CHECKLIST FOR EFFECTIVE DISASTER RESPONSE:

Insights for Wise Humanitarian Action

Developed by RAQIM FOUNDATION *helping to alleviate poverty. together.* & PhilanthropyNow™

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Developed by RAQIM FOUNDATION & PhilanthropyNow

Photo by Colin Spurway/Mercy Corps, Tajikistan

** NOTE TO USERS: CONSIDER GIVING MONEY BEFORE GIVING SUPPLIES **
(See Section 1 of Full Checklist)

WHY THIS CHECKLIST?

The new millennium has brought fresh consciousness of global interdependence and the widening disparities among peoples. Throughout the world, growing numbers of small community-based organizations are committing to action.

When a natural or man-made disaster strikes in another part of the world, the images flash across the media screens. Compassionate people want to respond. Small organizations, government agencies and businesses often possess the resources needed to meet the challenges. However, they often lack experience in humanitarian practice or disaster relief.

Many well-intentioned relief efforts are not only unproductive but may cause harm. Inappropriate items are donated. Items are shipped long distances when they could be acquired nearby. Un-needed supplies incur storage and disposal costs and divert time and energy. Shipments may not be timely enough to be useful or may fall into the wrong hands.

This Checklist helps organizations new to emergency response choose options for supporting disaster-affected people. It is informed by humanitarian principles and evidence-based practice in emergency response. It results from careful research, project debriefings, and review comments by experts.

The goal of the Checklist is more effective coordination among organizations to ensure that assistance meets needs and strengthens community resilience while building on local community-led solutions generated at the impact zone. The intended outcome is more positive measurable, tangible results for all concerned.

USING THIS CHECKLIST

The Checklist is designed to help organizations consider, plan, or implement relief projects. It helps donors think through the variables inherent in emergency logistics. To determine needs, plan responses, communicate along the supply chain, manage risk, and establish an environment for success, it's necessary to work collaborate with partners. Considering every step enhances your ability to make an impact, saves lives, and uses resources wisely. The current economic climate makes it especially important to assure donors that their gifts are making a difference. It is our intent that this Checklist will enable nongovernmental organizations (NGOs) and their local partners to build trust with donors and one another, while remaining ultimately accountable to beneficiaries in the crisis zone.

THE CHECKLIST IS NOT….

- A replacement for working with seasoned intermediaries on the ground.
- An endorsement of particular organizations.
- A static tool but rather an evolving one.

The Raqim Foundation & PhilanthropyNow welcome your comments

The Checklist will continue to evolve with reader input. Please send your comments and suggestions to advocate@philanthropynow.com

CHECKLIST FOR EFFECTIVE DISASTER RESPONSE: SHORT FORM

Developed by RAQIM FOUNDATION *&* Philanthropy Now

Key Points
- Do your homework: Assess receiver needs and your capabilities.
- Don't act alone: Collaborate with proven on the ground partners.
- Mostly send money: Buy supplies near the disaster rather than ship.
- Create greater independence: Empower recipients for greater self-sufficiency.
- Minimize theft: Create a strong corruption mitigation plan.
- Debrief, acknowledge, publicize, celebrate: Learn from mistakes and successes.

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1. **ASSESSMENT OF NEEDS**
   How do you know what is needed? How do you decide? How will you collaborate with people in disaster-affected areas? Will your giving do good or do unintentional harm? Will you give to meet immediate survival needs and/or for rebuilding infrastructure and/or self-sufficiency development and/or disaster preparedness?

2. **PARTNERING, PLANNING AND MISSION CONSISTENCY**
   How does the project align with your organization's mission? How will you partner with other groups? Can United Nations agencies and international NGOs support your efforts?

3. **SHIPPING OR ACQUIRING SUPPLIES LOCALLY**
   What specific items and equipment meet documented needs in ways that are suitable, durable, safe, and culturally appropriate? Which goods should you ship from outside the country and which should you buy in the region of the impact zone?

4. **CHOOSING AND CONTRACTING VENDORS**
   How do you choose vendors of goods and of services such as logistics, finance, customs clearance, warehousing, security and transport? Are there guidelines for qualifying vendors' economic viability, experience, ethics, cultural sensitivity and adherence to equitable conflict resolution procedures?

5. **MOVEMENT OF GOODS**
   How will goods be transported? What combination of boat, train, plane, truck and local options such as pack animals or human carriers, will get goods to those who need them? What routes will be used? What is your step-by-step logistics plan for ordering, shipping, payment, customs and security?

6. **DISTRIBUTION OF GOODS IN THE IMPACT ZONE**
   How will local organizations in the impact zone distribute the goods to individuals? How will the goods be secured until they reach the hands of end users?

7. **MONITORING AND COMMUNICATION**
   How will you monitor the transport of goods to their destination? How will partners along the route inform one another that goods have been received and reshipped? How will people in the field communicate with people at headquarters? How will you deal with loss, damage or corruption along the way?

8. **CREATING INDEPENDENCE NOT DEPENDENCE**
   How will you involve beneficiaries in planning and implementation? How can your project move beyond charity to promote community self-sufficiency and empowerment?

9. **EVALUATION, LESSONS LEARNED AND CAPACITY BUILDING**
   How will you gather stories about the process and the outcomes? How will you track both the good practices and failures of the project so everyone can learn from them? How will lessons learned be recycled in training for future projects?

10. **COMMUNICATION WITH DONORS, PARTNERS, AND THE MEDIA**
    How will you publicize the project, celebrate completion and honor and re-engage participants? How will you collect stories about the process, results and impact?

For complete Checklist, resources and background download a PDF from the developers' websites: www.raqimfoundation.org   and www.philanthropynow.com

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If you find value in this resource and would like to support the continued work of the tax exempt, US based Raqim Foundation; your donation would be warmly received at www.raqimfoundation.org via secure transaction.

Photo by Mikel Flamm,
Habitat for Humanity, Bangladesh

CHECKLIST FOR EFFECTIVE DISASTER RESPONSE:

Complete Checklist

Developed by RAQIM FOUNDATION & *Philanthropy Now*™

Key Points
- Do your homework: Assess receiver needs and your capabilities.
- Don't act alone: Collaborate with proven on the ground partners.
- Mostly send money: Buy supplies near the disaster rather than ship.
- Create greater independence: Empower recipients for greater self-sufficiency.
- Minimize theft: Create a strong corruption mitigation plan.
- Debrief, acknowledge, publicize, celebrate: Learn from mistakes and successes.

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1. ASSESSMENT OF NEEDS

How do you know what is needed? How do you decide? How will you collaborate with people in disaster-affected areas? Will your giving do good or do unintentional harm? Will you give to meet immediate survival needs and/or for rebuilding of infrastructure and/or for self-sufficiency development and/or disaster preparedness?

☐ **1.1** Decide which phase/s of pre, during and/or post disaster intervention you want to support in what way and why.

☐ **1.2** First, give money directly to proven NGOs (and agencies like UN World Food Program and UNICEF) that has a presence on the ground in the disaster zone. Address greatest needs through these NGOs and prevent costly shipment and disposal of un-needed, unsolicited goods that can clog distribution points, be wasted or cause harm. Recognize that monetary donations make possible regional purchases that also avoid international shipment hassles, reduce shipment costs, create local jobs and support the recovery of the local economy.

☐ **1.3** Get an overview of the situation from those in the impact zone. Track specialized news media serving the humanitarian relief community. [1] Obtain up-to-date maps of the crisis area. [2]

☐ **1.4** Determine your options for action. Decide if providing supplies is the most appropriate project for your organization and the affected communities. [3]

☐ **1.5** Become familiar with basic tenets of the UN Humanitarian Charter, particularly if you are serving refugees or displaced persons. [4] Understand your accountability to those whom you assist. [5]

☐ **1.6** Do not solicit material donations unless all arrangements are in place. If well-meaning supporters send goods to your organization before logistics and partnerships are worked out, consider auctioning the items and sending the cash to the field. [6]

Photo by Mikel Flamm, Habitat for Humanity, Bangladesh

☐ **1.7** Follow recognized-acknowledged standards of humanitarian action. *The Sphere Handbook*[7] refers to the following core standards regarding processes and people: 1) participation, 2) initial assessment, 3) response, 4) targeting, 5) monitoring, 6) evaluation, 7) aid worker competencies and responsibilities, and 8) supervision, management and support of personnel.

☐ **1.8** Identify and use appropriate assessment tools[8] to determine local community needs and priorities. Include a logistics specialist on the assessment team, if necessary.

☐ **1.9** Conduct assessments and coordinate actions in collaboration with those in or near the impact area including local government and local NGO's. Assist those involved in growing their internal capabilities. Use participatory observation, semi-structured interviews or focus groups to involve key groups: traditional households, female-headed households, single people, elders, children, ethnic and religious groups.[9]

☐ **1.10** After initial needs assessment with other organizations during the immediate crisis response stage, assure sustained collaboration with coordinating groups to re-assess and address changing needs. Encourage, participate in, grow and morph immediate response teams into specialized collaborative teams addressing infrastructure sanitation and other full recovery tasks.

☐ **1.11** Be sure the assessment respects the complexity of the affected community and puts no one at risk. Recognize that some groups hold power over others. Use different methods of inquiry to get different points of view and to check validity of findings. Verify needs through 3rd party independent sources, if possible.

☐ **1.12** Assess demographics in terms of total number of households, total number of women, men, girls and boys, number of households headed by female, male, grandparent and children, number of people with specific needs (children without families, disabled, sick, elderly) and number of pregnant and nursing women.[10]

☐ **1.13** Use standard UN indicators (mortality, water quality, sanitation, shelter space and calories per person per day) to demonstrate that the crisis is a formal emergency, if appropriate.[11]

☐ **1.14** Determine what supplies meet needs most effectively. Blankets? Or coal or wood for fuel? Find out what fuel sources, types of clothing and hygiene products households used before the crisis.

☐ **1.15** Conduct the assessment process in ways that strengthen trust with the affected community and rebuild community-based structures for the post-emergency period.[12]

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1 The following websites have situation reports and up to date information. Relief Web, http://www.reliefweb.int/rw/dbc.nsf/doc100?OpenForm IRIN Humanitarian News, http://www.irinnews.org/;Center for International Disaster Information, http://www.cidi.org/sit_rep.htm and Alert Net, http://www.alertnet.org/
2 See *Logistics Cluster Map Centre* http://www.logcluster.org/tools/mapcentre
3 See *Guidelines for Appropriate International Disaster Donations.* Available in eight languages at http://www.cidi.org/guidelines/guide_ln.htm
4 *Humanitarian Charter and Minimum Standards in Disaster Response* http://www.sphereproject.org/dmdocuments/handbook/hdbkpdf/hdbk_hc.pdf
5 *Sphere Handbook,* p. 25 and 313. http://www.sphereproject.org
6 *Guidelines for Donating to a Disaster Incident.* http://www.cidi.org/guidelines/guide_ln.htm
7 The *Sphere Handbook* can be downloaded in many languages at http://www.sphereproject.org
8 See, for example, *UNHCR Tool for Participatory Assessment in Operations.* www.unhcr.org/450e963f2.html ; *The Sphere Handbook,* Common Standard 2: Initial Assessment. http://www.sphereproject.org/content/view/30/84/lang,english/ ;*UNHCR Handbook for Emergencies*, Chapter 5, p. 76. http://www.unhcr.org/471db4c92.html
9 For identifying sub-groups see *UNHCR Handbook for Emergencies. Chapter 5, page 90.*
10 *UNHCR Handbook for Emergencies.* Appendix 1: Toolkit, p. 544.
11 *UNHCR Handbook for Emergencies.* Chapter 3, p 64.
12 *UNHCR Handbook for Emergencies*, Chapter 11 on community-based approaches. http://www.unhcr.org/471db4c92.html

2. PARTNERING, PLANNING AND MISSION CONSISTENCY

How does the project align with your organization's mission? How will you partner with other groups? Can United Nations agencies and international NGOs support your efforts?

☐ **2.1** Combine and integrate the short term acute disaster and long term chronic disaster approaches to produce measurable savings of energy and time and increase impact so that what you do in the present sustains the future.

☐ **2.2** Contact and get directly involved with United Nations agencies[13], bilateral donors[14], and humanitarian NGOs[15] to determine opportunities for collaboration. Contact and work closely with UN Office for the Coordination of Humanitarian Affairs or other coordinating body for the particular region or emergency if there is one. Get directly involved in the coordination groups, institutional arrangements, communications networks that will be established in-country to increase prospects for effective coordination, collaboration or partnering.

Photo by Mikel Flamm, Habitat for Humanity, Bangladesh

☐ **2.3** Map other international agencies and NGOs in the impact zone. Consider which can best tap local resources and offer credibility. Involve groups and individuals in the impact zone in ways that respect their resourcefulness and build on their skills and capacities.[16]

☐ **2.4** Explore the pros and cons of innovative giving options like micro-lending to disaster survivors.

☐ **2.5** Determine whether the organization/s to which you are donating will allow you to specify and earmark your donations for the phase/s of the disaster response you wish to support.

☐ **2.6** Look for a match with businesses worldwide that support humanitarian efforts with gifts in kind and other support.[17]

☐ **2.7** Never assume that a relief NGO or a government agency will ship items you provide even part of the distance to recipients. In fact, if your organization sends goods to an agency in the country of the crisis without making the proper arrangements, you may be charged commercial rates for shipping or warehousing them.[18]

☐ **2.8** Identify the core competencies of each partner and ways they can be combined to meet the requirements of the proposed project. Consider ways to complement existing efforts in areas such as sanitation, immunization and financial services rather than duplicate them in any one area or to replicate efforts that have been successful in adjacent areas.

☐ **2.9** Manage meetings and discussions effectively. Don't push for premature consensus; instead let options develop and stay open to midcourse corrections as the situation changes. Use low cost voice-over-Internet phone service (VoIP) and video conferencing to bring together potential partners along the supply chain.

☐ **2.10** Partnerships require time, which is at a premium during emergencies. Preferably create partnerships before there is a need. Identify stakeholders along the supply chain and ensure they are involved in initial planning and in a position to offer feedback and suggestions for corrections throughout the project.

☐ **2.11** Confirm all partnerships with appropriate memoranda of understanding (MOUs) or contracts.

☐ **2.12** Choose clear, easy to use planning tools[19] when bringing partners together. Use more complex tools to integrate details once everyone understands their primary responsibilities.

☐ **2.13** Define roles and lines of accountability.[20] Outline responsibilities in terms of what each partner expects of the other. Determine the resources each is committing, such as staff, space, equipment, goods, expertise or financial services. Decide who will pay for what, taking into account differences in banking procedures, accounting systems, exchange rates and fiscal calendars. Expect concerns, constraints and complaints and address them in ways that build capacity and cooperation. Consider adopting a mediation/arbitration agreement.

☐ **2.14** Ensure that support for the project at headquarters is aligned with expectations in the field.

☐ **2.15** Assess risk and plan for contingencies, that is, situations that cannot be predicted but which require more flexibility, resources or time than those budgeted.[21] Discuss with partners, systems that ensure that supplies reach the most vulnerable despite traditional power structures that may exclude them. Discuss ways to minimize risk in case a partnership does not work out.

☐ **2.16** Participate in pledging conferences with other organizations to rally resources, identify needs and opportunities to increase effectiveness and to build partnerships.

☐ **2.17** Assess the political climate in all countries through which goods must flow. Check security updates.[22]

☐ **2.18** Ensure that all proposed activities align with your organization's standards of behavior and ethical guidelines. Consider the ethical, cultural and political implications of the proposed project.

13 For a directory of UN Agencies see http://www.unsystem.org/. *Global Hand Yellow Pages* has searchable database of UN offices and projects worldwide. http://www.globalhand.org/information/yellowpages

14 For a list of bilateral donors see http://www.unrol.org/article.aspx?article_id=22

15 For example, European NGOs are listed on NGO Voice http://www.ngovoice.org/index.php?page=121; InterAction lists US NGOs. http://www.interaction.org/member-directory-all

16 According to *The Sphere Handbook, Disaster-affected populations must not be seen as helpless victims, and this includes members of vulnerable groups. They possess and acquire, skills and capacities and have structures to cope with and respond to a disaster situation that need to be recognized and supported. Individuals, families and communities can be remarkably resourceful and resilient in the face of disaster, and initial assessments should take account of the capacities and skills as much as of the needs and deficiencies of the affected population.*

17 Global Hand is a matching service that helps corporate and community groups partner with international NGOs. www.globalhand.org

18 *Guidelines for Donating to a Disaster Incident.* http://www.cidi.org/guidelines/guide_ln.htm

19 See for example *UNHCR Handbook for Emergencies.* Appendix 1: Toolbox, p. 544.

20 *UNHCR Handbook for Emergencies.* Chapter 4, p. 66 http://www.unhcr.org/471db0ad2.pdf

21 *UNHCR Handbook for Emergencies.* Chapter 4, p. 66 http://www.unhcr.org/471db0ad2.pdf

22 ReliefWeb http://www.reliefweb.int/rw/dbc.nsf/doc103?OpenForm ; US Department of State International Travel Information*.* http://travel.state.gov/travel/cis_pa_tw/cis_pa_tw_1168.html

3. SHIPPING SUPPLIES OR ACQUIRING THEM LOCALLY

What specific items and equipment meet documented needs in ways that are suitable, durable, safe, and culturally appropriate? Which goods should you ship from outside the country and which should you buy in the region of the impact zone?

Photo by Cassandra Nelson/Mercy Corps, Gaza

- ☐ **3.1** Consider engaging a logistician or other humanitarian specialist to advise your organization or to carry out the work.[23]

- ☐ **3.2** List supplies needed[24] and locate suppliers.[25] Select supplies that meet or exceed the international relief standards for safety and appropriateness for the climate and temperature of the recipient region.[26]

- ☐ **3.3** Arrange for shipping and transport before collecting any kind of material donations.[27]

- ☐ **3.4** Determine quantities according to information on households and family structures gathered during the needs assessment. Account for different needs on the basis of age and sex, such as sanitary napkins for women and girls. Adjust quantities according to appropriate benchmarks.

- ☐ **3.5** Investigate the availability and quality of the desired relief items in the immediate area, the country or the region.[28] Check to see if international or national agencies have stockpiled or pre-positioned supplies your group n access. Find out if organizations in and near the impact zone have surplus supplies for sale.[29]

- ☐ **3.6** In deciding whether to ship or buy locally[30], consider tradeoffs in administrative time[31], item cost, delivery time, and carbon emissions.

- ☐ **3.7** Recognize that transferring funds into a disaster zone can result in their inappropriate use or theft and plan accordingly.

- ☐ **3.8** Determine the feasibility of producing goods in or near the impact zone. Assess the economic viability in terms of cost, benefit and risk.

- ☐ **3.9** Coordinate purchases or combine orders with other organizations responding to the crisis. Identify and work with the central coordinating body for the specific crisis.

- ☐ **3.10** Assess offers of in-kind donations against actual needs, secondary costs and cultural appropriateness. Consider expiration dates of the products offered and appropriateness of packaging for transport.

- ☐ **3.11** Balance weight of supplies with shipping costs, intended use and packaging requirements.

- ☐ **3.12** Be aware of ethnic, cultural, religious and political sensitivities regarding packaging, instructions, and logos.

23 Searchable databases of humanitarian specialists at www.globalhand.org/information/hr
24 See the 8-page *Catalogue of Most Frequently Purchased items.* http://www.unhcr.org/479d9b192.pdf
25 Global Hand Yellow Pages has searchable database of suppliers worldwide. http://www.globalhand.org/information/yellowpages
26 See *Emergency Relief Items Compendium of Generic Specifications Vol 1: Telecommunications, Shelter & Housing, Water Supply, Food, Sanitation and Hygiene, Materials Handling, Power Supply.* UNDP/IAPSO, May 2000. 268 p. http://www.sheltercentre.org/sites/default/files/IAPSO_EmergencyReliefItems1.pdf
Vol. 2: Medical Supplies, IAPSO, Copenhagen, 1995. Downloadable at http://www.sheltercentre.org/sites/default/files/IAPSO_EmergencyReliefItems2.pdf See also *UNICEF Supply Catalogue* http://www.supply.unicef.dk/Catalogue/ and *Selecting NFIs for Shelter.*
http://www.sheltercentre.org/meeting/material/Selecting+NFIs+for+Shelter
27 See *Guidelines for Donating to a Disaster Incident.* http://www.cidi.org/guidelines/guide_ln.htm
28 *Global Hand Yellow Pages* has searchable database of suppliers worldwide. http://www.globalhand.org/information/yellowpages
29 *UNHCR Handbook for Emergencies.* Chapter 4, p. 66 http://www.unhcr.org/471db0ad2.pdf
30 See the 8-page *Catalogue of Most Frequently Purchased items.* http://www.unhcr.org/479d9b192.pdf See *Emergency Relief Items Compendium of Generic Specifications Vol 1: Telecommunications, Shelter & Housing, Water Supply, Food, Sanitation and Hygiene, Materials Handling, Power Supply.* UNDP/IAPSO, May 2000. 268 p. *http://www.sheltercentre.org/sites/default/files/IAPSO_EmergencyReliefItems1.pdf Vol. 2: Medical Supplies*, IAPSO, Copenhagen, 1995. Downloadable at http://www.sheltercentre.org/sites/default/files/IAPSO_EmergencyReliefItems2.pdf See also UNICEF Supply Catalogue
http://www.supply.unicef.dk/Catalogue/ and *Selecting NFIs for Shelter.* http://www.sheltercentre.org/meeting/material/Selecting+NFIs+for+Shelter
31 Searchable databases of humanitarian specialists at www.globalhand.org/information/hr

4. CHOOSING AND CONTRACTING VENDORS

How do you choose vendors of goods and of services such as logistics, finance, customs clearance, warehousing, security and transport? Are there guidelines for qualifying vendors' economic viability, experience, ethics, cultural sensitivity and adherence to equitable conflict resolution procedures?

- ☐ **4.1** Ask other NGOs what suppliers they use and about their past performance.

- ☐ **4.2** Request and verify references for credit, banking and customer satisfaction.

- ☐ **4.3** Use competitive bidding for fairness and the best price. Request discounts for volume or repeat orders.

- ☐ **4.4** Take note of customs issues, taxes, insurance, and special fees in negotiating agreements. Consider requiring the following 1) performance guarantees and/or insurance; 2) warranties based on a verified percentage of acceptable supplies with assurances of replacement or refund for unacceptable supplies; 3) minimum/maximum acceptability range to deter issues with shipping, Value Added Tax and logistics; and a mediation/arbitration agreement between buyer and seller.

- ☐ **4.5** Consider whether having your organization's logo and name on the supplies would create stigma or problems for the recipients.

- ☐ **4.6** For goods originating in the U.S., obtain and follow Homeland Security restrictions.

- ☐ **4.7** Verify all arrangements and conditions for the transfer of funds. Clarify any pre or partial payment agreements.

- ☐ **4.8** Explain any performance incentives and stipulate any penalties for nonperformance.

- ☐ **4.9** Time the arrival of shipment before monsoon rains or the snow season.

Photo by Henry McInnes/Sunday Mail for Mercy Corps

5. MOVEMENT OF GOODS

How will goods be transported? What combination of boat, train, plane, truck and local options such as pack animals or human carriers, will get goods to those who need them? What routes will be used? What is your step-by-step logistics plan for ordering, shipping, payment, customs and security?

Photo by Jackie Lee/Mercy Corps, Pakistan

☐ **5.1** Consult partners and appropriate websites[32] for the security situation. Assess any political, military, or environmental impediments to shipping and receiving donated goods along the supply route.

☐ **5.2** After getting an overview of the required logistics[33], consider engaging a professional export agency at the port of departure and a professional logistics agency/importer at the port of entry

☐ **5.3** Movement of humanitarian aid requires not only a customs procedure with the Customs Directorate to enter a country but also securing exemptions from taxes and duties through governmental authorities.[35] Establish good relations with authorities as soon as possible. Arrange duty exemptions and priority clearances with relevant authorities in advance.

☐ **5.4** If partnering with a UN agency, request and follow their guidelines to ensure the proper party is taking responsibility to clear customs. Pack and package supplies to meet international relief standards. Specify safe, secure shipping containers and platforms that meet international standards.

☐ **5.5** Have a single consignee and address on all containers and packages, with the name of the final destination appearing at the bottom of the label in very large letters in English and the language of the consignee. Use standard color-coding when labeling items: red for foodstuffs, blue for household items and clothing, and green for medical supplies and equipment. Use international warnings such as "FRAGILE", "NO HOOKS" or "KEEP DRY" printed in English and the language of the recipient.

☐ **5.6** Confirm shipping methods, costs and timetable from manufacturer to port of entry. Ensure that packing lists are in duplicate clean copy at port of entry to avoid surprise taxes or requests for bribes.

☐ **5.7** Write contracts that stipulate payment linked to delivery, the return of damaged goods and penalties for failing to comply with the contract. Specify vehicles in good working order with cargo spaces that protect goods from damage, weather and theft. Ensure that transactions are documented in waybills and receipts.

☐ **5.8** Budget for contingencies and delays, including costs of extended storage. Account for adverse weather, road conditions, or other barriers to delivery to final destination.

☐ **5.9** Identify appropriate types of storage facilities at each point along the route. Facilities may be needed for initial storage near the port of entry, storage while goods are in transit, local storage near the crisis zone and storage in refugee or internally displaced persons (IDP) camps. Calculate volume of warehouse space needed and security using standard guidelines.[36]

☐ **5.10** Determine and complete required customs documents and other paperwork for export and notify appropriate agencies of shipping date. In advance of shipment, inform port of entry customs officials of pending shipment. Request information on any changes in requirements or port conditions.

☐ **5.11** At port of entry, designate an insurance agent to inspect supplies for quantity, quality and condition upon receipt. Wherever possible have an agent or sender's representative facilitate logistics at the point of entry.

☐ **5.12** Verify bulk consignments on arrival, check warehouse stocks, ensure accuracy of scales and prepare ration cards and other distribution monitoring supplies.

☐ **5.13** Re-confirm interagency collaboration agreements and have a backup plan.

☐ **5.14** With partners agree on a risk management plan. Using both on the ground and on line sources, follow the security situation and strengthen security for personnel or goods as needed.

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32 See Alert Net http://www.alertnet.org/ Center for International Disaster Information. http://www.cidi.org/sit_rep.htm IRIN Humanitarian News. http://www.irinnews.org/ Relief Web. http://www.reliefweb.int/rw/dbc.nsf/doc100?OpenForm
33 See *Sphere Handbook*. "Supply Chain Management Logistics Checklist", p. 192-193. www.sphereproject.org
34 Humanitarian Logistics Association is a professional membership organization. www.humanitarianlogistics.org
35 *Customs and Humanitarian Aid.* http://www.logcluster.org/tools/customs/customs-and-humanitarian-aid
36 See *UNHCR Handbook for Emergencies.* Chapters 21 http://www.unhcr.org/471db4c92.html Appendix 1 Toolkit, p. 544 for Table 7 *The Size of Things*; Table 8 *Capacities and Characteristics of Various Aircraft*; *Capacities of Various Surface Transport Means;* and Table 10 *Conversion Factors.*
officials and religious, military, and community leaders. Update information on households and family structures and organize the distribution system accordingly.

6. DISTRIBUTION OF GOODS IN THE IMPACT ZONE

How will local organizations in the impact zone distribute the goods to individuals? How will the goods be secured until they reach the hands of end users?

☐ **6.1** Develop a plan for informing beneficiaries about eligibility and the place and time of distribution. Publicize as appropriate. Recognize that distribution of supplies too long before they are needed can result in their unintended sale so they may be unavailable to households when needed. If possible, warehouse the goods until the critical time of use. For example, store heaters or blankets until temperatures drop.

Photo by Mikel Flamm, Habitat for Humanity, Bangladesh

☐ **6.2** Track balances of stocks throughout distribution. Make information available in both printed and electronic form. Reconcile supplies actually distributed with those delivered, those remaining in storage, and those that are lost, damaged or misappropriated.

☐ **6.3** Collaborate with the local community in implementing the distribution plan developed at the start of the project. Include those responsible for distribution as well as government.

☐ **6.4** Choose distribution strategies that engage recipients in helping themselves in ways that enhance self-esteem and giving forward to others.[37] If needed, arrange training on the use of items to be distributed. For example, the men may need to learn how to cook or women to build or repair houses.

☐ **6.5** Coordinate distribution with other groups in the crisis zone for equitable coverage of vulnerable communities in the impact zone.[38]

☐ **6.6** Given the limited quantities of supplies, ensure that the most vulnerable have been identified that the supplies reach them in spite of traditional power structures that may exclude them.

Photo by Raqim Foundation & GPFA, Kapisa, Afghanistan

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37 *UNHCR Handbook for Emergencies.* Chapters 21 http://www.unhcr.org/471db4c92.html
38 Global Hand lists NGOs and commercial suppliers with specialization in product distribution, searchable by goods type.
http://www.globalhand.org/information/goods?searchmode=1&getGHGoods=&gik_org_type=gik&getGHLOffices=&SearchableText=&searchterm=

7. MONITORING AND COMMUNICATION

How will you monitor the transport of goods to their destination? How will partners along the route inform one another that goods have been received and reshipped? How will people in the field communicate with people at headquarters? How will you deal with loss, damage or corruption along the way?

Photo by Mikel Flamm, Habitat for Humanity, Pakistan

- **7.1** Specify how and when offices along the supply chain will exchange information.

- **7.2** Outline a monitoring and evaluation plan in the initial project proposal. Budget resources for it. Revise plan as partnerships become clear and the supply effort takes shape.

- **7.3** Adapt standard monitoring forms for the needs of your project. In collaboration with typical readers, check for readability and cultural appropriateness. Develop forms[39] and train staff partners in consistent reporting on the status of relief goods.

- **7.4** Ensure there are reliable communication facilities and technologies where goods are dispatched and arrive. Equip drivers or distribution vehicles with mobile communication equipment.[40]

- **7.5** Monitor the management of both goods and process all along the supply chain.

- **7.6** Ask distribution teams to take digital pictures and video that show involvement of staff, local leaders, volunteers and recipients. Send via the Internet to project headquarters.

- **7.7** Strengthen monitoring, reporting and evaluation systems with data broken out by sex, age and other key factors. Track indicators that demonstrate change in the situation. On the basis of monitoring data, reorient the project to objectives, be they original or revised.

- **7.8** Monitor the emotional and physical health of staff and volunteers. Provide psychological support, including a program of Critical Incident Stress Debriefing[41] Plan for evacuation when required. State health policies in staff handbook.

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39 Consider adapting UNHCR forms such as *Vehicle Daily Log Sheet* (p. 447), *Delivery Note* (p. 448), and *Daily Stock Report* (p449).
40 *UNHCR Handbook for Emergencies.* Chapters 21 and 24 http://www.unhcr.org/471db4c92.html
41 See *Journal of Emergency Medical Services.* When required. State health policies in the staff handbook

8. CREATING INDEPENDENCE NOT DEPENDENCE

How will beneficiaries be involved in planning and implementation? How can your project move beyond charity to promote community self-sufficiency and empowerment?

Photo by Mikel Flamm, Habitat for Humanity, Bangladesh

☐ **8.1** Ensure that emergency response is community-based and human-rights oriented, as outlined in the UN Humanitarian Charter. [42] Recognize that women, men, girls and boys, the handicapped and people of diverse backgrounds enjoy equal rights under humanitarian law.

☐ **8.2** Work in partnership with affected communities to understand priorities, capacities and resources. Take care that all community members are protected and their basic needs are met. Design all aspects of the program accordingly: program assessments, planning, setting of goals, objectives and strategies, project implementation, monitoring and evaluation and protection strategies themselves.

☐ **8.3** Do not treat issues in isolation. Do not view people in crisis as helpless and passive recipients. Consult recipients on decisions that affect their lives. Where ever possible involve them at all stages of the project so they retain a sense of purpose. Nurture self-reliance and avoid dependency.[43]

☐ **8.4** While respecting culture do not tolerate traditional practices that violate the rights of women and girls, disabled people, or members of ethnic groups or other minorities. Be aware of social and economic roles and identify groups at specific risk and be alert to instances of Sexual and Gender-Based Violence (SGBV).[44]

☐ **8.5** Develop strategies that reinforce individuals' dignity and self-esteem. Adopt methods that empower the community as a whole while recognizing the rights of groups within it.

☐ **8.6** Encourage "pay it forward" behavior that encourages recipients to give to others some of what they have received.

☐ **8.7** Continue participatory assessment with diverse members of the affected population in order to understand gender roles of women, men, boys and girls which may change in the course of an emergency. Use emergency interventions to promote gender equality.[45]

☐ **8.8** Strengthen team effectiveness by investing time, monies and expertise in the training of staff and volunteers.

☐ **8.9** Determine and demonstrate ways you will be accountable to those you assist.

Photo by Mikel Flamm, Habitat for Humanity, Bangladesh

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42 *Humanitarian Charter and Minimum Standards in Disaster Response.* www.sphereproject.org
43 *UNHCR Handbook for Emergencies.* Chapter 1, pp. 2-8 http://www.unhcr.org/471db4c92.html
44 *UNHCR Handbook for Emergencies.* Chapter 18, p. 376-389. http://www.unhcr.org/471db4c92.html
45 UNHCR Tool for Participatory Assessment in Operations. www.unhcr.org/450e963f2.html

9. EVALUATION, LESSONS LEARNED AND CAPACITY BUILDING

How will you gather stories about the process and the outcomes? How will you track both the good practices and failures of the project so everyone can learn from them? How will lessons learned be recycled in training for future projects?

☐ **9.1** Assign one or more people to document the project from day one. Take notes on key decisions, pivotal moments, mid-course corrections, new insights, breakthroughs in understanding, personal stories of challenge and triumph.

☐ **9.2** Budget time and resources to gather stories about processes and outcomes. Account for both successes and failures. Track lessons learned in a productive, positive manner.

☐ **9.3** Base evaluation on criteria for success and standards of project completion that all partners agreed to in the beginning of the project. Integrate monitoring data in evaluation report.

☐ **9.4** Document the project with digital photography, video, and audio, including in all relevant languages.

☐ **9.5** Formalize a project debriefing process that is rigorous on the issues but compassionate toward the people involved.

☐ **9.6** Based upon the outcome of your evaluation, develop a list of actions to build the capacity of your organization. Monitor these improvements and assess their impact.

☐ **9.7** Review and apply relevant impact evaluation strategies and metrics.

Photo by Mikel Flamm, Habitat for Humanity, Bangladesh

10. COMMUNICATION WITH SUPPORTERS, PARTNERS, AND THE MEDIA

How will you spread the word about the project, celebrate completion and honor and re-engage those who made it happen? How will you pass on stories about the process and outcomes?

☐ **10.1** Inform your supporters of the emergency and update them on what is needed. Dissuade them from sending unsolicited goods.[46] Issue an appeal for cash if your organization is legally permitted to do so and you have a reliable international partner through which to funnel funds.[47]

☐ **10.2** Recognize that emergency humanitarian work is a specialized field and that volunteer opportunities in the field are extremely limited. Discourage volunteers from traveling to the disaster zone unless invited.[48] Do, however, consider ways to absorb and support volunteer energy in your own country. Appropriate activities include media work, social networking, fundraising, and events management.

Photo by David Chamberlain, www.exquisitesafaris.com, Kenya

☐ **10.3** Develop a public relations plan, budget and the necessary professional support to tell your story to priority audiences as it develops. Include an emergency strategy that is proactive as well as reactive. Designate a spokesperson who can be available 24/7.

☐ **10.4** Develop acknowledgment profiles for key participants, supporters and donors. Find out if and how they want to be publicly acknowledged for their involvement. Obtain permission before including their names and images in press releases or presentations.[49]

☐ **10.5** Develop a working list of local media people along the route who may be called upon to serve as witnesses to the movement of goods or recorders of the process.

☐ **10.6** Develop a method of tracking future donations that flow from public relations efforts.

☐ **10.7** Make appropriate use of social networking strategies such as Facebook™, YouTube™, Twitter™ to tell your story before, during and after the project. Link messages to fundraising.[50]

☐ **10.8** Share documentation with partners, supporters and donors in a coordinated way so that they can also pass it on to their media contacts. Track who gets sent what and what resulted.

☐ **10.9** Plan with stakeholders meaningful ways to acknowledge their efforts and events to celebrate their successes and challenges.

☐ **10.10** Ask participants and donors what aspects of their engagement meant the most to them and how they want to be involved in the future.

☐ **10.11** Take time off at the conclusion of the project to relieve stress and re-energize body, mind and spirit.

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46 *Guidelines for Appropriate International Disaster Donations.* http://www.cidi.org/guidelines/guide_ln.htm.
47 Center for International Disaster Information helps community groups partner and engage a mobile donations outreach team (MDOT). Issue http://www.cidi.org/mdot.htm
48 *Guidelines for Appropriate International Disaster Donations.* http://www.cidi.org/guidelines/guide_ln.htm
49 The *Donor Acknowledgment Profile* helps determine how donors want and don't want to be acknowledged for their participation. Can be ordered from http://www.philanthropynow.com/pn/index.html
50 See Beth's Blog: How Nonprofit Organizations Can Use Social Media to Power Social Networks for Change. Expert Beth Kanter provides the latest information on how nonprofits can benefit from the social media and use rapidly changing, low cost or free technologies. http://beth.typepad.com/

Resources Lists & Background for the

CHECKLIST FOR EFFECTIVE DISASTER RELIEF:

Insights for Wise Humanitarian Response

Developed by **RAQIM FOUNDATION** *helping to alleviate poverty, together* & **PhilanthropyNow™**

"There is no free pass for good intentions (in development projects)"

-Alana Shakh, blogger, Blood and Milk - identifying what works in international development
http://alannashaikh.blogspot.com/2008/04/doing-good-and-doing-harm.html

CONTACT INFORMATION

This tool was prepared by Charles Bernard Maclean, PhD, PhilanthropyNow www.philanthropynow.com with Faruq Achikzad, Executive Director, The Raqim Foundation, www.raqimfoundation.org. The Checklist is a work in progress. Please send your comments and suggestions to advocate@philanthropynow.com

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Photo by Mikel Flamm, Habitat for Humanity, Bangladesh

LIST OF DISASTER RELIEF RESOURCES

1. KEY RESOURCES

***Guidelines for Appropriate International Disaster Donations.* Center for International Disaster Information** http://www.cidi.org/guidelines/guide_ln.htm Available on line in eight languages, the guidelines help community groups respond to disasters, preferably through contributions to legitimate relief agencies rather than the donation of supplies.

How Microcredit Can Play a Larger Role in Disaster Recovery, (Could microcredit be the new Red Cross?) From Micro Finance Gateway,
http://www.microfinancegateway.org/p/site/m/template.rc/1.1.4402/

Logistics Operations Guide. Compiled by the World Food Program, this follows a logical sequence of chronological actions taken after the onset of a large-scale emergency requiring multi-sectoral humanitarian support. Includes assessment forms for airfields, ports, inland waterways, road conditions, trucking/vehicle capacity/availability, rail transport, overland entry points, and warehouses. Version 2010 is in preparation for

publication in 2010. http://www.logcluster.org/about/blog/logistics-operations-guide-3rd-update-1/?searchterm=None

Sphere Handbook: Humanitarian Charter and Minimum Standards in Disaster Response. This handbook details what people affected by disasters have a right to expect from humanitarian assistance. The Handbook is available free in more than twenty languages at http://www.sphereproject.org

UNHCR Handbook for Emergencies. United Nations High Commissioner for Refugees, Geneva, Third Edition. February, 2007. See especially Chapter 21: Supplies management and transport, pp 422-449. Free download at http://www.unhcr.org/471db4c92.html

2. SITUATION REPORTS

Alert Net. This Thompson Reuters Foundation website alerts humanitarians and journalists to emergencies. http://www.alertnet.org/

Center for International Disaster Information. Searchable database of current and historical situation reports from expert agencies with operations onsite or within the region of countries affected by disasters. http://www.cidi.org/sit_rep.htm

IRIN Humanitarian News. IRIN news and analysis is a project of the UN Office for the Coordination of Humanitarian Affairs. http://www.irinnews.org/

New Dominion Philanthropy Metrics. New Dominion provides individuals, businesses and foundations with services and tools to measure their current impact and offers suggestions on how to make future improvements. Qualitative measurement of social return on investment related to disaster relief is a growing area of focus. http://www.ndpmetrics.com/

Philanthropy Action. Blog with intelligent discussion from the donor perspective about disaster recovery, economic development, health, education and human rights, as well as the sources of money for poverty interventions, including philanthropy, foreign aid, and social investing. http://www.philanthropyaction.com/archive/category/Disaster%20Recovery/

Relief Web. A practical website for relief professionals is operated by the UN Office for the Coordination of Humanitarian Affairs. http://www.reliefweb.int/rw/dbc.nsf/doc100?OpenForm

Relief Oversight an initiative of the Disaster Accountability publishes reports from individuals revealing how disaster relief organizations are allocating donated resources. Provides easily searched information on the capacity and reach of these organizations. Invites visitors to verify gaps in disaster relief services so they can be made public and addressed. http://www.reliefoversight.org/ and http://www.disasteraccountability.com/

3. ORGANIZATIONS

Center for International Disaster Information http://www.cidi.org/default.htm
Operating under a grant from USAID's Office of Foreign Disaster Assistance, CIDI provides information on international emergencies so that the generosity of the American people is not misplaced nor results in negative impacts. They issue guidelines and help community groups locate and engage mobile donations outreach teams. (MDOT). http://www.cidi.org/mdot.htm

Global Hand. www.globalhand.org/home A matching service helping corporate/community groups partner with NGOs. Global Hand is a nonprofit brokerage facilitating public/private partnership including for gifts in kind.

Human Info NGO. www.humaninfo.org Provides know how, technology, open source software and websites, digital library and data processing to UN agencies, governments, governmental agencies, and humanitarian and development organizations.

Information on Smart Giving. "American Institute of Philanthropy. http://www.charitywatch.org/," "Arabella Philanthropic Advisors http://www.arabellaadvisors.com," "Better Business Bureau Charity Reports http://www.bbb.org/us/," "Bolder Giving http://bouldergiving,.org," "Center for Effective Philanthropy http://www.effectivephilanthropy.org," "Center for High Impact Philanthropy http://www.impact.upenn.edu/," "Charity Navigator charitynavigator.org," "GiveWell givewell.net" "GuideStar guidestar.org," "Global Giving www.globalgiving.org," "Great Nonprofits greatnonprofits.org," "Network for Good http://www.reliefoversight.org/," and "Tactical Philanthropy Advisors http://tacticalphilanthropy"

InterAction. http://www.interaction.org/ A coalition of more than 190 US-based nongovernmental organizations that works with poor, vulnerable people worldwide and adhere to standards relating to emergency and material assistance, gifts in kind, evaluation and accountability. http://www.interaction.org/search/apachesolr_search/Standards The Crisis Response List http://www.interaction.org/crisis-list shows InterAction members who are currently responding to a particular crisis and allows organizations responding to an emergency to post operational summaries of their activities.

Inter-Agency Procurement Services Office (IAPSO). http://www.iapso.org/ Assists UN agencies and development projects in purchasing goods and services. Part of the United Nations Development Programme (UNDP), IAPSO has over twenty years of experience and aims at delivering access to world-class procurement services in order to increase efficiency, quality and transparency while reducing costs and delivery time.

Inter-Agency Standing Committee (IASC). www.humanitarianinfo.org/iasc/ This unique forum brings together key UN and non-UN humanitarian partners for inter-agency coordination of humanitarian assistance.

International Committee of the Red Cross. www.icrc.org An independent, neutral organization that ensures humanitarian protection and assistance for victims of war and other situations of violence. ICRC is at the origin of the Red Cross / Red Crescent Movement and of international humanitarian law, notably the Geneva Conventions. Website has information on International Humanitarian Law and updates on ICRC work by country and sector. Campaign page shows how your organization can respond. http://www.icrc.org/web/eng/siteeng0.nsf/htmlall/section-ourworld-yourmove Good discussion on The Future of Independent Humanitarian Action. http://www.icrc.org/web/eng/siteeng0.nsf/htmlall/section_debate_on_humanitarian_action?OpenDocument

International Strategy for Disaster Reduction. A source for lessons learned. The ISDR aims at building disaster resilient communities by promoting increased awareness of the importance of disaster reduction as an integral component of sustainable development, with the goal of reducing human, social, economic and environmental losses due to natural hazards and related technological and environmental disasters. http://www.unisdr.org/

International Trade Centre. www.intracen.org Joint agency of the World Trade Organization and the United Nations helps identify and vet local suppliers of emergency relief items.

Logistics Cluster. http://www.logcluster.org The UN World Food Program is the lead agency for Logistics Cluster. On-line resources include Map Centre, cargo tracking, customs, Logistics Capacity Assessment (LCA), country profiles, and a Service Mindset Training (SMT) Information Management Kit.

Office of U.S. Foreign Disaster Assistance (OFDA). http://www.usaid.gov/our_work/humanitarian_assistance/disaster_assistance/ The federal agency responsible for emergency response overseas is a division of the United States Agency for International Development. http://www.usaid.gov/our_work/humanitarian_assistance/disaster_assistance/

Shelter Centre. http://www.sheltercentre.org This NGO supports the humanitarian community with disaster shelter and post-conflict housing.

Sphere Project. http://www.sphereproject.org/ The Sphere Project was launched in 1997 by a group of humanitarian NGOs and the Red Cross and Red Crescent movement in an effort to improve the quality of assistance provided to people affected by disaster, and to enhance the accountability of the humanitarian system in disaster response. Sphere is three things: a Handbook, a broad process of collaboration and an expression of commitment to quality and accountability.

TechSoup Global. http://www.techsoupglobal.org/ Brings technological empowerment and philanthropy to social benefit organizations- including nonprofits, nongovernmental organizations, libraries and other social change agents, enabling partnerships between unlikely allies to address the unmet technology needs of these organizations.

UN Central Emergency Response Fund (CERF), is a humanitarian fund with a grant element to pre-position funding to promote early action and response to reduce loss of life; enhance response to time-critical requirements; strengthen core elements of humanitarian response in underfunded natural disasters and armed conflicts. It is funded by voluntary contributions by Governments and private sectors organizations such as corporations, individuals, and NGOs. http://ochaonline.un.org/Default.aspx?alias=ochaonline.un.org/cerf

UN Web Buy. https://www.unwebbuy.org/ UN Web Buy is a service of The United Nations Office for Project Services.

4. **ADDITIONAL RESOURCES**

AERDO Interagency Gifts in Kind Standards. Developed in 1999 by the Association of Evangelical Relief and Development Organizations (AERDO), standards are used by Interaction and its organizational members. http://www.aerdo.net/gik_standards/gik_index.php A revision of the standards http://www.aerdo.net/Documents/PROPOSED_AERDO_GIK_STANDARDS_2009.pdf is in the works. Member NGOs with additional guidelines on material aid and gifts-in-kind include Mercy Corps http://www.mercycorps.org/files/file1194899010.pdf and World Emergency Relief http://wer-us.org/gik.htm

Beth's Blog: How Nonprofit Organizations Can Use Social Media to Power Social Networks for Change. Blog by social media expert Beth Kantar on how nonprofits can benefit from the social media and use rapidly changing, low cost or free technologies. http://beth.typepad.com/

Catalogue of Most Frequently Purchased items. UNHCR, Geneva, August 2007. 8 p. Downloadable pdf at http://www.unhcr.org/479d9b192.html

Commodity Distribution: The handover of commodities to the intended beneficiaries, fairly, according to specified rations, selection criteria and priorities. UNHCR, Geneva, 1997. This guide outlines procedures to assist UNHCR field staff and operational partners in the design and implementation of systems for commodity distribution. Needs assessment, the planning of rations and the management of the logistics chain, up to the distribution site, are not covered.

Creating Linkages for a Safer Tomorrow. Proceedings of the second session of the Global Platform for Disaster Risk Reduction, Developed by the United Nations International Strategy for Disaster Reduction Secretariat   http://www.unisdr.org/news/v.php?id=11950

Customs Information Guide. Practical country-by-country online information on duties, tax exemption, and custom clearance involved in the cross border movement of humanitarian aid. http://cig.logcluster.org/

Developing an NFI distribution. Shelter Center, 2008.   Booklet offers guidance on how to select non-food items such as blankets, cooking kits, plastic sheeting and timber and combine into packages. Does not include guidance on specification, procurement, or distribution to beneficiaries. Training module and PowerPoint downloadable at http://www.sheltercentre.org/training/material/Developing+NFI+distribution

Disease Control and Priorities Project, An ongoing effort to assess disease control priorities and produce evidence-based analysis and resource materials to inform health policymaking in developing countries http://www.dcp2.org/pubs/DCP See report pages 1147-1161; 1158-9, 2008

Doing Business. www.doingbusiness.com World Bank project provides objective measures of business regulations and their enforcement across 183 economies.

Donor Acknowledgment Profile. Pinpoints how donors want and don't want to be acknowledged for their participation. Can be ordered from http://www.philanthropynow.com/pn/index.html

Emergency Capacity Building Project. Project aim is to improve the speed, quality, and effectiveness of the humanitarian community in saving lives, improving welfare, and protecting the rights of people in emergency situations. Agencies which contribute include CARE International, Catholic Relief Services, International Rescue Committee, Mercy Corps, Oxfam GB, Save the Children and World Vision International http://www.ecbproject.org/

Emergency Relief Items Compendium of Generic Specifications   Vol 1: Telecommunications, Shelter & Housing, Water Supply, Food, Sanitation and Hygiene, Materials Handling, Power Supply. UNDP/IAPSO, May 2000. 268 p. *http://www.sheltercentre.org/sites/default/files/IAPSO_EmergencyReliefItems1.pdf*
Vol. 2: Medical Supplies, IAPSO, Copenhagen, 1995.   Downloadable http://www.sheltercentre.org/sites/default/files/IAPSO_EmergencyReliefItems2.pdf

Environmentally Friendly Procurement Guidelines. *UNHCR*, Geneva, 1997. Also available in French.

Fritz Institute*.* www.fritzinstitute.org Nonprofit organization that works to create innovative solutions and facilitate the adoption of best practices for rapid and effective disaster response and recovery.   They have adapted practices in private sector logistics to the supply chain and offer a certificate in humanitarian logistics.

Glossary of Humanitarian Terms. Relief Web. Geneva, 2008 Available for down load at www.reliefweb.int/glossaries

Handbook on Planning, Monitoring and Evaluating for Development Results. United Nations Development Programme, 2008.

Handbook for Emergency Field Operations. World Health Organization, 1999. See especially Preparing for the Operations. pp 16-29. http://whqlibdoc.who.int/hq/1999/EHA_FIELD_99.1.pdf

Humanitarian action and armed conflict: Coping with stress. ICRC. By Barthold Bierens de Haan. Available in English, Spanish and French at http://www.icrc.org/Web/Eng/siteeng0.nsf/html/p0576

Humanitarian Charter and Minimum Standards in Disaster Response. The Sphere Project, 2004. 344 p. As there are already many field manuals that offer practical guidance to humanitarian workers, This book is not a 'how to' manual but rather a set of Minimum Standards and key indicators that inform different aspects of humanitarian action, from initial assessment through to coordination and advocacy.   The introductory chapters details eight core 'process and people' standards: 1) participation, 2) initial assessment, 3) response, 4) targeting, 5) monitoring, 6) evaluation, 7) aid worker competencies and responsibilities and 8) supervision, management and support of personnel. Four technical chapters follow: water supply, sanitation and hygiene promotion; food security, nutrition and food aid; shelter, settlement and non-food items; and health services. http://www.sphereproject.org/

Humanitarian Supply Management and Logistics in the Health Sector. World Health Organisation and Pan-American Health Organization, 2001. A practical guide to handle the acquisition, storage, mobilization, and distribution of supplies. It also underlines that each step in the supply chain should be seen as a critical and interrelated link in the chain.

International Travel Information. US Department of State.
http://travel.state.gov/travel/cis_pa_tw/cis_pa_tw_1168.html

Logistics Cluster Map Centre. Provides up to date maps to that enable emergency responders to logistics and determine supply routes. http://www.logcluster.org/tools/mapcentre

NTen Technology for NonProfits. http://nten.org/research/mobile-social-media A source of free guides on fundraising, using mobile phones in the Global South, and a step-by-step how-to guide for setting up a campaign.

NetSquared. This project of TechSoup Global, mines, profiles and accelerates technology innovations for social change in the NGO sector. http://www.netsquared.org/

Relief Web Briefing Kits. Emergency workers heading to the field can create a current kit Available at http://www.reliefweb.int/briefingkit A 4-minute video explains how to create an area specific kit with updates, situation reports, maps and other information, which can be sorted by options.

Relief 2.0. This site by SocInfo takes an inside look of an emergent phenomenon of Agile Crisis Response, which is made possible by social media and crowdsourcing looks at lessons learned and concrete actions that can be applied to Haiti's reconstruction effort. http://www.socinfo.com/haiti/relief/intro

Selecting NFIs for Shelter. Shelter Center, 2009. Guidance on how to select and combine Non-Food Items (NFIs), such as blankets, cook sets, plastic sheeting and timber, into packages. Grew from response to the 2005 earthquake in Pakistan, which was seriously hampered by difficulty in specifying blankets appropriate to the climate and how these guidelines grew from that humanitarian need. Introductory Power Point also available. http://www.sheltercentre.org/meeting/material/Selecting+NFIs+for+Shelter

Sphere Project. Sets training policy and supports training and training of trainers for those facilitating use of *The Sphere Handbook.* Maintains a database of trainers.
http://www.sphereproject.org/content/view/14/33/lang,english/

Suite of Major Donor and Financial Advisor Giving Support Tools. From PhilanthropyNow, includes practical protocols and assessment tools to guide donors and fundraisers to give and ask more effectively and partner to serve those in need. Order from http://www.philanthropynow.com/pn/supporttools.htm#suite

"The Case Against Disaster Relief." A blog posting by Give Well, http://blog.givewell.net/2008/08/29/the-case-against-disaster-relief/

Tools and Resources for Post-Disaster Relief. Asian Disaster Preparedness Center in cooperation with UNHCR, Thailand. April 2000. Downloadable in pdf from
http://www.sheltercentre.org/sites/default/files/ADPC_ToolsAndResourcesForPostDisasterRelief.pdf

UNHCR Tool for Participatory Assessment in Operations. Includes step-by-step guidance on reviewing existing information, mapping diversity, choosing a method of enquiry, selecting themes, facilitating discussions, systematizing, analyzing and prioritizing information gathered and organizing a planning workshop.
www.unhcr.org/450e963f2.html

UNICEF Supply Catalogue. http://www.supply.unicef.dk/Catalogue/ Print and CD-ROM versions have specifications for 1,700 commodities and business and technical notes to help maximize your collaboration with UNICEF Supply Division and to identify the most appropriate supplies for your programs. While everyone can view the UNICEF Supply Catalogue, NGOs must register with UNICEF Procurement Services in order to be processed for a password. Information on eligibility, cost and the procedure for ordering supplies is at http://www.unicef.org/supply/index_procurement_services.htm

Photo by David Chamberlain, www.exquisitesafaris.com, Kenya

5. TRAINING

Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP). http://www.alnap.org/ Network of 60 humanitarian agencies.

Aid Workers Network. Free service that enables nearly 20,000 aid workers to exchange practical advice and resources. http://www.aidworkers.net/

Contingency Planning: A Practical Guide for Field Staff. An online training module at http://opentraining.unesco-ci.org/cgi-bin/page.cgi?g=Detailed%2F401.html;d=1

Common Knowledge: Resources for Non-Profits. Online training resources include free webinars on effective use of social networking tools for advocacy and fundraising. http://www.commonknow.com/html/resources.php

Humanitarian Distance Learning Centre. Competency-based curriculum for humanitarian program related employment includes both short courses and individualized courses. http://www.hdlc.com.au/

Humanitarian Logistics Association. Individual membership association for humanitarian logistics offers certification and job listings. www.humanitarianlogistics.org

RedR. International NGO that provides training and recruitment services for the humanitarian sector. www.redr.org.uk

ReliefWeb List of Humanitarian Training Providers. Topics list http://www.reliefweb.int/rw/rwt.nsf/doc211?OpenForm includes training programs in Logistics. http://www.reliefweb.int/rw/rwt.nsf/doc209?OpenForm&query=3&cat=Logistics and links to dozens of other humanitarian groups that offer training.

Sphere Project. Free training materials consist of four modules and a Trainers' Guide. Module 1 introduces *The Sphere Handbook* as a practical tool in humanitarian work; Module 2 covers the Humanitarian Charter in some detail and examines sections of the international legal framework that are relevant to it; Module 3 explores the use of the Sphere handbook through each stage of the project cycle; and Module 4 examines the conceptual framework around disaster preparedness and how it relates to the Sphere handbook. The Trainers' Guide is designed to assist trainers organize a successful training event using the modules. Inquire at info@sphereproject.org

Photo by Mikel Flamm, Habitat for Humanity, Bangladesh

UNDP Bureau of Management Procurement Support Office. Key course is "Logistics and Incoterms" regularly scheduled in New York, Bangkok, Dubai, Vienna and Copenhagen. Three-day course is $1,275. Also offers individualized training and on demand training in Logistics. (Principles of logistics and supply chain management; Logistical arrangements; Incoterms 2000 and their appropriate use; Packing & marking; Modes of transportation; Shipping documentation; Insurance; Freight forwarding arrangements; Customs clearance procedures and documentation.) Inquire at procurement.training@undp.org

6. A FEW SUPPLIERS TO CONSIDER (Listing does not imply endorsement)

AOV International http://www.aovinternational.com/emergency-relief-items.html

APEX International http://www.apex-international.org/emergency-relief-products.html

CHF International http://www.chfinternational.org/reliefsupplies

Global Hand Yellow Pages Searchable data base of 240 suppliers worldwide, searchable by country and product. http://www.globalhand.org/information/yellowpages

Northwest Woolen Mills http://northwestwoolen.com

GLOSSARY AND ABBREVIATIONS

AWB	Air Way Bill. Document or contract with the transporter showing the destination which accompanies the goods from the port of loading to the destination.
B/L	Bill of lading, which is a detailed list of a shipment of goods in the form of a receipt given by the carrier to the person consigning the goods
CERF	UN Central Emergency Response Fund
DO	Designated Official
DSA	Daily Subsistence Allowance
ERC	Emergency Relief Coordinator
ETA	Estimated Time of Arrival
GIK	Gifts in kind
GIS	Geographical Information Systems
ICRC	International Committee of the Red Cross.
IDP	Internally Displaced Persons
IGO	Inter-governmental organization. Generally refers to United Nations Agencies and regional organizations.
IFRCRC	International Federation of Red Cross and Red Crescent
Incoterms	Short for international commercial terms, which are a series of international sales terms used to divide transaction costs and responsibilities between buyer and seller.
MFPI	Most Frequently Purchased Items

Photo by Aina Photo, www.ainaworld.org

MHE	Material Handling Equipment
MOU	Memorandum of Understanding
MT	Metric ton
NGO	Nongovernmental organization
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
OFDA	United States Office of Foreign Disaster Assistance
POD	Proof of Delivery
SCM	Supply chain management
SGBV	Sexual and Gender-Based Violence
SITREP	Situation Report
Supply chain	A standardized procedures for sourcing, procurement, transport, import, management, storage and distribution of goods.
UNDP	United Nations Development Programme
UNHCR	United Nations High Commission for Refugees
UNICEF	United Nations Children's Fund
UNJLC	United Nations Joint Logistics Centre
VoIP	Voice over Internet Protocols.
WFP	United Nations World Food Programme

ABOUT THIS CHECKLIST

The idea for this resource began with the shipment of 4,000 blankets manufactured in India to Kabul, Afghanistan. The US-based Raqim Foundation identified the villages with the greatest need where on-the-ground partners were ready to distribute the blankets.

The blankets arrived. But they arrived late. The cost of shipment and storage was greater than the cost of the blankets. There were complications along the way. It was decided to debrief the relief project team and capture every bit of learning, tell the truth and share it with others

What started as a one-page Checklist evolved over two years into the current short and long versions, a resource list, glossary and other background documents.

The Checklist is informed by:
  • Evidence-based practices in emergency response
  • Experience in the field
  • Debriefings of Raqim Foundation and Global Partnership or Afghanistan staff
  • Critical input and review by experts from NGOs, government and business
  • A review of the literature
  • Conversations with those on the ground

Photo by David Chamberlain, www.exquisitesafaris.com, Kenya

WHO IS THE CHECKLIST FOR?

If you are engaged in the collection and distribution of monies and/or supplies for humanitarian relief, this Checklist is for you. For example:

  • You are a nonprofit or business new to relief work and want to partner with seasoned humanitarian organizations.
  • Your NGO has humanitarian experience but needs to orient new partners or donors to the process and complexities of emergency relief operations.
  • You are a financial advisor whose affluent client wants to send supplies to a disaster area.
  • You are a spiritual community or grassroots service organization that wants to give to a sister community or partner service organization in another region or country,
  • You have taken a philanthropic vacation in a village in the developing world and want to respond to requests from village leaders for specific material support.

WHAT PEOPLE ARE SAYING ABOUT THE CHECKLIST

"After more than 20 years of international disaster response I can say this checklist is the most comprehensive I have used or seen. The timely use of this instrument can save millions of dollars and mitigate needless suffering by disaster victims exacerbated by well meaning but poorly informed contributors. I plan to incorporate it into our training programs and share it, with the agencies, corporations and NGOs who contract with us for services. Congratulations on an exceptional product and an anticipatory "Thank You" from those you will help through this work.

- Grady P. Bray, PhD, President, Crisis Human Services, Inc., www.brayassociates.org

"The first response to an emergency can often be fast and chaotic. These guidelines are essential as a governing road map for the foundation of any critical response plan."

- Carsten Henningsen, Director, Community Friends, www.communityfriends.org

"As a United Nations official having worked in operational activities for development, recovery and relief for more than 15 years in countries experiencing natural disasters and human-inflicted humanitarian crises, I find this Checklist a comprehensive tool with very considerable practical value. This cumulative advice based on experience and wisdom gathered from both success and frustrating shortcomings of many organizations will help make all of our efforts more effective. I commend this Checklist."

- Herb Behrstock, President United Nations Association-USA East Bay chapter, retired senior officer of UN Development Program (UNDP), Raqim Foundation advisor.

"WOW! I wish we had had this document weeks ago. The LOGISTICS issues documented by this report are ones we are engaged in untangling now in response to the Haiti earthquake. I can say from long-term and recent experience that this tracks very closely with our experiences and assessments, as well as with our beliefs and values. On behalf of Project K.I.D., I know this is a document we will disseminate to donors and make accessible through our website. This is a wonderful product to introduce to the philanthropy community that provides clear, concise considerations that would be helpful for any NGO or philanthropist engaging in disaster response to work through step by step."

- Lenore T. Ealy, Ph.D., Director, The Project for New Philanthropy Studies @ DonorsTrust (www.conversationsonphilanthropy.org) and Co-founder, Project K.I.D., Inc., www.project-kid.org

## ABOUT THE CHECKLIST DEVELOPMENT TEAM

Faruq Achikzad, co-author of the Checklist, is Chairman of The Raqim Foundation. As a young man, he was awarded a scholarship by Central Bank of Afghanistan to study finance in the US and where he completed internships with major US financial institutions and the US Federal Reserve Bank. In the past he was in charge of United Nations disaster relief efforts in N. Korea and is now actively engaged in on-going humanitarian relief efforts in Afghanistan. He is a retired executive of the UN, former senior officer of World Bank and former alternate governor for Afghanistan at the International Monetary Fund (IMF) and World Bank. He serves on the board of the Global Partnership for Afghanistan and the Children of War Foundation. He is currently pioneering telemedicine between US medical institutions and Afghan clinics. He has just been appointed as a Member of Supreme Council of the Central Bank of Afghanistan. He represented the Bank at the 2009 delegation to the IMF meeting in Istanbul. He is deeply committed to international conflict resolution, elimination of poverty and care for the widows and orphans of war. He can be contacted through www.raqimfoundation.org and www.gpfa.org

Charles Maclean, PhD, is co-author of the Checklist. Early in his career he served as director of medical education for a national association of emergency physicians and staffed a number of disaster-related projects and committees. As founder of PhilanthropyNow, he is an advocate for and committed listener to the voice of the donor. For over a decade he has coached donors, financial advisors and nonprofits. Speaking, training and coaching engagements have taken him across the US, to India, Australia, New Zealand, Canada, Indonesia and Singapore. He is author of "Financial Advisors as Guiding Stars to Philanthropic Giving" and "Preventing Donor Fatigue-Promoting Donor Resilience", coauthor of the "Report on Post Katrina Giving Impact and Donor Fatigue" and author of numerous articles, tools and

publications on philanthropy. He serves as an advisor to The Raqim Foundation. A colleague has described him as "the connective tissue in the body of philanthropy bringing together good people, good projects, and good resources to produce a good result." He believes that, "It is through giving and asking that we discover who we are and what matters to us." He can be contacted through www.philanthropynow.com
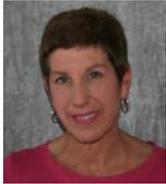
Carol McCreary assisted Checklist authors with research and editing. She is a participatory development specialist with 30 years of professional experience overseas. She has been affiliated with NGOs, universities, bilateral development organizations and UN agencies and served as Information Officer for the World Food Program in Afghanistan. Now based in Portland, Oregon she heads Steel Bridge Consulting and is active in PHLUSH - *Public Hygiene Lets Us Stay Human* www.phlush.org – the public restroom advocacy group. She is currently conducting research in the area of ecological sanitation with a view to applying lessons learned in the developing world to solving problems in local communities in the USA. She can be contacted through www.steel-bridge.org

George Mason, APR, is the public relations consultant for the Checklist project. He is a senior-level public relations and communications counselor based in Portland, Oregon. With nearly 30 years experience, his work has been recognized with some of the most prestigious awards in the profession. He can be contacted through www.gmasonpr.com

Azhar Jatoi is webmaster for The Raqim Foundation Checklist website. He holds BSc degree in Software Development. For more than five years he has worked in a variety of capacities in the software industry. He brings a breadth of experience in putting state-of-the-art web design and graphics design software to work for clients. He is a young entrepreneur and founder of Website Design and Development Company MAAJ Technologies. He can be contacted through www.maajtech.com

Danielle Del Vecchio is the graphic designer for the Checklist. While she has spent most of her design life in top global law firms, she is excited to now share her talents with humanitarian efforts. In the nonprofit world, she has designed for the Raqim Foundation, Global Partnership for Afghanistan and Doing Art Together, and she is grateful to add the Checklist For Effective Disaster Relief to her credentials. She is currently a freelance designer with event planning, human resources and recruiting experience, and is open to anything else she may want to do one day. She holds a Bachelors of Science degree from Hofstra University, sometimes continues her education at the School of Visual Arts, and uses the world around her as the most influential teacher of all. Her work can be viewed at http://danielledelvecchio-art.blogspot.com/ and, if you want her to design for you, you can email her at dani.delvecchio@gmail.com

John Cornett is the webmaster for PhilanthropyNow. He is a seasoned network engineer and web designer as well as an accomplished musician. He can be contacted through www.johncornett.com

PHOTO ACKNOWLEDGMENTS

The authors of the Checklist are grateful to Aina Photo www.ainaworld.org, David Chamberlain, Exquisite Safaris Philanthropic Travel, www.exquisitesafaris.com, Mikel Flamm, Photojournalist and Habitat for Humanity, www.mikelflamm.com and www.lightstalkers.org/mikel_flamm and Mercy Corps www.mercycorps.org for permission to include some of their images in the Checklist. The Raqim Foundation projects are focused in Afghanistan and Pakistan. The images from Aina Photo, David Chamberlain, Mikel Flamm and Mercy Corps reflect work that they are doing.

CHECKLIST REVIEWERS

More than a dozen leaders in disaster relief response from business, government and nonprofit organizations have reviewed and commented on the Checklist. They include:

Herb Behrstock, President United Nations Association-USA East Bay chapter, retired senior officer of UN Development Program (UNDP).

Max Brickle, President, Northwest Woolen Mills, www.northwest.com

Odell International, www.odell-intl.com

Ed Warnock, Partner, Cumulus Consulting, www.cumulusllc.com

ABOUT THE RAQIM FOUNDATION

The Raqim Foundation is a US based 501(c)(3) charitable organization (Tax ID# 55-0885953) working to alleviate poverty in Afghanistan. Founded in 2005 by Faruq Achikzad (hotlink to bio-sketch), a retired senior United Nations and World Bank official. The Foundation is named after Mirza Mohammad Hassan Raqim, a nineteenth century Afghan poet and statesman who was a leading member of the first democratic movement in Afghanistan.

Photo by David Chamberlain, www.exquisitesafaris.com, Kenya

Our aim is to help empower the most vulnerable people in Afghanistan - destitute families, orphans, the elderly, and natural disaster victims. Recognizing that illiteracy reinforces long-term underdevelopment, we are committed to finding creative solutions that bring educational initiatives to impoverished children in the most remote regions of Afghanistan. Thanks to the kindness and generosity of our donors, we have been able to impact thousands of precious lives in a few short years.

We have partnered with the Nooristan Foundation, www.nooristanfoundation.org, a US-based NGO, to establish a coeducational school in a remote corner of rugged Nooristan province that didn't have an educational facility. We have launched a computer vocational training program at Kabul Orphanage that teaches land-surveying techniques, a skill very much in demand in Afghanistan these days. We have funded scholarships and internships for orphans at Albironi University (Kapisa Province), and created certificates of excellence (educational incentives) for talented, high-achieving orphans at The Children of War, www.thechildrenofwar.org, a local NGO operating three orphanages in Afghanistan.

To help reduce rural poverty the Raqim Foundation teamed up with Global Partnership for Afghanistan, www.gpfa.org, hailed by former US President Bill Clinton as the top NGO in the world. Our joint objective is to create income-generating opportunities for Afghan widows and their families in horticulture - livelihood farms. We have helped in the construction of the first health facility in the entire Shuhada District of Badakshan province. Before construction of the clinic, many lives were needlessly lost as the closest medical facility was 50 miles away. We have conducted annual winter relief drives, bringing food, clothing, blankets, and educational materials to villages scattered in the hard to reach Central Highlands. In addition, we have also assisted Dr. James Rolfe, a licensed American dentist, to establish a permanent clinic in Kabul that treats the poor for free, www.adrpinc.org.

Currently we are in the process of establishing two academic scholarships (Raqim Scholars) to the prestigious Lahore University of Management Sciences (LUMS) in Pakistan, www.lums.edu.pk. We have just embarked upon an innovative Telemedicine initiative. It is a first in Afghanistan and will finally bring hope to extremely vulnerable people in far-flung villages who live with continual violence and grinding poverty. When proven successful, this life-saving project will be taken to scale across Afghanistan, bringing the latest medical advances within the reach of both urban and more inaccessible communities.

While international development efforts on the part of the US and other countries are being made to rebuild Afghanistan's infrastructure and establish security, too often the most basic needs of the people are not being met. The Raqim Foundation's projects are developed to address the most urgent physical and psychosocial needs of the people. Our core belief is that with programs supported by the Raqim Foundation the most vulnerable Afghans will become more self-reliant and overcome the poverty and injustice that surround them.

The Raqim Foundation is an all-volunteer organization that relies solely on the generosity and goodwill of our donors. To volunteer or make a donation to support the people of Afghanistan, please contact us at www.raqimfoundation.org.

ABOUT PHILANTHROPYNOW

PhilanthropyNow was founded in 1999 initially to study and influence why people give, in particular, new generation high-tech affluentials. The mission is to "ignite passion for conscious community give-back" through in-depth client engagements world-wide.

The PhilanthropyNow donor-centric work is driven by the blunt comment by a young high-tech donor, "Ask me what I care about before you tell me what you care about!"

Action research by founder Charles Maclean, PhD resulted in his nomination for the National Philanthropy Research Prize, an invitation to serve as an advisor to the National Clergy Committee and to the Uplift Academy.

PhilanthropyNow consulting, training, inquiry and 1:1 coaching focuses on debriefing best, lapsed and lost donors; assisting donors in crafting and acting on their personal giving mission; evaluating NGO performance; skills for NGOs to treat donors as customers and not walking wallets, and guidance for financial advisors in raising the giving question effectively with clients.

The goal of PhilanthropyNow is to release in clients an upward spiral where the giver and receiver engage in "pay it forward" infectious acts of kindness. This upward spiral erases the distinction between the giver and receiver and taps the pre-disposition to care and give. Visit www.philanthropynow.com for an array of giving support tools and applied research articles.

CONTACT INFORMATION

For Raqim Foundation: http://www.raqimfoundation.org

For PhilanthropyNow: http://www.philanathropynow.com
                          advocate@philanthropynow.com

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"Today, no walls can separate humanitarian or human rights crises in one part of the world from national security crises in another. What begins with the failure to uphold the dignity of one life all too often ends with a calamity for entire nations."

UN Photo / Milton Grant
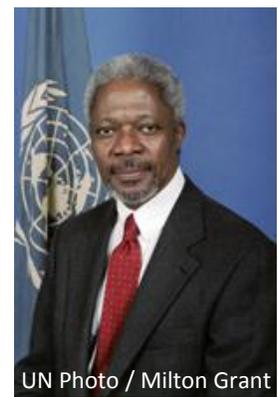
– Kofi Annan, seventh secretary-general of the United Nations, 2001 Nobel Peace Prize.

If you find value in this resource and would like to support the continued work of the tax exempt, US based Raqim Foundation, your donation will be warmly received at www.raqimfoundation.org via secure transaction.