

# DISASTER RISK MANAGEMENT IMPLEMENTATION FRAMEWORK

2017-2022

---

## 1. INTRODUCTION

The new Plan International Global Strategy “100 Million Reasons” was approved in 2016 and covers both development and humanitarian work. It requires us to make a lasting difference for the most marginalised and vulnerable girls and reach children in places where the worst violations of human rights are taking place.

This document builds on the ideas in the Global Strategy and the Programming and Influence Approach (drafted in 2017) from a perspective of disaster risk management. The purpose is to enable country and national strategies to be consistent, complementary and aligned on disaster risk management and for staff and stakeholders to share a common understanding.

From 2009-2016 a Disaster Risk Management Strategy framed the portfolio of disaster risk management programming and influencing. During this time, the portfolio grew twentyfold<sup>1</sup> and with this growth came increased capacity and confidence. Plan International is now recognised as a large, technical and credible INGO actor in the humanitarian sector, in addition to its longstanding development work.

This framework is prepared at a time when humanitarian needs are higher than ever before and while humanitarian funding has also increased, it is insufficient to meet the needs of children and young people. The effects of climate change are further exacerbating the risks that people face. There are more people displaced from their homes by conflicts and war than at any other time since the Second World War. The Sustainable Development Goals recognise the importance of building resilience of communities, and preventing conflicts and preparing for disasters in order to achieve sustainable development.

## 2. CORE CONCEPTS

**Disaster Risk Management:** we take disaster risk management as a range of work from strengthening resilience and reducing risks in development work to humanitarian response and recovery in disaster and conflict. Taking this approach enables us to align development and

---

<sup>1</sup> From €7.5m in FY09 to €144m in FY15

humanitarian work, one of the core precepts of the Global Strategy. Development and humanitarian response are now both part of Plan International's purpose.

**Humanitarian Action:** humanitarian action is based on the humanitarian principles that prioritise efforts to prevent loss of life, reduce suffering, improve survival, and allow children and their families to live in dignity. Non-governmental involvement is in the best interests of children in situations when government as a primary duty bearer has limited capacity or resources, or is unwilling to protect and care for children. Our humanitarian action, in line with humanitarian principles, is impartial, based only on the core humanitarian needs of the people affected. We do not take sides in violent conflict and act independently of political agendas for the benefits of children. It can take place in emergencies or in protracted crises.

**Emergencies:** in emergencies, humanitarian action is required to meet immediate needs in a timely and effective manner. There is little time for an in-depth analysis of how to address underlying causes of the emergency. The priority is to deliver assistance effectively and timely, whilst being aware of whom the most vulnerable children are and what their needs are as well as the different needs of girls and boys, men and women as to meet those needs.

**Gender in Disasters:** We recognise that disasters affect different people differently and that gender is a major factor in those differences. During disasters, the underlying gender inequalities in society often exacerbate the impacts on girls and women. Adolescent girls face unique risks and threats in times of disasters. In some circumstances, boys also face distinct threats. For example, adolescent boys are often targeted for recruitment to armed groups.

**Gender Equality:** In times of crisis, the power structures in society are often disrupted, creating opportunities for positive changes in social norms, power relations or policy. By understanding the situation, humanitarian action can include developmental approaches to promote gender equality and long-term resilience.

**Fragile and Conflict Affected Settings:** these are situations where government capacity or will to protect children is limited and therefore civil society has an important role to play. Whether through conflict or weak governance, some states and some areas within states are fragile and unstable. This includes urban areas affected by high levels of armed violence. Working in these "fragile and conflict affected settings" require particular care and sensitivity to the context. Without, the work can make a situation worse and create risks to staff and beneficiaries.

### 3. PROGRAMMING MODULES

Disaster risk management involves two distinct programming models: humanitarian action and disaster risk reduction. Humanitarian action addresses the consequences of disasters; disaster risk reduction addresses the causes, reducing the risks of severe impact.

#### 3.1 Humanitarian Response to Meet Core Needs

As a signatory to the Code of Conduct for the International Red Cross Movement and NGOs in Disaster Response, Plan International recognises the imperative of humanitarian response. Where duty bearers are unable to cover the needs of affected people, the capacities of local and international NGOs have an important role to support and supplement them. There is a clear expectation on Plan International from stakeholders in the countries where we have a presence to respond quickly to disasters. We will implement programmes in the first response phase of emergencies in the countries where we have a presence, whether in rural or urban settings. We will align most of our humanitarian programmes to our areas of distinctiveness described in more detail below. In addition, we will often need to meet other core humanitarian needs of the people affected such as provision of shelter, relief items and food. Often these are the most pressing needs in the initial phases of a response and as a leading agency in an area Plan will be expected to deliver assistance to address such priorities. We will determine the needs of disaster affected communities through needs assessments, conducted in coordination with others, at the onset of a crisis and updated throughout the response. As a response develops, and in protracted crises, Plan's

response will focus more on our areas of global distinctiveness. The initial response is key to raising funds from donors in the latter stages.

To do this, we will set out to be excellent in the basic elements of a child-centred, gender-equitable humanitarian response. Doing these basics well will allow us to respond to core needs in any sector if there are unmet humanitarian needs, working in partnership or by hiring the technical capacities required. We will ensure quality of our humanitarian aid. This means that our support should be timely, effective, relevant, complementary to local capacities and able to reach the most vulnerable children and their communities. We will follow internationally and locally agreed standards such as the Core Humanitarian Standard<sup>2</sup>, the Sphere and companion Standards and IASC approved standards. We will be conscious of value for money even when the operating context is unavoidably expensive. We welcome independent efforts to verify our performance against these standards and we will include the CHS in terms of reference for any evaluation of our work.

We will coordinate effectively with the wider humanitarian system to support an efficient and effective overall response.

Plan International's long-term presence in countries is an asset that will enable us to respond effectively. It allows us to base our programmes on solid knowledge of local culture, gender norms, coordination structure and administration processes. We will be prepared to establish humanitarian response programmes in any of the countries where Plan International has programmes.

Plan International will start humanitarian programmes in new countries or where we have National Offices if the needs are very significant and when we are sure that we can raise funds and add value. We may work with partners and avoid setting up a separate presence if we have no long-term ambitions in the country.

We anticipate that countries affected by conflict will be those where the greatest violations exist. We continue to learn from our work in conflicted affected countries, particularly those where we are using different models of presence. We will establish a range of presence models as we reach more conflict-affected countries and we will progressively develop our capability in the areas of global distinctiveness so that we can add value.

In many circumstances, the most effective modality for delivering humanitarian assistance is by provision of cash or vouchers to people affected. This is a requirement for many donors and a major trend in the sector. We will continue to build our portfolio of cash programming and the capacity to support it. Where appropriate, we will use cash to support all aspects of our programming to bring benefit for the people we seek to support.

### **3.2 Disaster Risk Reduction, Resilience Building and Climate Change Adaptation**

The impact of a disaster, whether a conflict or a natural hazard, is dependent on the resilience of the people and communities affected as well as on the severity of the event. The least powerful people also tend to be the most vulnerable and least able to withstand and bounce back from shocks and stresses. Disaster risk reduction programmes can involve any sector.

We will work to reduce the overall risks while also reducing underlying vulnerabilities. We will work with local authorities and national institutions across all our areas of global distinctiveness to build resilience before, during and after crises. By doing this, we are strengthening community resilience and so enabling children and youth to be more resilient.

Plan International will be primarily concerned with the vulnerability of children and youth, and among them, girls. We will promote the meaningful involvement of children and youth in key activities.

Climate change is a specific concern, as it is increasing the frequency and severity of climate related hazards. Our disaster risk reduction work will address these changes. In addition, climate change

---

<sup>2</sup> <https://corehumanitarianstandard.org/the-standard>

adaptation programmes will help people to adapt their lives to succeed in the changing environment. We will build on the existing successes of the Safe Schools Global Programme and Child Centred Climate Change Adaptation (4CA) as representative of good practices of specific resilience-building programmes.

We will also remain informed of emerging trends in vulnerabilities of communities, and the hazards and risks changes they face. We will build experience and learn more about urban resilience and urban risk management programming.

Plan International has been a leading advocate of child-centred work on resilience through child-centred disaster risk reduction and climate change adaptation. We will build on this experience and continue to influence agendas at the regional and international level. In the Sendai Framework for Disaster Risk Reduction 2015-2030 and in some of the SDGs, governments have committed themselves to build resilience of communities. We will monitor their performance and advocate for improvements.

## 4. APPROACH

### 4.1 Gender Equality and Girls at the Centre of Our Work

Our approach is to ensure that we understand the different threats, capacities and needs of different groups, with a specific (but not exclusive) attention to the challenges facing girls. This gender analysis allows us to design all our programmes to reach the specific groups and meet the needs identified.<sup>3</sup>

In disasters, the intention for gender transformation may come in the core purpose of a project or it may be in the way in which a project is implemented, for example by giving women power over relief resources.

We will make specific efforts to promote gender equality in assessments, programme design and delivery as well as in design, reporting and monitoring tools. We will collect and use sex and age disaggregated data in all DRM programmes.

We also recognise that humanitarian crises are also often a catalyst for change, often transforming gender roles. We will seek these opportunities to push for sustainable change positive change in gender equality.

### 4.2 Inclusion

Among children and youth, some groups are more vulnerable and less able to access assistance. Plan International is particularly concerned that vulnerable and excluded groups are considered and consulted in needs assessments and receive the assistance they need. Our work on inclusion, as expressed on Plan International's "Tackling Exclusion Framework", should identify the underlying inequalities, the vulnerabilities and needs of different groups and support programmes that are appropriate for their particular circumstances.

We will continue to support the Inclusion Charter, launched at the World Humanitarian Summit and follow the steps that it presents to make our programmes inclusive<sup>4</sup>.

---

<sup>3</sup> This meets the minimum acceptable standard in the Inter-Agency Steering Committee (IASC) Gender Marker as "gender analysis included in needs assessment and reflected in one or more activities and one or more outcomes". Plan's Gender Equality Marker describes gender aware as "Programmes that seek to improve the daily condition of women and girls by addressing practical gender issues, but do not try to transform gender relations."

100 Million Reasons says: "Gender Transformative Programming aims to transform unequal gender power relations. It requires working with individual girls and boys, their families and communities, and social and political institutions. The goal is to bring about significant and sustainable change not just in girls themselves, but also in the external barriers that prevent girls from realizing their rights. It goes beyond improving the condition of women and girls – it seeks for them to fully realize all their rights and for societies to value both genders equally."

<sup>4</sup> <http://www.inclusioncharter.org/>

### **4.3 Youth**

Youth have a particularly important role in Disaster Risk Management and in conflict settings. Their voice is important in promoting action, especially on climate change. Youth have tremendous capacity, especially as they adopt new technologies, their power to affect world increases through access to knowledge and access to decision-making.

We will make specific effort to involve youth in our programmes. We will support the Youth Compact, launched at the World Humanitarian Summit, and uphold our commitments to it.

### **4.4 Participation and Accountability to Local Populations**

The most important actors in Disaster Risk Management are the people affected. We believe that an effective programme must support the capacities of local people and institutions and address the priority needs identified locally. We will make specific efforts to listen to the views of girls, boys and youth especially those whose voices are not always heard, such as adolescent girls, and involve them in our programme planning and implementation. We will improve our programmes based on their feedback.

We will provide safe and responsive mechanisms to handle complaints and feedback from the beginning of operations, and make sure children and youth can use them. We will keep children and young people informed about our activities, and encourage and enable their engagement.

We will take specific measures, as set out in the Core Humanitarian Standards to increase our accountability to affected people by disasters and their representatives. We will ensure that staff understand the need to engage appropriately with affected populations and to treat the individuals of all groups with respect and courtesy. We will systematically collect feedback on the quality of our work from beneficiaries, disaggregated by sex and age, and report this publically, as well as to co-ordinating authorities and donors using common formats where possible.

We will use the guidance for our safeguarding policy to ensure that children are safe and protected in our operations. We will follow our commitment to the Secretary General's Special measures for protection from sexual exploitation and sexual abuse<sup>5</sup>.

Our rights-based approach specifically acknowledges the responsibilities of governments to protect people and to help them in times of crisis. We will always respect the roles of government and seek to support them and influence them to fulfil their roles. We will ensure that the work we do is complementary to the work of governments. Plan is particularly strong in understanding and supporting local government efforts at disaster response and risk reduction.

### **4.5 Influencing**

Our ambition over the next five years is for Plan International to become an increasingly influential actor within the humanitarian and disaster risk reduction sectors. We will drive for changes in policy and practice by governments, donors and other actors to ensure that children and young people, especially girls, grow up in resilient communities and realise their rights before, during and after disasters and conflicts. We will significantly scale up our influencing on key disaster risk management issues and become an increasingly strategically focused, credible and coherent voice from local to global levels.

We will carry out evidenced-based advocacy, conducting research to identify lessons and good practices in our areas of global distinctiveness. We will collect information and opinions to strengthen our evidence base, with a particular focus on how girls are affected or involved. We will take positions on relevant key issues based on our knowledge and experience.

Plan International will engage youth and children in humanitarian advocacy work, taking care not to put them at risk. We will join partners and consortia to make our advocacy more effective.

---

<sup>5</sup> <https://oios.un.org/resources/2015/01/ST-SGB-2003-13.pdf>

At the international level, we will seek to influence within major international events and their follow-ups at all levels. Specifically, this will include work on the climate change negotiations, the Sendai Framework and the World Humanitarian Summit. We will include disaster risk management in our work on alternative reporting for the Convention on the Rights of the Child and SDGs. We will conduct coordinated advocacy campaigns to influence donors to fund issues that are most important for children, especially for girls.

Understanding that sometimes speaking out may put at risk programme activities or staff in the field; we will be sensible and smart in advocacy action as to assure the humanitarian space and security of our staff and beneficiaries. When faced with dilemmas, we will give priority to staff, beneficiaries and partners' security as to assure the continuation of humanitarian interventions and other programmes in the field.

#### **4.6 Conflict Sensitive Programming**

Plan International will continue to improve and expand our work on conflict in countries where we have an existing presence. 100 Million Reasons sets down the intention to increase our presence in "...countries where there are the greatest child rights violations and inequalities for girls", including "areas of protracted, long-standing crises".

We will build on our experience to expand our portfolio of work with refugee and displaced children, especially girls, recognising that they are one of the most vulnerable groups. We will develop a model of work with displaced populations that uses our areas of distinctiveness. Over the next strategic period, we will develop knowledge, expertise and partnerships (crucially with UNHCR) to implement and improve the model, starting with the existing strengths of child protection and education.

Plan International will run conflict sensitive programmes and operations, across the spectrum from humanitarian responses to development programmes. This means having strong and current conflict analyses in the context that we are working. These will allow us to design effective programmes that make a positive difference for girls and boys, and avoid causing harm in the process<sup>6</sup>.

We will adapt our operating model to work in conflict-affected areas. This will include establishing a culture of effective security management; adapting operating procedures to work in such difficult contexts; and delegating management authority to allow rapid decisions in the face of rapidly changing circumstances.

We will seek partnerships at all levels to help us understand the dynamics of conflict and to extend our capability to reach and add value in conflict affected areas.

#### **4.7 Working with others**

We will support local partners to implement projects as far as their capacity allows and so strengthen local civil society and institutions to establish better local capacity to manage disaster risks.

We will develop strategic partnerships to enhance our reach, influence and capability. We will consider strategic partnerships with UN agencies, NGOs, technical organisations, academia, donors, and corporates.

We will join and be an active member of a portfolio of membership organisations and consortia in the sector where this helps us achieve our objectives or strengthens the role of civil society in humanitarian action. We will take up opportunities for influential positions on Boards or joint initiatives.

Plan International will engage with relevant clusters and similar bodies at all levels and seek to take a leading role in line with our strategic priorities.

---

<sup>6</sup>The "Do No Harm" Approach is explained at <http://www.conflictsensitivity.org/do-no-harm-local-capacities-for-peace-project/>

We recognise the demands of a response will be across many sectors, all of which are important for the protection of children, especially girls. We will seek to collaborate with organisations that are strong in different technical areas than Plan to improve range and quality of programmes in locations where we are working. We will also seek to use our technical skills to support other organisations, especially in locations where Plan has no presence.

We will prefer to work with local partners when appropriate. When working in partnership, we will support the partners to meet the same standards that we do.

## 5. PROGRAMME FOCUS

The focus and content of our programmes and influence will align with the results for children that are set out in 100 Million Reasons: Learn, Lead, Decide and Thrive. There will be some contexts where Plan Offices or partners work beyond these focus areas where it is necessary to secure the rights of children facing crises. The sectors described below are the areas where we will invest to develop expertise and thought leadership to build our distinctiveness. As far as possible, we will integrate the approaches across these sectors. We will strive for lasting and large-scale impact from what we do and how we do it, recognising the obvious constraints and humanitarian intentions of programming in emergencies.

### 5.1 LEARN: Inclusive Quality Education in Emergencies

During conflict and disasters, education is often interrupted due to the destruction of education facilities, difficulties of access or use of schools as temporary emergency facilities. Girls are particularly disadvantaged, being 2.5 times more likely than boys to be out of school in countries affected by conflict (UNESCO, 2015a). In conflict, attacks on education—schools, teachers and students—are becoming widespread, putting thousands of young people at risk.

Plan International will be a significant part of national and global efforts to ensure that, during and after conflicts and disasters, the education of girls and boys is not disrupted.

We will strengthen Education in Emergencies (EiE) in existing Plan International countries and as a key response in conflict-affected countries where we are beginning to work. We will follow the Inter-Agency Network for Education in Emergencies (INEE) minimum standards for education in emergencies.

While involving both girls and boys, we will prioritise our efforts for those groups of girls and boys who are particularly at risk of missing education. We will give attention to the needs of adolescent girls, including adolescent mothers, as they are more likely to remain out of education following disruption. We will include education in our model of programming for displaced children.

#### Our priorities for Education in Emergencies are:

- Maintaining formal and non-formal education during disasters and conflict and restoring education services in particular through supporting governments and others to restore formal and non-formal education for all children that need it, ensuring that girls and marginalized groups are included. Use of rapid education and other methodologies to support pupils to catch up on missed education.
- Supporting advocacy at all levels to protect education from attack and promote safe learning facilities and access to learning in conflict and fragile settings where girls and boys are not exposed to sexual and gender based violence
- Supporting emergency preparedness, and disaster and conflict risk reduction within schools and the educational system including gender sensitive and inclusive school safety plans, teacher training, safe infrastructure and appropriate curricula.
- Enabling young children to have access to pre-school and early childhood care and parents and family caregivers, including adolescent mothers, to support children's education, care and development
- Enabling teachers and other education personnel to increase their knowledge and ability to support the formal and non-formal education of all children and youth affected by disaster/conflict

- Enable parents and community members to have knowledge and capacity to support their children's education.

### **5.2 LEARN: Building Skills and Opportunities for Decent Work after Disasters and Conflict**

We will work to support adolescents and youth affected by disaster and conflict, particularly young adult women, to improve and develop their employability skills. We will provide flexible and integrated skill based learning opportunities including vocational training, life skills and apprenticeships.

We will design our emergency response and post-conflict programmes so that they stimulate the local economy by using local resources and services as much as possible. We will make specific effort through programming and influencing to create work and entrepreneurship opportunities for young people.

We will engage with demobilisation and reintegration processes by supporting children associated with armed conflict to gain the skills and find the opportunities they need for decent work.

We will support youth to develop “green skills” that provide them with the skills and knowledge needed to pursue careers in environmental sustainability, whilst also building the resilience of themselves and their communities

### **5.3 LEAD: Enabling Girls, Boys and Young People to be Active Drivers of Change on Disaster Risk Management.**

We will actively promote young people to take part and voice their opinions in activities and decisions to build resilience, adapt to climate change and to improve humanitarian action. We will encourage and enable children and youth to get involved, to plan and undertake their own initiatives and to communicate their ideas and concerns locally, nationally and internationally.

We will encourage and support girls and boys to participate in local and national decision-making forums, as set out in the 2015 global agreements for Climate Change and Disaster Risk Reduction, making particular effort to reach and support adolescent girls.

We will support children and youth voices to be heard and their priorities reflected in post-disaster reconstruction plans, in peace settlements and post-conflict rehabilitation plans.

### **5.4 DECIDE: Sexual and Reproductive Health and Rights for Girls and Young Women in Disasters and Conflict.**

Gender inequality and discrimination against girls mean they lack the power to make their own life decisions – if, when and who to marry, if and when to have a baby – or to decide what happens to their own bodies. They cannot speak up to resist harmful practices such as FGM. Their right to make fundamental personal decisions is denied to them.

During disasters and conflicts when circumstances are harsh and stress levels are high, these inequalities are exacerbated. Girls face increased levels of sexual violence, abuse and exploitation, especially when they are separated from their families and social networks. They have reduced access to sexual and reproductive health services, contraception and information about sexuality. They face increased risk of early and forced marriage. Sexually transmitted infections (including HIV) are often higher and treatment harder to access, particularly for adolescent girls.

There is an agreed Minimum Initial Service Package (MISP)<sup>7</sup> for SRH in emergencies, but this is not always available. We recognise that work to improve sexual and reproductive health for girls and young women must involve boys and young men.

Sexual and Reproductive Health, is a new area for Plan International in disasters risk management and to ensure we understand the current gaps and specific needs in the sector we will conduct an initial review of the opportunities for us. Following the review, we will establish our approach and

---

<sup>7</sup> <http://www.unfpa.org/resources/what-minimum-initial-service-package>

focus areas, however we will not be looking to become medical service providers and instead will seek to work in partnership with other organisations where we will be able to promote and facilitate access for girls and boys to sexual and reproductive health services.

Priorities to get started with SRHiE:

- Invest in our technical capacity in SRHiE and look for partners, particularly on the medical aspects of programming
- Include SRHR in assessment of disaster risk and planning for disaster risk reduction and preparedness.
- Include SRH in assessments and analysis after disasters.
- Include SRH aspects in programmes addressing gender based violence
- SRHR in conflict settings –primary and secondary prevention programmes around sexual violence which we know is exacerbated in conflict settings

As we develop capacity and experience following the review, we will increase work on a few areas which can have transformative results on gender equality.

## **5.5 THRIVE Gender-sensitive Child Protection in Emergencies**

### **Introduction**

Child Protection in Emergencies (CPiE) programming is core to Plan International's mandate. We work to protect girls and boys from violence, abuse, neglect and exploitation by supporting actions that reduce harm to children and by responding quickly and effectively should it occur.

We work in partnership with children, their families, service providers, community and government actors to strengthen child protection systems and to ensure emergency responses aim to 'build them back better'. We work to influence policy and legislation to protect children in emergencies and to address root causes of child protection failures, especially social norms and gender dynamics that drive violence against children.

Plan International's gender sensitive approach to CPiE assesses the different capacities, vulnerabilities and coping mechanisms of boys and girls and uses this analysis to identify appropriate strategies to respond to both male and female child survivors of violence, abuse, and exploitation.

Our CPiE program will give particular attention to girls given that in humanitarian crises adolescent girls face heightened risks of sexual violence, forced or early marriage, harmful traditional practices and denial of resources.

### **Intervention strategies**

Plan International will employ three different intervention strategies to address needs and risks faced by boys and girls in emergencies:

**Case Management:** Provide one-to-one social work type of support to individual children with urgent child protection needs and their families to ensure age and gender appropriate response.

**Community Based Child Protection:** Strengthen community-based child protection mechanisms to prevent and respond to child protection concerns during disasters and conflict, and to promote norms and practices that reduce children's vulnerability.

**Psychosocial Support:** Support the psychosocial wellbeing, recovery, and resilience of children and their families through the provision of child friendly spaces, promoting positive parenting practices, community support groups, psychological first aid and referral to specialized mental health services.

### **Priority Areas**

Plan International will focus its CPiE work on three priority areas through building expertise in CO staff and peer organizations, investing in research, developing programmatic guidance and taking a leadership role in global fora on the topic.

Protection of Forcibly Displaced Children: Plan International works to ensure all refugee, IDP and migrant children are provided with access to quality care, direct services and protection systems to reduce their vulnerability to exploitation, abuse, neglect and violence.

Prevention and Response to the Worst Forms of Child Labour: Plan International implements (integrated) child protection, education and economic strengthening programmes targeting child labourers or children at risk of the worst forms of child labour, such as sexual exploitation, slavery, trafficking, hazardous labour or recruitment by armed forces.

Prevention and Response to Gender Based Violence (GBV): Plan International works to prevent and respond to all forms of GBV through provision of case management services, referral to health services for clinical care of survivors of sexual violence, psychosocial support, community-based support groups, and increase life skills. As we will strengthen our internal capacity on SRHR, we will seek to develop programmatic expertise on GBV to be able to provide holistic services to survivors of GBV.

Our interventions are in line with the Child Protection Minimum Standards in Humanitarian Action. We will remain an active member of the Alliance for Child Protection in Humanitarian Action and the Child Protection Area of Responsibility to develop standards and improve the quality of CPIE programming globally. We will become active members of the Gender Based Violence Area of Responsibility.

### **5.6 THRIVE: Early Childhood Development in Conflict and Disasters**

In 2011, an average of 13 per cent of refugees, asylum seekers and internally displaced persons were children under the age of five. Children in such fragile and conflict-affected settings are twice as likely to die before they reach their fifth birthday. With this in mind, it is critical that children's rights to life, survival and development—including, specifically, the rights to health, nutrition, education, rest, leisure and engagement in play (as enshrined in the United Nations Convention on the Rights of the Child)—are continuously protected, promoted and upheld. Emergency settings pose a variety of challenges for young children, increasing their risk of poor wellbeing and development.

Early childhood care and development in emergencies (ECCDiE) is a key cross-sectoral area of work for Plan International. ECCDiE includes support from preparedness to response, recovery and resilience building in conflict and natural hazard situations. Plan International supports girls and boys from conception to eight years and their parents/caregivers, through education and early learning, child protection, health and nutrition support.

Our priorities for ECCDiE are:

- Enabling young children (0-5 years) receive gender sensitive informal early childhood care, stimulation, education opportunities and school readiness programmes.
- Strengthening the knowledge, skills and ability of parents and family care-givers to provide the children the care and support they need
- Increasing opportunities for birth registration in emergencies;
- Increasing Government's commitment for ECCD in emergencies and support decentralised education and health authorities and community based organizations to deliver quality ECCD services
- Improving young children's nutrition during conflict and disasters

## **6. SYSTEMS, TOOLS AND RESOURCES**

### **6.1 Capacity**

We will continue to grow and develop our global capacity to respond to emergencies in COs, NOs and IH. We will have a cadre of experienced disaster risk management professionals in our areas of distinction who support our programming and develop our reputation in the sector for our focus on girls. We will draw on expertise from different parts of the organisation, recognising where NOs have invested in specific technical capacity, (in line with mechanisms for technical networks to be agreed

for Plan International as a whole). Where specialist skills are needed beyond those in Plan International or existing partnerships, we will be able to hire them quickly and provide a working environment that allows them to use their skills effectively.

To meet the increasing demand for surge support we will manage a roster of experienced staff and will work to develop their skills. We will grow our core Emergency Response Team of deployable experts who can move quickly to support countries to set up and manage humanitarian responses, typically for three months at a time. We will seek funding opportunities to support this team.

We will expand and develop innovative approaches to staff development and develop a variety of trainings to contribute to organisational capability. We will live up to our duty of care for deployable staff, ensuring staff are well equipped with the skills and tools necessary to ensure high quality programmes and personal resilience when working in complex operating environments.

Responding to major emergencies is a shared responsibility for the whole of Plan International. In locally-registered country programmes, the standards and expectations of emergency response will apply and we will find ways to offer sufficient support.

## **6.2 Operations**

We will seek to ensure quick decision-making in emergency responses. At times, this will involve making decisions when information is still uncertain. In such circumstances, we will take a “no regrets” approach. That means evaluating the decision against the assumption made, not against the events that emerged. We may base a decision to deploy people into a situation on the assumption of needs to come, and if they are not needed we can simply send them home.

We will develop and strengthen processes for emergency programmes, particularly in finance, logistics and procurement, HR and IT, ensuring all organisational processes consider the specific requirements of DRM programmes, facilitating effective and fast programming at significant scale that will save lives. We will also review and revise the Plan International DRM Manual, ensuring this provides the required support and guidance needed by COs implementing DRM operations.

We will work to make our systems and management processes effective even in emergencies.

## **6.3 Learning, Data and Use of Evidence**

We will develop knowledge that will contribute to our own improvement and in the sector as a whole. Will follow the Programme Quality Policy and learn from regular reviews of our work to bring continuous improvement. We will encourage and enable staff to share the stories and insights from their experience through a strong network of practitioners and draw on lessons from others in the sector and beyond.

We will collect and share sex and age disaggregated data in all our responses, in line with the norms across the rest of Plan International. We will contribute to effective coordination by using formats used by others in the sector. Where necessary, we will carry out research and collect information and opinions to strengthen our evidence base in our areas of focus, basing our positions on the evidence. We will use monitoring frameworks and evaluation tools that include indicators to track progress on gender sensitive targets and areas of exclusion.

We will enable improvements in data collection, geospatial data gathering and greater connection and collaboration with affected populations. Plan International is already benefitting from technology through geo-mapping of our humanitarian assistance and more efficient monitoring and feedback mechanisms.

## **6.4 Fundraising**

We will continue to raise grants to cover disaster risk management work, supplemented by sponsorship funds when the affected areas are supported by sponsorship. As we build the profile of Plan in this sector, National Organisations will be able to raise more from appeals, improving their effectiveness at launching effective and timely appeals to supporters and wider public. Whenever possible we will seek to join appeal mechanisms and consortia involving several organisations.

We will grow our reputation with donors and in particular our focus on girls in emergencies such that we become the go to agency for girls in emergencies programming.

Grant systems and processes will support the fast scale up of our programmes. Our success rate in securing institutional grants will increase provision of prolonged funding to country offices responding to crises. All funding submissions will meet the IASC gender marker grade of 2a or 2b. No funding proposals will be submitted which are graded 0 or 1.

The disaster fund will remain an initial source of funding particularly for crises with limited or slow donor funding opportunities, ensuring Plan International COs will be able to respond immediately to emerging crises.

As we focus on fewer sectors there is a potential risk of a drop in income, at least initially as we continue to develop our reputation in those technical areas.

Media and communications will play a leading role in supporting the growth of our reputation as a leading agency on girls in emergencies.

## **7. WAYS OF WORKING**

### **7.1 Willing to Take and Manage Risks**

With a growth in our DRM work, in particular in conflict affected states and rapid onset crises, our tolerance of risk will increase, supported by rigorous policies and training of staff. Senior managers will be increasingly confident to manage operations in insecure and hostile environments and will be supported to do this so that we are able to reach the most vulnerable girls and boys affected by crises. We will maintain our flexibility in our DRM programmes, and will take a “no regrets” approach to the early deployment of surge capacity. Plan International Senior Managers will provide leadership and find solutions to problems as they emerge particularly when systems limit our response.

Core to all our programming and work will be adherence to our child protection policy. All staff will be trained in safeguarding and systems will be in place for concerns to be raised and addressed.

### **7.2 Readiness**

Plan International will maintain a high level of readiness across the organisation to respond to crises by improving and reinforcing a culture and understanding of the need to be ready to respond.

We will continue using the “Disaster Preparedness Process” and improve it in the light of lessons learnt paying particular attention to improving the readiness of the operational functions to respond effectively in emergencies. We will continue to use simulations to improve our readiness.

Plan International may preposition materials to be used in a disaster if there is a strong business case to use pre-positioning instead of procurement.