations) in the topics of NRT are involved in the consultation process for the design of the national curriculum.

		* All training curricula have their respective materials and tools (training plan, lesson plans, workbook for participants, exercise guides and reference documents).
National Response Teams training curricula cover the globally agreed essential components and relevant context-specific content.	NS Heads of Technical Departments (Disaster Management) or equivalent focal points	* National Response Teams should be able to respond to the specific needs of the areas where they support the national or international response operations. * This standard recognizes the need to include country-specific content in the training curricula, while ensuring that the response follows established quality standards. * Country-specific content should not be more than 30% of the curriculum, with the remaining 70% based on globally-agreed and standardised content.
National Society has access to an online training process that reduces the academic workload of the face-to-face training sessions.	NS Heads of Technical Departments (Learning Education and Training) and IFRC or equivalent focal points	*National Societies has access to the Learning platform supported by IFRC , available in 15 languages. The Learning Platform is available to be used by all Red Cross Red Crescent youth, volunteer and staff members worldwide as well as those working in partner agencies and the general public. * Everyone is encouraged to explore, use and widely share the existing learning opportunities among friends and colleagues. * Registration, access to and use of the Learning Platform is open and free. * NRT members should complete different online courses, making progress in the curricula according National training structure. * National Societies should ensure technology/IT devices are available at local level.

The National Society adopts a method to evaluate trainings, including qualitative and quantitative progress measurement, technical and attitudinal skill-based assessment tools to identify leaderships and technical competencies of its personnel.	NS Heads of Technical Departments (Learning Education and Training, Disaster Management) or equivalent focal points	*Competencies respond to the development of cognitive, procedural and attitudinal skills. The three key phases of the evaluation - diagnostic (before), formative (during) and summative (after) - are considered during training processes. • Diagnostic assessment: A diagnostic assessment or pre-assessment often focuses on one area or domain of knowledge. It can provide facilitators with information about each participant´s prior knowledge before beginning the training. • Formative assessment: Typically embedded within the instructional process. Formative assessment can be used to determine what needs or topics should be addressed and not only includes tests and homework but can also be an interactive process with the students. • Summative assessment: A summing-up of what has been learned, usually applied at the end of specific topics during a training process.
Number of volunteers and staff qualified under the National Society learning strategy.	NS Heads of Technical Departments (Learning Education and Training) or equivalent focal points	* The National Society database allows identification of trained personnel and provides up-to-date records for future facilitation of regional or global response functions. * Testing and application of the knowledge and skills developed is a common practice and is integrated into the continuous NRT learning process

PILLAR II – NRTs in action

Standard 2. **National Society complies with the RCRC mandate and RCRC Principles and Rules of Humanitarian Assistance in terms of Disaster Risk Management Policy and strategy, Sphere Standards, Code of Conduct for Disaster Relief, Humanitarian Charter among others.**		
Area of the PER Mechanism: *Policy, Strategy and Standards* / **PER Component:** *RC Auxiliary Role, Mandate and Law*		
Key Indicators:	**Responsible:**	**Guidance Notes:**
National Response Team system is part of the local and national preparedness and response systems.	NS Heads of Technical Departments (Learning Education and Training, Disaster Management, Health, Human Resources, Volunteers Management) or equivalent focal points	* National Society should establish the commitment to arrange agreements with Movement stakeholders and national external actors to identify, plan for and address gaps for any upcoming disaster or crisis event. Pre-disaster agreements should set out each partner's role in the event of a disaster or crisis, recognizing the role of response teams inside of it.
Area of the PER Mechanism: *Policy, Strategy and Standards* / **PER Component:** *Disaster Risk Management Policy*		
Key Indicators:	**Responsible:**	**Guidance Notes:**
National Society has a Disaster Management policy in line with the Principles, Values, Red Cross and Red Crescent strategies and rules in humanitarian assistance which support the disaster management strategy and response.	NS board members and leadership NS Heads of Technical Departments or equivalent focal points.	* National Society should ensure compliance and integration of Principles and Rules for Red Cross and Red Crescent Humanitarian Assistance in preparedness and response interventions within the Disaster Risk Management policy.
Area of the PER Mechanism: *Policy, Strategy and Standards* / **PER Component:** *Quality and Accountability*		
Key Indicators:	**Key Indicators:**	**Key Indicators:**
National Society has a Community Engagement and Accountability (CEA) plan developed and implemented ensuring an effective internal and external coordination of activities, including between affected population and others community responders.	NS board members and leadership NS Heads of Technical Departments (Disaster Management, Health) or equivalent focal points	* National Society should ensure participation in coordination initiatives with local authorities and relevant actors before, during and after disaster response. It is particularly relevant to conduct preparedness activities with local communities, in support of National Response Teams work during emergency operations.

		* All NRT members must at least be aware how to ensure feedback and complaints provided by the community are recorded, referred or responded in a safe and accessible manner, and monitor communities' concerns and requests regarding the assistance provided or protection issues (including for sexual exploitation and abuse).
National Response Teams are gender-inclusive and in compliance with social inclusion and protection-related standards.	NS Heads of Technical Departments (Disaster Management) or equivalent focal points and National Disaster Response Teams	* Simulation and drill exercises should include established assessment guidelines to measure gender-inclusive and in compliance with social inclusion and protection-related standards. * National Response Teams must be gender balanced and selection criteria must not contain elements which lead to gender-based exclusion. *All managers should have knowledge on accountability and have undergone at least one session on the prevention of sexual exploitation and abuse.
Area of the PER Mechanism: *Analysis and Planning* / **PER Component:** *Hazard, Context and Risk Analysis and Response and Recovery planning*		
Key Indicators:	**Responsible:**	**Guidance Notes:**
National Society should ensure that interventions by National Response Teams are based on a thorough hazard, context and risk analysis; therefore, the response and recovery plans are developed considering those identified gaps.	NS Heads of Technical Departments (Disaster Management, Health) or equivalent focal points	* Technical and operational teams should work closely together to identify local and national issues that could potentially affect response operations and develop scenarios and response and recovery plans accordingly. Early warning and early action mechanisms should be agreed upon beforehand. * National Response Teams are aware of and participate in the hazard, context and risk analysis, and support the identification of potential scenarios to inform the response and recovery planning. * National Response Teams support the application of tools and techniques to assess and inform the development of the response and recovery plans from the onset of an emergency.

		* Response Teams are activated, available and are ready to respond to sudden and slow-onset disasters in line with the Movement standards for early warning and early action mechanisms.
Area of the PER Mechanism: *Analysis and Planning* / **PER Component**: *Emergency Response Procedures (SOPs)*		
Key Indicators:	**Responsible:**	**Guidance Notes:**
The operational National Response Team structure, Standard Operational Procedures (SOP) and member profile Terms of Reference (ToR) are standardized, well-known by everyone and agreed at national and local level.	NS Heads of Technical Departments (Disaster Management) or equivalent focal points and National Response Teams	* National Society has a team leader in place to efficiently manage the response operations and coordinate NRT deployments. * The responsibilities of each role within a NRT is clearly described in Terms of Reference and is made available to the team member to whom the specific role has been assigned. * National Society provides a timely and relevant emergency response that is in line with the DM policy and NS mandate. * Standard Operational Procedures (SOP) are agreed and in place for effective information flow and management between NRTs and National Society structures (branches and headquarters).
Area of the PER Mechanism: *Analysis and Planning* / **PER Component:** *Response and Recovery Planning*		
Key Indicators:	**Responsible:**	**Guidance Notes:**
National Society recognises and supports the National Response Teams role inside the response mechanism, reflected in the National Society's response and contingency plan.	NS Heads of Technical Departments (Disaster Management) or equivalent focal points	* National Society frequently promotes and disseminates the Principles and Rules for Red Cross and Red Crescent Humanitarian Assistance, along with relevant quality and accountability standards, to branches and volunteers. * National Society has defined roles and responsibilities for National Response Teams to support the Early Warning (EW) and Early Actions (EA) mechanism.

		* National Society should ensure that Standard Operational Procedures (SOP) and mechanisms are in place to support the promotion and dissemination of relevant standards, enhancing the capacity of National Response Teams to comply with their quality and accountability commitments.
Standard 3. **The National Society has developed an operational response capacity to fulfil their mandate and legislation in country.**		
Area of the PER Mechanism: Policy, Strategy and Standards / **PER Component:** *Disaster Risk Management Strategy*		
Key Indicators:	**Responsible:**	**Guidance Notes:**
Under their strategy, National Society has suitable response tools that National Response Teams should adopt and apply when implementing technical and sectorial activities during operations.	NS Heads of Technical Departments (Disaster Management) or equivalent focal points and National Response Teams	* National Society has assessed and ensured adequate response capacity at branch and Headquarters level. * National Society should conduct regular drills and simulation exercises to test the preparedness for response at branch and HQ levels. A comprehensive approach involving different sectorial teams should be adopted, with SOPs put in place to support the National Response Teams during emergency operations.
Area of the PER Mechanism: *Operational Capacity* / **PER Component:** *Emergency Operations Centre*		
Key Indicators:	**Responsible:**	**Guidance Notes:**
An emergency management mechanism is in place with the required infrastructure and well-defined SOPs for the deployment of National Response Teams are necessary to lead, coordinate and provide operational support in emergencies.	NS Heads of Technical Departments (Disaster Management, Health) or equivalent focal points	* It is recommended for the National Society to refer to guidance and best practices on Emergency Operations Centre (EOC) Management e.g. IFRC Emergency Operations Centre (EOC) Management & Guidelines. * The Emergency Operations Centre (EOC) is active 24/7, capable of providing round-the-clock support to deployed National Response Teams.

		* The emergency operation is led and managed by the National Society Emergency Operations Centre (EOC). * National Society deploys the first Response Teams within 72 hours of the disaster. * National Society has an efficient infrastructure in place with adequate equipment and communication capacities.
Area of the PER Mechanism: *Operational Capacity* / **PER Component:** *Information Management*		
Key Indicators:	**Responsible:**	**Guidance Notes:**
Information developed by National Response Teams, is of sufficient qualitative and quantitative level to allow assertive decision-making at all levels.	NS board members and leadership NS Heads of Technical Departments (Learning Education and Training, Disaster Management) or equivalent focal points	* National Societies are encouraged to further develop the information management systems and processes in order to connect branches and HQ, facilitate the systematization and processing of emergency information and support NS decision-making. * Information management systems are developed to support Response Teams in data-collection, analysis and planning processes in a timely manner during emergency operations. * Response Teams are trained to collect data, transmit information, and produce initial assessment reports in close coordination with the operations manager to provide inputs to the emergency plan of action.
Area of the PER Mechanism: *Coordination* / **PER Component:** *Civil Military Relations*		
Key Indicators:	**Responsible:**	**Guidance Notes:**
National Response Team complies with Movement guidance on civil-military relations.	NS board members and leadership. NS Heads of Technical Departments or equivalent focal points	* The dialogue and interaction with military actors, are essential to protect and promote humanitarian principles, avoid competition, minimize inconsistency and, when appropriate, pursue common goals. * The National Society applies the Movement guidance document on the Movement and military bodies (2005).

Area of the PER Mechanism: *Operational Support* / **PER Component:** *Safety and Security Management*		
Key Indicators:	**Responsible:**	**Guidance Notes:**
Components in Safety & Security are included in the personnel's Terms of Reference (ToR).	NS Heads of Technical Departments (Disaster Management, Human Resources, Volunteers Management) or equivalent focal points.	* Safety & Security components are included in the personnel's Terms of Reference (ToR). * ToR should be jointly developed by the human resource and the relevant technical department.
Area of the PER Mechanism: *Operational Support* / **PER Component:** *Information and Communication Technology (ICT)*		
Key Indicators:	**Responsible:**	**Guidance Notes:**
National Society has information and communication technology in place and available in support of National Response Teams actions.	NS Heads of Technical Departments (Disaster Management) or equivalent focal points	* Refers to technologies which provide access to information through telecommunications or remotely. This includes the Internet, wireless networks, mobile phones, radios and other means of communication. * National Society has up-to-date, approved SOPs for internet, mobile and radio communications, at local and national levels.
Area of the PER Mechanism: *Operational Support* / **PER Component:** *Staff and Volunteer Management*		
Key Indicators:	**Responsible:**	**Guidance Notes:**
National Society has technical and administrative procedures to deploy National Response Teams in a timely and well-equipped manner, according to disaster response needs.	NS Heads of Technical Departments (Disaster Management) or equivalent focal points	* The National Society should establish a mandate integrating regulations and technical and administrative procedures, scaling-up from local to national level.
Area of the PER Mechanism: *Operational Support* / **PER Component:** *Resource Mobilization*		
Key Indicators:	**Responsible:**	**Guidance Notes:**

National Society has an emergency fund available in place, national and locally, that facilitates the well-timed response and National Response Teams deployment.	NS Governing Board and leadership, NS Heads of Technical Departments (Learning Education and Training, Disaster Management, Health, Human Resources, Volunteers Management) or equivalent focal points	* National Society has a resource mobilization strategy in place to support the development of the National Response Teams. * National Society has an emergency fund in place that facilitates timely response and Response Teams deployment. * National Society has trained, equipped and available disaster response teams in place.

PILLAR III – Performance and development

Standard 4. **The National Society has a mechanism in place to promote and enhance the development of National Response Teams.**		
Area of the PER Mechanism: *Operational Support* / **PER Component:** *Staff and Volunteer Management*		
Key Indicators:	**Responsible:**	**Guidance Notes:**
National Society has a clear training and development path that allows them to prioritize National Response Teams for staff positions when they meet the required profile.	NS Heads of Technical Departments (Human Resources, Volunteers Management) or equivalent focal points	*National Society has a mechanism in place to promote and enhance personnel development.

National Society has a regularly updated human resource system (HRS) to track National Response Team members status, performance and development.	NS board members and leadership NS Heads of Technical Departments (Human Resources, Volunteers Management) or equivalent focal points	* National Society should have a system in place to monitor and review the Response Teams development process. * Emergency Standard Operational Procedures (SOP) should include details as to how and when Response Teams performance will be evaluated. * Mobilization refers to the participation of an RCRC member in any response operation during an emergency. National Societies are encouraged to develop an appraisal and follow-up system that allows the quality and accountability of the National Response Teams to be enhanced. * To carry out the appraisals, each mobilization must have clear objectives. It is recommended that a team leader not have more than seven people under their direct line management to allow effective appraisals to be conducted. * National Society conducts three appraisals to be delivered before the mobilization ends: (i) Response Teams performance is appraised based on the expected results of the mission and its competencies, (ii) Response Teams mobilization system is appraised, (iii) Training content is appraised based on the extent to which it provided the National Response Teams with the required tools to fulfil the Terms of Reference (ToR). * The appraisal process should be conducted before the mobilization ends. * All appraisals should be registered, centralized, and made accessible and available for learning and development purposes.

National Society conducts National Response Team performance appraisals based on the expected results of the mission and the Core Competency Framework.	NS Heads of Technical Departments (Learning Education and Training, Disaster Management) or equivalent focal points	* The Line Manager evaluates the mobilized personnel according to the mission's expected results and required competencies and skills, aiming to strengthen or define a career path for their development. * The mission evaluation allows the improvement of the deployment system during future emergency operations. * End of Mission (EoM) appraisal is performed at the end of EVERY mobilization (national/regional/global), either on an individual or team basis. * The mission evaluation is compared to the mission's objectives and informs the future improvement of the personnel curriculum. * The mission evaluation should have at least four sections, one based on the objectives of the mission, one based on the competencies, one section for feedback comments, and a final section on safety and security elements.

ANNEX 1 - Reference documents

To facilitate the implementation of the NRT Common Standards, the following section references relevant bibliography to guide the implementation of the various standards. Key indicators are listed and complemented by the applicable documentation. Some of the standards do not have bibliography, as there are no agreed tools or formats yet, or the standards are implemented in rather ad-hoc basis.

Please note that below mentioned are global reference documents and therefore, each NS should consult with their in-country staff and volunteer management systems.

Standard 1. **The National Society has a learning strategy that describes the learning path of the Branch/National Response Teams, including details of the competency framework, participants' terms of reference, type of trainings, recommended training methods, performance measurements method and follow-up processes.**				
Area of the PER Mechanism: *Policy, Strategy and Standards* / **PER Component:** *Quality and Accountability*				
Key Indicators:	**Tool**	**Topic**	**Language**	**Where to find it**
National Society regularly schedules induction Trainings for leadership and directors at national and branch level on responsibilities relating to quality and accountability standards within the NS response mechanism.	DM Policies	Principles and Rules for RCRC Humanitarian Assistance	EN, SP	FedNet
	Code of Conduct	Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations (NGOs)in Disaster Relief	SP, EN	FedNet
	Core Humanitarian Standards	Core Humanitarian Standard on Quality and Accountability	EN	Core Humanitarian Standard
Area of the PER Mechanism: *Operational Support* / **PER Component:** *Staff and Volunteer Management*				

Key Indicators:	Tool	Topic	Language	Where to find it
National Society has an updated learning and training strategy in place whereby it makes use of guiding principles and the global competencies-based framework to direct training, performance assessment and development of its national response teams.		Competency-based framework	EN, AR, SP	FedNet
All educational resources to implement the learning and training strategy are available, including a well-defined training and learning path, facilitator trainings, participant profiles and Terms of Reference, development of training materials and standardised teaching methodologies adapted to the needs and context of the National Society.				
National Response Teams training curricula cover the globally agreed essential components and relevant context-specific content.				
National Society has access to an online training process that reduces the academic workload of the face-to-face training sessions.	Learning Platform	The Red Cross Red Crescent Learning platform	ARA, CHIN, CROA, ENG, FRE, GER, ITA, JAP, NOR, POR, RUS, SPA, SWE, TUR	FedNet
The National Society adopts a method to evaluate trainings, including qualitative and quantitative progress measurement, technical and attitudinal skill-based assessment tools to identify leadership and technical competencies of its personnel.				
Number of volunteers and staff qualified under the National Society learning strategy.				
PILLAR II – NRTs in action				
Standard 2. **National Society complies with the RCRC mandate, in terms of Disaster Risk Management Policy and strategy, Sphere Standards, Code of Conduct for Disaster Relief, Humanitarian Charter among others.**				
Area of the PER Mechanism: *Policy, Strategy and Standards* / **PER Component**: *RC Auxiliary Role, Mandate and Law*				
Key Indicators:	**Tool**	**Topic**	**Language**	**Where to find it**

National Response Team system is part of the local and national preparedness and response systems.	Protocol Handbook	Partnerships and Resource Development	EN,FR,SP,AR	FedNet
Area of the PER Mechanism: *Policy, Strategy and Standards* / **PER Component:** *Disaster Risk Management Policy*				
Key Indicators:	**Tool**	**Topic**	**Language**	**Where to find it**
National Society has a Disaster Management policy in line with the Principles, Values, Red Cross and Red Crescent strategies and rules in humanitarian assistance which support the disaster management strategy and response.	Principles and Rules for Red Cross and Red Crescent Humanitarian Assistance	Disaster Management Policy and Coordination	EN, FR, SP, AR, RU	FedNet
Area of the PER Mechanism: *Policy, Strategy and Standards* / **PER Component:** *Quality and Accountability*				
Key Indicators:	**Tool**	**Topic**	**Language**	**Where to find it**
National Society has a Community Engagement and Accountability (CEA) plan developed and implemented ensuring an effective internal and external coordination of activities, including between affected population and others community responders.	Community Engagement and Accountability (CEA)	Community Engagement and Accountability (CEA)	EN	FedNet
National Response Teams are gender-inclusive and in compliance with social inclusion and protection-related standards.	Gender and Diversity Organisational Assessment Tool is to NS	Gender and Diversity	EN	IFRC
	Preventing and responding to gender-based violence (GBV) in disasters	Gender and Diversity	EN, FR, SP, AR, RU	IFRC
	Minimum standards for protection, gender and inclusion in emergencies	Gender and Diversity / Protection	EN	IFRC
Area of the PER Mechanism: *Analysis and Planning* / **PER Component:** *Hazard, Context and Risk Analysis and Response and Recovery planning*				
Key Indicators:	**Tool**	**Topic**	**Language**	**Where to find it**
National Society should ensure that interventions by National Response Teams are based on a thorough hazard, context and risk analysis; therefore, the response and recovery plans are developed considering those identified gaps.	Guía para la elaboración de Planes de Respuesta y Contingencia	Response and Contingency plans	SP	FedNet
	Contingency Planning Guide 2012	Contingency Planning	EN, FR, AR, RU	FedNet
	Contingency Planning e-learning training	Contingency Planning	EN, FR, SP	E-Learning Platform

	Contingency Planning toolkit	Contingency Planning	EN	FedNet CD format with the physical guidelines
	Guía Practica para la realización de Simulaciones y Simulacros	Simulation	EN, SP	IFRC
	IFRC CADRIM Simulation guidelines	Simulation	EN	
	IFRC Simulation guidebook, template, visual	Simulation	**EN**	FedNet
	Simex scenarios - ToT (3-day and 4-day trainings)	Simulation	**EN**	FedNet
Area of the PER Mechanism: *Analysis and Planning* / **PER Component:** *Emergency Response Procedures (SOPs)*				
Key Indicators:	**Tool**	**Topic**	**Language**	**Where to find it**
The operational National Response Team structure, Standard Operational Procedures (SOP) and member profile Terms of Reference (ToR) are standardized, well-known by everyone and agreed at national and local level.				
Area of the PER Mechanism: *Analysis and Planning* / **PER Component:** *Response and Recovery Planning*				
Key Indicators:	**Tool**	**Topic**	**Language**	**Where to find it**
National Society recognises and supports the National Response Teams role inside the response mechanism, reflected in the National Society's response and contingency plan.		NS Preparedness for Effective Response	EN, SP, FR, AR, RU	FedNet
	Contingency plans	Contingency plans	EN, FR, SP, AR, RU	FedNet
Standard 3. **The National Society has developed an operational response capacity to fulfil their mandate and legislation in country.**				
Area of the PER Mechanism: Policy, Strategy and Standards / **PER Component:** *Disaster Risk Management Strategy*				
Key Indicators:	**Tool**	**Topic**	**Language**	**Where to find it**

Under their strategy, National Society has suitable response tools that National Response Teams should adopt and apply when implementing technical and sectorial activities during operations.	Setting up a national disaster preparedness and response mechanism: Guidelines for National Societies National Disaster Preparedness and Response Mechanism (NDPRM)	National Disaster Preparedness and Response Mechanism (NDPRM)	EN	FedNet
Area of the PER Mechanism: *Operational Capacity* / **PER Component:** *Emergency Operations Centre*				
Key Indicators:	**Tool**	**Topic**	**Language**	**Where to find it**
An emergency management mechanism is in place with the required infrastructure and well-defined SOPs for the deployment of National Response Teams are necessary to lead, coordinate and provide operational support in emergencies.	Emergency Operation Centre Manual; Organization and Functioning; Regional Reference Centre in Disaster Preparedness	Emergency Operation Centre	EN	FedNet
Area of the PER Mechanism: *Operational Capacity* / **PER Component:** *Information Management*				
Key Indicators:	**Tool**	**Topic**	**Language**	**Where to find it**
Information developed by National Response Teams, is of sufficient qualitative and quantitative level to allow assertive decision-making at all levels.	The IFRC GO Platform Emergency communication	Emergency Communication	EN	FedNet
	Communicating in emergencies Guidelines	Emergency Communication	EN	FedNet
	Disaster communication Checklist	Emergency Communication	EN	FedNet
Area of the PER Mechanism: *Coordination* / **PER Component:** *Civil Military Relations*				
Key Indicators:	**Tool**	**Topic**	**Language**	**Where to find it**
National Response Team complies with Movement guidance on civil-military relations.		Guidance document on relations between the components of the Movement and military bodies	EN	ICRC
Area of the PER Mechanism: *Operational Support* / **PER Component:** *Safety and Security Management*				
Key Indicators:	**Tool**	**Topic**	**Language**	**Where to find it**
Components in Safety & Security are included in the personnel's Terms of Reference (ToR).	Guía de seguridad para operaciones en el terreno	Safe and Security	ES	FedNet

	Stay Safe – Personal Security E-learning training	Safe and Security	EN, FR, SP	E-Learning Platform
	Stay Safe – Security Management E-learning training	Safe and Security	EN, FR, SP	E-Learning Platform
Area of the PER Mechanism: *Operational Support* / **PER Component:** *Information and Communication Technology (ICT)*				
Key Indicators:	**Tool**	**Topic**	**Language**	**Where to find it**
National Society has information and communication technology in place and available in support of National Response Teams actions.	Standard Operating procedures for communications Emergency Response Tool (CERT)	Communications Emergency Response (CERT)	EN	FedNet
Area of the PER Mechanism: *Operational Support* / **PER Component:** *Staff and Volunteer Management*				
Key Indicators:	**Tool**	**Topic**	**Language**	**Where to find it**
National Society has technical and administrative procedures to deploy National Response Teams in a timely and well-equipped manner, according with disaster response needs.				
Area of the PER Mechanism: *Operational Support* / **PER Component:** *Resource Mobilization*				
Key Indicators:	**Tool**	**Topic**	**Language**	**Where to find it**
National Society has an emergency fund available in place, national and locally, that facilitates the well-timed response and National Response Teams deployment.	Material and Financial Resource Development	Material and Financial Resource Development	EN	FedNet

PILLAR III – Performance and development

Standard 4.
The National Society has a mechanism in place to promote and enhance the development of National Response Teams.

Area of the PER Mechanism: *Operational Support* / **PER Component:** *Staff and Volunteer Management*				
Key Indicators:	**Tool**	**Topic**	**Language**	**Where to find it**
National Society has a clear training and development path that allows them to prioritize National Response Teams for staff positions when they meet the required profile.				

National Society has a regularly updated human resource system (HRS) to track National Response Team members status, performance and development.				
National Society incorporates components in its Standard Operational Procedures (SOP) to allow follow-up on National Response Team member performance and development.				
National Society conducts National Response Team performance appraisals based on the expected results of the mission and the Core Competency Framework.				

Additional References

Area of the PER Mechanism:	***Policy, Strategy and Standards***	**Topics**	**Tool**	**Language**	**Where to find it?**
DRM Laws, Advocacy and Dissemination	Disaster Law	Disaster Law	Online introductory training module on IDRL	ENG	E Learning-platform
			DRR Law online course	ENG, SPA	E Learning-platform
			Introduction to the Guidelines for the domestic facilitation and regulation of international disaster relief and initial recovery assistance	ENG	FedNet
			IDRL Model Act	ENG, FRE	IFRC
			Model Emergency Decree for the Facilitation and Regulation for International Disaster Relief and Initial Recovery Assistance	ENG	IFRC

			The legal framework for volunteering in emergencies	ENG	FedNet
			Dissemination kit on the disaster law outcomes at the 32nd International Conference	ENG, FRE	FedNet
			Checklist on law and disaster risk reduction (2015)	ENG, FRE	FedNet
			The Handbook on Law and Disaster Risk Reduction 2015	ENG	FedNet
Area of the PER Mechanism:	***Operational Capacity***	**Topics**	**Tool**	**Language**	**Where to find it?**
NS-Specific Areas of Intervention	Community-Based Disaster Preparedness and Disaster Risk Reduction	Community preparedness	Community Preparedness Material -Training Modules "Better Be Prepared"	EMG, SPA, POR	FedNet
		Community Early Warning Systems	Community Early Warning Systems Guidelines and Toolkit	ENG, FRE, SPA, ARA, RUS	FedNet
			Community EWS Guiding Principles and CEWS Toolkit	ENG	FedNet
		Community Resilience	Roadmap to Community Resilience: Operationalizing the Framework for Community Resilience	ENG	IFRC
			Communication guidance for National Societies	ENG	IFRC
			Public Awareness and Public Education for DRR (PAPE)	ENG, FRE, ARA, SPA	FedNet

		Better Programming Initiative	Aid: Supporting or undermining Recovery: Better Programming Initiative	ENG	FedNet
	Heath in emergencies	Public Health in Emergencies	Public Health in Emergencies e-learning training	ENG	E Learning-platform
		Community-based Surveillance	Community-Based Surveillance: guiding principles	ENG	FedNet
		Surveillance and reporting	Surveillance and reporting Tool	ENG	FedNet
		Health Care in Danger	Health Care in Danger e-learnig training	ENG	E Learning-platform
			Resource Centre	ENG, FRE, SPA, ARA, CHI, RUS	Health Care in Danger
		ECV Bobonic plague, coughing (pneumonic) plague	ECV tools for Bubonic Plague, Coughing (Pneumonic) Plague	ENG, FRE	FedNet
		Noncommunicable Diseases (NCDs)	Noncommunicable Diseases Tools	ENG, FRE, SPA	FedNet
		Psychosocial Support	Psychosocial Centre Trainings	ENG, FRE, ARA, SPA	IFRC
		Healthy ageing	Healthy ageing toolkit: for facilitators, volunteers and community	ENG	IFRC
			Healthy ageing volunteer guide: for empowering communities	ENG	IFRC

			Healthy ageing facilitator guide: for teaching community volunteers	ENG	IFRC
			Training programme for home care volunteers	ENG	FedNet
			Training curriculum for home helpers	ENG	FedNet
	First Aid	First Aid	Guidelines 2016	ENG, RUS	FedNet
	Water and sanitation	DRR and WASH	Disaster Risk Reduction and Water, Sanitation and Hygiene. Comprehensive Guidance	ENG	FedNet
	Food Security	Food, security and livelihoods	Food, security and livelihoods Trainings	ENG	FedNet
	Livelihood Security and Safety Nets	Livelihoods	Livelihoods E Learning platform	ENG	E Learning-platform
	Shelter, Household items, settlements	Shelter	Shelter types of training	ENG	FedNet
	Community Based Health and First Aid (CBHFA)	Community-based Health and First Aid (CBHFA)	Community-based Health and First Aid (CBHFA)	ENG	FedNet
			Community-based Health and First Aid (CBHFA) Tools	ENG, FRE, SPA	FedNet
Cash Transfer Programming (CTP)	CASH	Cash Transfer Programming Resources	Cash Transfer Programming Training	ENG, FRE, ARA, SPA	FedNet

		CASH	Cash in Emergencies	ENG, FRE, SPA, ARA, RUS	RedCrossM
			Cash hub	ENG	RedCrossM
Emergency Needs Assessment	Emergency Needs Assessment	Emergency Needs Assessment	The guidelines for assessment in emergencies (IFRC/ICRC, 2008)	ENG, FRE, SPA, ARA, RUS	FedNet
			IFRC Operational Guidance: Multi-Sectoral Assessment 2014	ENG, FRE	FedNet
			ENA training package 2015	ENG	FedNet
			Revised approach for LEAP (Leading Emergency and Assessment Planning)	ENG	FedNet
			Emergency Needs Assessment e-learning training	ENG, FRE, ARA, SPA	E Learning-platform
Activation of Regional and International Support	Disaster Relief Emergency Fund (DREF)	Disaster Relief Emergency Fund (DREF)	DREF Procedures and guidelines	ENG	FedNet
	Emergency Appeal	Emergency Appeal	EPoA, EA&Reporting, Procedures and Guidelines	ENG	FedNet
			Guidance on Emergency Plan of Action (for IFRC Staff)	ENG	FedNet
			Emergency Plan of Action (EPoA)	ENG	FedNet

Information Management	Information management	Data Preparedness	Data Readiness theory of change	ENG	Google docs (not to be shared yet)
			Data literacy overview	ENG	IFRC
			Data Playbook overview	ENG	IFRC
			Data Playbook toolkit	ENG	IFRC
			Federation-wide databank and reporting system	ENG	IFRC
Area of the PER Mechanism:	***Operational Support***	**Topics**	Guidance on Emergency Plan of Action (for IFRC Staff)	ENG	FedNet
Operations Monitoring, Evaluation, Reporting and Learning	Monitoring and Evaluation Framework	Monitoring and Evaluation Framework	Emergency Plan of Action (EPoA)	ENG	FedNet
Logistics, Procurement and Supply Chain	Logistics, Procurement and Supply Chain	Logistics, Procurement and Supply Chain Management	Logistics standards and tools	ENG	FedNet
			Logistics trainings and workshops	ENG	FedNet
			Logistics standards online	ENG	FedNet
			The Standards products catalogue	ENG	RedCrossM
		Stock prepositioning	Stock prepositioning Strategy guideline		
Staff and Volunteer Management	Surge Optimisation	Surge Optimisation	Surge competency framework	ENG, SPA, ARA	FedNet
Area of the PER Mechanism:	***Others***	**Topics**	**Tool**	**Language**	**Where to find it?**

Others	Disaster Risk Reduction	Disaster risk reduction: a global advocacy guide	Disaster risk reduction: a global advocacy guide	ENG	FedNet
		Mainstreaming DRR/CCA	A Guide to Mainstreaming Disaster Risk Reduction and Climate Change Adaptation	ENG	IFRC
	Mitigation	Structural/Non-structural Mitigation	Additional material	ENG, SPA	FedNet
	Best Practice Animal Management (BPAM)	Best Practice Animal Management Training Package	Best Practice Animal Management Training Package	ENG	FedNet
	Flood Resilience Measurement	Flood Resilience Measurement	The Flood Resilience Measurement for Communities (FRMC)	ENG, SPA, ALB, MON	Alliance
	Urban Resilience	Urban Resilience	Building urban resilience: A guide for Red Cross and Red Crescent engagement and contribution	ENG	IFRC