



SCOUTS[®]
Creating a Better World

Capacity Building in Humanitarian Action

For National Scout
Organizations





SCOUTS®
Creating a Better World

© World Scout Bureau Inc.
SCOUTING DEVELOPMENT
April 2021

World Scout Bureau
Global Support Centre
Kuala Lumpur

Suite 3, Level 17
Menara Sentral Vista
150 Jalan Sultan Abdul Samad
Brickfields
50470 Kuala Lumpur, MALAYSIA

Tel.: + 60 3 2276 9000
Fax: + 60 3 2276 9089

worldbureau@scout.org
scout.org

Reproduction is authorised to
National Scout Organizations and
Associations which are members of the
World Organization of the Scout Movement.
Credit for the source must be given.

Capacity Building in Humanitarian Action

For National Scout
Organizations

Table of Contents

Background	4
Acronyms	5
Section 1: Fundamentals	6
Why do Scouts get involved in Humanitarian Action?	6
Emergencies	7
DRR and Disaster Management	7
Phases of Disaster Management	8
The unique position of Scouts	8
Section 2: Introducing Scout Youth and Leaders to Humanitarian Action	9
Humanitarian Action Principles	9
The Evolution of Humanitarianism	9
The Evolution of Modern Humanitarian Action	10
The contemporary era (1990 - Present)	10
Section 3: The International Humanitarian System and its Actors	11
The Three Main Components of the Humanitarian System	11
The Roles of Stakeholders/Actors at Times of Crisis	11
Overview of Humanitarian Coordination Mechanisms	12
The Inter-agency Standing Committee (IASC)	12
The Cluster approach	12
Global clusters	12
The benefits of the cluster approach	13
Overview of Humanitarian Financing Mechanisms	13
The Central Emergency Response Fund (CERF)	13
The Financial Tracking Service (FTS)	13
International Legal Frameworks	13
International Human Rights Law	14
International Humanitarian Law	14
International Refugee Law	14
The Code of Conduct	15
Humanitarian Standards	16
Section 4: Developing Plans and Policies	18
National Policies – Local Action	18
Young People in Emergencies	18

Safe from Harm	19
Developing Plans	20
Stakeholder Coordination Mechanisms	22
Principles of Partnership.....	23
WOSM Partners.....	24
Section 5: Mobilising Resources	25
Humanitarian Sector Funding	25
Identify	26
Propose and Engage.....	26
Negotiate and Close	27
Manage and Report.....	27
Communicate Results	27
Possible Funding Sources	28
Corporate Fundraising	28
Community Fundraising – Other	28
Digital Fundraising.....	29
The Scout Donation Platform	29
How to Frame a Good Proposal/Budget – Guidelines	30

Background

The 39th World Scout Conference approved resolution 17/11 that urges all NSOs to respond urgently to any national/international emergency. Furthermore, the resolution encourages the WSB to work in partnership with aid agencies to provide coordination, technical and professional support to NSOs.

This document is prepared in an effort by WOSM to support NSOs in their response to emergencies and disasters. Instead of focusing entirely on the response, the full spectrum of the 'disaster lifecycle' is of importance. One of the steps WOSM has taken is to provide toolkits and materials that NSOs can use to develop their understanding of the subject and reference to build capacity. These materials can be used as:

- General reference materials on disaster preparedness and response
- Training and workshop modules and trainer's guides
- A guide to assessing or planning NSOs' disaster preparedness and response capabilities.

This document is available on the WOSM service platform where support is provided to NSOs via different methods: guidelines, toolkits, training, and 'tailored support' by consultants. As part of the support, WOSM has developed a training curriculum for trainers which covers the content of this document as well as more in-depth material, including practical examples, and is carried out by experts in their field. The overall aim of the WOSM material, support and training available is to help NSOs to further develop their national strategies or plans for humanitarian action, namely preparedness and response to emergencies and disasters.



Acronyms

DRR	Disaster Risk Reduction
NSO	National Scout Organisation
IASC	Inter Agency Standing Committee
IFRC	International Federation of Red Cross/Crescent
NGO	Non-Governmental Organisation
UN	United Nations
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNRWA	United Nations Relief and Works Agency for Palestine Refugees
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
WaSH	Water, Sanitation and Hygiene
WFP	World Food Programme
WHO	World Health Organisation
WOSM	World Organisation of the Scout Movement
CAP	Consolidated Appeals Process
CARE	Cooperative for Assistance and Relief Everywhere, Inc
CHAP	Common Humanitarian Action Plan
CERF	Central Emergency Response Fund
FAO	Food and Agricultural Organization of the United Nations
ICRC	International Committee of the Red Cross
IDPs	Internally Displaced Persons
IOM	International Organization for Migration
MCP	Minimum Care Package
PIN	People in Need
SGBV	Sexual and Gender-Based Violence
CBO	Community-based Organisation
CC	Camp Coordination
CCCM	Camp Coordination and Camp Management
CLA	Cluster Lead Agency
ECOSOC	UN Economic and Social Council
ER	Early Recovery
ERC	Emergency Response Coordinator
ES	Emergency Shelter
ETC	Emergency Telecommunications
FTS	Financial Tracking System
GBV	Gender-based violence
GCL	Global Cluster Lead
GHP	Global Humanitarian Platform
HABITAT	UN Human Settlements Programme
HC	Humanitarian Coordinator
HIC	Humanitarian Information Centre
IASC	Inter-agency Standing Committee
INEE	Interagency Network for Education in Emergencies
IRA	Immediate Rapid Assessment
IRC	International Rescue Committee

Section 1: Fundamentals

This section provides background information on humanitarian action and Scouting. It will explain some of the key terminology that will be used throughout the document and outline some of the definitions used. It will also help explain the DRR lifecycle and the impact that Scouts can have in their local communities.

Why do Scouts get involved in Humanitarian Action?

Since the establishment of Scouting, young people have been inspired to “leave this world a little better than they found it” (Baden-Powell). Scouts in countries affected by disasters and emergency situations take this advice literally, responding and preparing for every eventuality they see. Why? Because they are Scouts!

Humanitarian action is intended to “save lives, alleviate suffering and maintain human dignity during and after man-made crises and disasters caused by natural hazards, as well as to prevent and strengthen preparedness for when such situations occur” ([The Sphere Standards](#)).

Scouting is not a humanitarian agency, but humanitarian values are at its core. DRR can be both an element of educational programme for Scouting and a tool for positive social impact. As the world’s leading non-formal educational youth movement, Scouting’s role is vital in helping millions of young people in vulnerable communities around the world by developing and reinforcing the leadership skills necessary to assist in emergency scenarios. Scouting also helps Scouts and the communities they’re in to move from “victims” to “positive actors”, increase resilience and, ultimately, save lives and livelihoods.



Emergencies

Emergencies or disasters have been defined in numerous ways, and the exact definition can vary from one organisation to another based on their mandate or approaches to humanitarian response. Most of them have in common that the extent of the disaster is larger than the community can cope with.

A humanitarian disaster occurs when the human, physical, economic or environmental damage from an event, or series of events, overwhelms a community's capacity to cope. Disasters can be caused naturally, man-made, or the result of more complex circumstances.

- Natural disasters often follow natural hazards with their severity depending on how much impact they have on the environment and the extent to which society is affected. Examples of natural disasters are tsunamis, earthquakes, and severe flooding.
- Man-made disasters are human instigated as a consequence of technological or human hazards, for instance forest fires, oil spills, or industrial accidents.
- Complex disasters are complex in nature and can be a combination of both natural and man-made disasters, resulting for example in displaced populations or epidemics. They can

result in a humanitarian crisis in a country, region or society where there is a total breakdown of authority resulting from internal or external conflict and which requires an international response that goes beyond the mandate or capacity of any single agency or ongoing UN country programme. (IASC)

There are multiple researches highlighting an increasing number and severity of disasters. With frequency and magnitude of those disasters increasing, young people living and working in disaster affected areas must learn how to function effectively before, during, and after crises to ensure the impact of the disaster is not exacerbated by a lack of capacity and high levels of vulnerability.

Emergency assistance and response remains vital in facing disasters. However, there are ways to reduce disaster risks; reducing exposure to hazards, lessening the vulnerability of the community and improving preparedness are all examples of risk reduction. As Scouts, we play a constructive role in the society with a positive impact on our local communities. Scouts can therefore play a role in risk reduction. DRR is everyone's business as part of sustainable development.

DRR and Disaster Management

DRR aims to reduce the damage caused by natural hazards like droughts, cyclones and floods through prevention. It is important to distinguish between hazards and disasters as a disaster is a result of the society not being able to manage the impact of hazards. Consequently, decreasing the vulnerability and exposure of a population to hazards can reduce the risk of disasters.

The policy objective of anticipating and reducing this risk is called disaster risk reduction (DRR). Although often used interchangeably with DRR, disaster risk management (DRM) can be thought of as the implementation of DRR since it describes the actions that aim to achieve the objective of reducing risk. (Adapted from UNISDR/Prevention web)

It is important to keep in mind that DRR is not solely the work of experts and emergency responders from humanitarian organisations. Local volunteers, citizens, organisations and businesses have an active and important role to play. Community-based disaster preparedness happens in communities – farmers build flood protection, families build up food supplies, and younger family members take care of older family members. Thus, even though as Scout leaders we may not realise it, DRR is often part of our everyday Scouting programmes.



Phases of Disaster Management

The disaster preparedness and response can be visualised in phases. Before a disaster happens, risk is mitigated by reducing the exposure to a hazard and the community prepares by developing and realising plans to save lives should a disaster occur, for example by creating warning systems for tsunamis or implementing evacuation simulation exercises.

If a disaster happens, emergency services are needed for immediate response. Recovery deals with longer term issues until normal life and infrastructure return to normal.

The unique position of Scouts

While different mechanisms and agencies specialise in immediate response to emergencies, the mobilisation of such resources is time consuming and takes time to materialise. Over 54 million Scouts in 171 countries and territories are already established in communities that might be affected by disaster. Indeed, there are many examples of local Scouts being first responders in emergencies around the world.



Section 2: Introducing Scout Youth and Leaders to Humanitarian Action

This section provides information about the international legal framework that supports the work in humanitarian action settings. It provides an overall explanation of the principles that rule humanitarian action as well as standards and minimum requirements for people's protection and dignity. It gives a small brief about the link with Scouting Safe From Harm policy and how we should address diversity in a disaster context.

Humanitarian Action Principles

Humanitarian Action should be governed by the key humanitarian principles of humanity, impartiality, neutrality, and independence. These principles are grounded in International Humanitarian Law.

- **Humanity** means that human suffering must be addressed wherever it is found, with particular attention to the most vulnerable.
- **Neutrality** means that humanitarian aid must not favour any side in an armed conflict or other disputes.
- **Impartiality** means that humanitarian aid must be provided solely based on need, without discrimination.
- **Independence** means humanitarian objectives must remain autonomous with regards to political, economic, military or other objectives.

The Evolution of Humanitarianism

- Throughout history, humanitarian action has evolved and taken multiple forms, but at its core it remains the same - saving lives, providing necessities to those in need and protecting people.
- The post-World War II era as a key turning point for understanding modern humanitarian action.
- Model of rich countries funding multilateral and international humanitarian organisations with the UN as coordinating body at the centre distributing aid in poor and fragile states.
- The post-Cold War era as another pivotal point in history, gave room to create a more collaborative international humanitarian system.

- The leading role of governments in building emergency response capacity has also evolved.

The transformation of humanitarian action into an "industry" in the international system has led to the loss of the spirit of volunteerism and the search for high incomes. The humanitarian system is based on criteria such as experience, professionalism, and education. Therefore, young people face challenges finding entry points into the humanitarian system; however, they are key to humanitarian action and should be given the opportunity for meaningful participation as actors.

The Evolution of Modern Humanitarian Action

The contemporary era (1990 - Present)

The transformation of the nature of wars has led to complications and challenges for humanitarian action. The involvement of non-state actors (militias, warlords, criminal networks, child recruitment) targeting civilians, failed and fragile states, new funding sources, media, the internet and technology are some of the major challenges humanitarian action is facing. Since the end of the Cold War, a comprehensive review of the concept, identity and role of humanitarian action and the organisations working in this area has begun; as a consequence, the expansion of humanitarian work has become an essential

part of international policy and international law. During this period the respect that states have for humanitarianism has increased, leading to additional economic and financial resources being provided.

There are currently a large number of organisations and agencies working in the humanitarian field. For example, as of 2015 there were nearly 5,000 agencies with total funding of up to 25 billion US dollars annually, and approximately 450,000 aid workers. However, there is still a significant lack of coverage regarding the basic needs of those affected.



Section 3: The International Humanitarian System and its Actors

The International humanitarian system includes a wide range of agencies and organisations as well as various mechanisms and processes which together aim to support and protect all those affected by an emergency. The system has many actors working in various sectors whose agendas often overlap. This creates

complexity and sometimes duplication of efforts.

The humanitarian system is thus defined as: The network of interconnected institutional and operational entities through which humanitarian assistance is provided when local and national resources are insufficient to meet the needs of the affected population.

The Three Main Components of the Humanitarian System

- **The stakeholders/actors** – these are the agencies, institutions, and at times individuals who are responsible for providing lifesaving assistance during times of emergency.
- **The coordination and funding mechanisms** – these are established to a) guide the ways that the actors coordinate and work together and b) streamline and account for how emergency funds are dispersed and spent.
- **The governing legal frameworks, principles, and standards** – these are the laws and agreed upon ways of working which dictate how humanitarian relief work should be conducted.

The Roles of Stakeholders/Actors at Times of Crisis

Humanitarian stakeholders/actors play a key role in the system. The roles of community stakeholders are changing within the humanitarian landscape during times of crisis. Humanitarian work has begun to focus more and more on the role that affected communities themselves play in responding to humanitarian emergencies, while regional organisations, disaster-affected countries and their neighbours continue to play a prominent role in emergency situations.

In recent years, the number of NGOs has increased remarkably. More middle-income countries are becoming donors and first-responders to emergencies. Military, diaspora and the private sector are also increasingly involved in humanitarian action.

More recently, young people have been recognised as a key stakeholder group which has not always been effectively engaged/included in times of crisis.

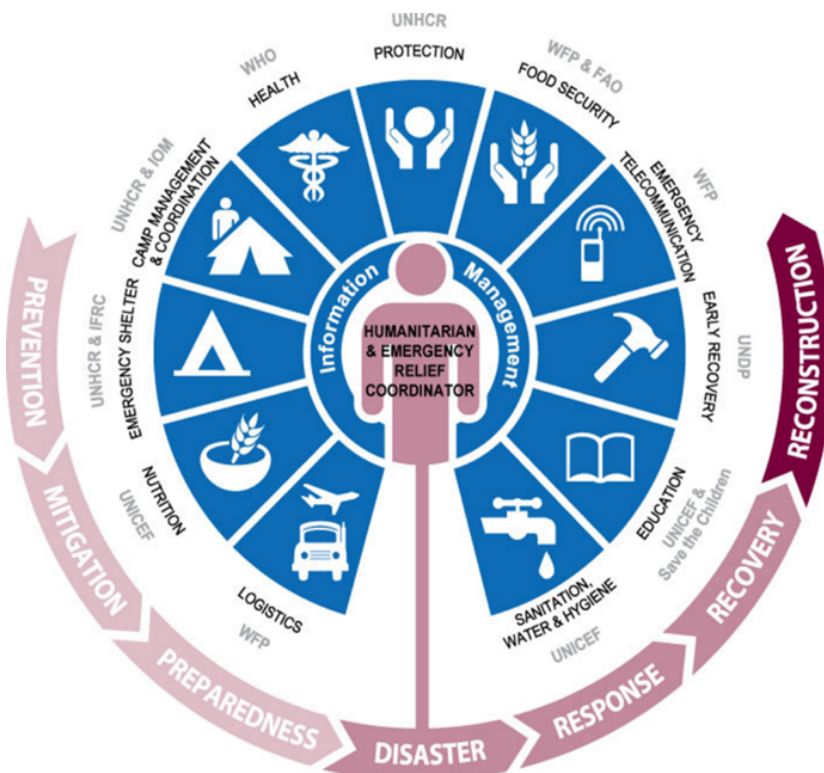
Overview of Humanitarian Coordination Mechanisms

The Inter-agency Standing Committee (IASC) includes major humanitarian actors from both within and outside the UN and is aimed at facilitating inter-agency analysis and decision-making in response to humanitarian emergencies.

The Cluster approach adopted by the IASC in 2006 called for Cluster "Lead" agencies at the global level and at the country level for each humanitarian sector. This was in response to reform of the UN humanitarian system and intended to ensure greater coordination, specifically in the wake of significant multi-country, large-scale natural disasters such as the 2004 Asian Tsunami.

Global clusters are IASC-designated groupings of humanitarian organisations (UN and non-UN), or main sectors of humanitarian action.

- They are responsible for strengthening system-wide preparedness and coordinating technical capacity to respond to humanitarian emergencies in their respective sector.
- They set and disseminate global standards; provide guidelines and consolidate best practices; undertake preparedness measures; and provide operational support to field-level clusters.
- There are 11 Global Cluster Lead agencies at the global level, with fixed leadership as agreed by the IASC (e.g., WHO for the Health Cluster, UNICEF for Water and Sanitation, and Education)



The benefits of the cluster approach

- Higher standards of predictability, accountability, and partnership in all sectors.
- More strategic responses.
- Better prioritisation of available resources.
- Adequate capacity and predictable leadership in all sectors.
- Improved coordination.
- Adequate, timely, and flexible financing.
- Humanitarian work has begun to focus more intently on the role that affected communities themselves play in responding to humanitarian emergencies.

Overview of Humanitarian Financing Mechanisms

The Central Emergency Response Fund (CERF) is a humanitarian fund established by the General Assembly in 2006 to enable timelier and more reliable humanitarian assistance to those affected by natural disasters and armed conflicts. The fund is replenished annually through contributions from governments and the private sector and constitutes a pool of standby funding to support humanitarian action.

The Financial Tracking Service (FTS) is a global, online, real-time database of humanitarian funding needs and international contributions. It serves to improve decisions about resource allocation and advocacy by clearly indicating to what extent populations in crisis receive humanitarian aid, and in what proportion to needs.

International Legal Frameworks

The International Legal Framework that applies to situations of armed conflicts and disasters/where humanitarian action is required primarily comprises three distinct but interrelated sets of rules that have a common goal of protecting human lives, dignity and wellbeing. These three governing laws are:

- 1. International Human Rights Law**
- 2. International Humanitarian Law**
- 3. International Refugee Law**

The International Human Rights Law imposes standards on how people must be treated everywhere and at all times. While

the International Humanitarian Law tries to regulate the protection of people being affected by armed conflicts, the International Refugee Law is more specific in terms of protecting people who have been qualified with refugee status. As described, the rules and the target group of all three regulations might be different; nonetheless, all three are fundamentally based on the underlying principle of non-discrimination on any grounds that can threatened human rights. These sets of rules all have the same aim: to protect human lives and people's dignity.

International Human Rights Law

In 1948, member countries of the UN adopted the Universal Declaration of Human Rights. This world renowned document promotes human rights for all people and starts by stating that we are born free and equal in dignity and rights. Following its adoption by the member states, the International Human Rights Law was established. It is a set of international rules, established by treaty or custom, that tries to place an obligation on states to act in a particular way and prohibits states from engaging in specific activities. Under this

law the rights of individuals and groups are protected, allowing them to seek help if their rights are being violated. It is important to reinforce that the International Human Rights Law is valid in all circumstances, to all people and at all times, including situations of armed conflict. Recognising the relevance of the Universal Declaration of the Human Rights, WOSM reaffirmed its support during the World Scout Conference in 1977 (Resolution 1977-19).

International Humanitarian Law

The International Humanitarian Law covers a set of international rules, established by treaty or custom, that regulate the protection of people affected by international or non-international armed conflicts (e.g. civilian populations, sick and wounded combatants, prisoners of war).

The lives, dignity, personal rights and convictions of all people must be respected and they must be protected against all forms of violence, reprisal and retaliation. It is important to note that the UN, the IFRC, and other NGOs rely on the International Humanitarian Law in order to protect those affected by armed conflicts.

International Refugee Law

The Refugee International Law was developed to protect and assist people that have fled their country due to armed conflicts, persecution, or other serious violations of human rights in their country of origin.

An important factor here is that not everyone who crosses an international border qualifies for refugee status. "A refugee is a person who, owing to a well-founded fear of persecution for reasons of race, religion, nationality, membership of a social group or political opinion, is outside

*the country of his origin and is unable or unwilling to avail himself of the protection of that country; or who, not having a nationality and being outside the country of his former habitual residence as a result of such events, is unable or, owing to such fear, is unwilling to return to it*¹ .

The International Refugee Law prohibits the forcible return of refugees to their country of origin (the principle of non-refoulement) and provides basic human rights guarantees during their stay in the country of asylum.

¹Definition stated in the Article 1 of the [Convention and Protocol relating to the Status of Refugees](#), 1951

The Code of Conduct

To ensure more consistency on standards of behaviour for humanitarian organisations, in 1994 the IFRC introduced a Code of Conduct for IRC and NGOs in Disaster Relief. This code must be applied in conformity with the International Humanitarian Law. The Code of Conduct is composed of 10 rules

1. The Humanitarian imperative comes first.

The right to receive humanitarian assistance, and to offer it, is a fundamental humanitarian principle which should be enjoyed by all citizens of all countries. As members of the international community, we recognise our obligation to provide humanitarian assistance wherever it is needed.

2. Aid is given regardless of the race, creed, or nationality of the recipients and without adverse distinction of any kind. Aid priorities are calculated on the basis of need alone. We will base the provision of relief aid upon a thorough assessment of the needs of the disaster victims and the local capacities already in place to meet those needs. Human suffering must be alleviated whenever it is found; life is as precious in one part of a country as another. Thus, our provision of aid will reflect the degree of suffering it seeks to alleviate.

3. Aid will not be used to further a particular political or religious standpoint. Humanitarian aid will be

given according to the need of individuals, families and communities. We will not tie the promise, delivery, or distribution of assistance to the embracing or acceptance of a particular political or religious creed.

4. We shall endeavour not to act as instruments of government foreign policy. Act independently from governments. We therefore formulate our own policies and implementation strategies and do not seek to implement the policy of any government, except insofar as it coincides with our own independent policy.

5. We shall respect culture and custom. We will endeavour to respect the culture, structures and customs of the communities and countries we are working in.

6. We shall attempt to build disaster response on local capacities. All people and communities – even in disaster – possess capacities as well as vulnerabilities. Where possible, we will strengthen these capacities by employing local staff, purchasing local materials, and trading with local companies.

7. **Ways shall be found to involve programme beneficiaries in the management of relief aid.** Disaster response assistance should never be imposed upon the beneficiaries. We will strive to achieve full community participation in our relief and rehabilitation programmes.
8. **Relief aid must strive to reduce future vulnerabilities to disaster as well as meeting basic needs.** We will strive to implement relief programmes which actively reduce the beneficiaries' vulnerability to future disasters and help create sustainable lifestyles.
9. **We hold ourselves accountable to both those we seek to assist and those from whom we accept resources.** We often act as an institutional link in the partnership between those who wish to assist and

those who need assistance during disasters. We therefore hold ourselves accountable to both constituencies.

10. **In our information, publicity and advertising activities, we shall recognise disaster victims as dignified humans, not hopeless objects.** Respect for the disaster victim as an equal partner in action should never be lost. In our public information we shall portray an objective image of the disaster situation where the capacities and aspirations of disaster victims are highlighted, and not just their vulnerabilities and fears. While we will cooperate with the media in order to enhance public response, we will not allow external or internal demands for publicity to take precedence over the principle of maximising overall relief assistance.



Humanitarian Standards

In a disaster situation, the organisations and individuals involved in any humanitarian response must reflect on quality and accountability to minimise any potential negative impact on those affected. To support this principle, a Core Humanitarian Standard on Quality and Accountability was created with nine commitments that should be followed by humanitarian actors in order to improve the quality of the aid provided. Like the other standards, regulations and principles already presented, the Standard on Quality and Accountability is based on the protection of human lives, human rights, and dignity as set out in international law. It also intends to achieve greater accountability from the organisations involved, thus holding those organisations to account.

The following infographic from the Core Humanitarian Standard ²on Quality and Accountability provides further details on the nine commitments on humanitarian quality and accountability:



² [Core Humanitarian Standards](#)

Section 4: Developing Plans and Policies

This section provides information on plans and procedures for DRR. It gives a good overview on what steps to keep in mind when developing projects or plans for humanitarian action, with a particular focus on young people. The need for stakeholder mapping and active involvement in coordination mechanisms is rationalised before introducing the humanitarian mechanism and actors in the next section.

National Policies – Local Action

When there are existing national DRR policies, they facilitate how to approach the issues. Typically risks have been assessed and national plans created with an emphasis on prevention, mitigation, and preparedness. DRR is most efficient when the government, the private sector, and local communities all put effort into realising it.

As Scouts, we can participate and contribute; indeed, as active citizens, it is in our nature to respond to emergencies. Where a certain area is prone to a hazard

with high risk, preparedness will be key in successfully responding to an emergency. As well as being a crucial element for all responses, a good plan can also help carry out mitigation or prevention activities. Some of the questions an NSO might ask are as follows:

- What are the risks we are dealing with in my area?
- Are Scouts already working in DRR, and is there room for improvement?
- If the NSO is not working in DRR, what are the reasons?

Young People in Emergencies

The needs of adolescents and young people aged 10-24 in emergencies can differ fundamentally in comparison to younger children and adults. There is a strong argument for WOSM – as a leading educational youth movement – to put young people in focus in disaster management. It has been estimated that one third of the world's refugees are young people.

WOSM and over 60 humanitarian partners (both governmental and non-governmental) have endorsed a Compact for Young People in humanitarian action. This is an unprecedented and collective commitment of key actors to ensure that the priorities, needs, and rights of young women, young men, girls, and boys affected by disaster, conflict, forced displacement, and other humanitarian crises are addressed, mandating that they are informed, consulted, and meaningfully engaged

throughout all stages of humanitarian action.

For the distinct population group that young people are, there are certain elements that are more important such as access to education and minimising the time spent out of school, the need for quality non-formal education and training that includes life skills, economic opportunities, as well as access to sane and equitable work and volunteering opportunities.

The Compact Guidelines are an easy-to-use set of principles, guidelines, tips, and examples of ideas regarding how to plan, design, implement, and monitor good quality programming for and with young people. It should, however, be noted that it is a guide and must be contextually adapted yet strives to put the participation of young people at the heart of all activities. Addressing the needs of young people should be an important component of the disaster response plan of National Scout Organizations.

Safe from Harm

The Scout Movement is a voluntary, non-political educational movement for children and young people which is open to all without distinction of gender, origin, race or creed. Scouting offers children and young people the opportunity to develop their full emotional, intellectual, physical, social, and spiritual potentials as individuals, as responsible global citizens, and as members of local, national and international communities.

The World Scout Safe from Harm Policy

³ aims to keep Scouts safe from harm by supporting the development of national frameworks with local effectiveness. A commitment to protect children and young people regardless of their context is a responsibility shared by every individual involved in the Scout Movement.

Child and youth protection in Scouting should encompass a full range of strategies, systems and procedures implemented at all levels of Scouting that work together to provide children and young people with a safe environment that enables them to develop their full potential.

WOSM is committed to maintaining a safe environment for the development of children and young people around the world and this also applies to situations where humanitarian action is crucial. Child and youth protection must be one of the priorities in humanitarian action in all the different stages of support. Proper training should be given to those individuals who will provide aid in emergency response cases so that the risk of harm is reduced to the greatest extent possible.



³ Click here for more information regarding the [World Scout Safe from Harm Policy](#)

Developing Plans

Planning projects for humanitarian action vary greatly according to several factors such as the proposed level of involvement, the phase of the DRM lifecycle, and the scope of the project. Whether a Scout Group has an idea of starting tsunami evacuation exercises or helping integrate refugees in society, there will be a need to carefully plan the project to successfully execute the idea.

The extent on the planning can differ but will most likely consist of analysis, designing the project or plan, implementation, and finally evaluation. Below is a process to help with disaster preparedness planning.

- Developing the idea
- Planning
- Assessing feasibility
- Implementation
- Following up on work

Step 1: Developing the idea: From a social/community problem to an action idea.

1. Identifying the social/community problem
 - Conduct research on the issue
 - Choose an issue you are passionate about
 - Identify what you already know about this issue
2. Developing the idea
 - You need to have a first impression of what you hope to accomplish
 - Identify some questions you want to be answered or help you focus
 - Your vision is what will guide you to your proposed solution
 - Keep in mind that there are different ways for making a positive change in the community, i.e. educating and raising awareness and advocacy
3. Questions to ask while articulating a problem statement
 - Who is the group? Where? What describes the situation or problem? What are the causes? What is the proof of the problem? What are the negative effects of continuing the problem and not solving it?
4. Assessing the idea – it should be possible, desirable, and feasible

Step 2: Planning: From an action idea to planning.

- Identifying the goal
 - Defining the goal – it should be initiated from and connected to the overall vision and all parties should agree on it
 - Presenting what it should contain
- Identifying the objectives
 - Define objectives and ensure they are SMART
- Creating a list of tasks to be done, including activities, people involved, partners, and timeline
- Detailing the budget
 - It should be consistent with the activity included in the plan, categorised appropriately according to the size and/or nature of the work, and cost-effective/value for money
- How to assess the work
 - It is vital to monitor and assess your success in a manner that is appropriate to the size and nature of your action

Step 3: Assessing Feasibility: Assessing possibilities and building networks.

- How to assess the feasibility of your action
 - Identify a network that could support you
 - Keep the timeline in mind

Step 4: Implementation: From planning to implementation.

After finalising an action/work plan with all the necessary components, there are a number of factors to keep in mind: remember the stakeholders involved and share your plans with the NSO's leaders and other relevant stakeholders such as local or national organisations and agencies. This Action/Work plan might also initiate discussions for coordination and support.

Another vital component is maintaining the relationships and partnerships made in the process. These relationships may be with communities and leaders, external groups and organisations, or even your network of peers and colleagues. These relationships and partnerships might be useful for future successes.

The monitoring processes throughout the project lifetime should be appropriate to the size and nature of the action. In some cases both quantitative and qualitative monitoring and evaluations could be appropriate as a benchmark for other projects.

Step 5: Following up on the action: From implementation to assessing success.

Monitoring, a critical part of a project's success, is the routine collection and analysis of information to track progress against planned targets and milestones. If monitoring data is analysed periodically and used effectively to inform decisions, it can mean the difference between a well-

managed and a poorly managed project. With good monitoring, issues can be corrected before they become problems and opportunities can be maximised during the life of the project. When the project has been completed, performance cannot be proven without a final analysis based on information gained through effective monitoring processes.

Evaluations are assessments, as systematic and objective as possible, of a project, programme or policy, its design, its implementation, and the results. They are essential for accountability and learning purposes. Evaluations for accountability show the extent to which objectives have been met, results have been achieved, and performance has been positive, while evaluations for learning identify how and why different aspects of a project have or have not worked, and what others could learn from this. These processes also commonly assess effectiveness, efficiency, and sustainability; measure impact; recommend improvements and facilitate better decision-making; and support advocacy to stakeholders, beneficiaries and donors.

Learning is the process through which experience and reflection lead to changes in behaviour or the acquisition of new abilities. It leads to changes that correct mismatches and errors based on existing practices, policies and norms, and can also change practices, policies and norms, organisational rationale, strategy, and context.



Stakeholder Coordination Mechanisms

When developing plans for any of the phases introduced in the DRM lifecycle, one will identify internal and external stakeholders. Other stakeholders can be of vital importance to develop and execute successful plans and need to be identified in the planning stage. Who should be involved in the process and in what way do they need to participate?

Internal stakeholders could consist of the National Scout Association board or staff, while examples of external stakeholders could include international and national NGOs or government bodies. It should be noted that not all stakeholders need to be involved at the same time, nor to the same extent; as an example, when analysing the need when developing a plan different community members might be part of the identification of risks and data collection. However, government officials or experts in the industry might only review or provide input on your plans.

Following the identification of the different stakeholders and their roles, often referred to as stakeholder mapping, they become valuable inputs when planning the activities of the plan in relation to the timeline. Over time it has become more evident that when emergencies occur good coordination is necessary between all of the different stakeholders involved. Good coordination means fewer gaps and overlaps in assistance. The next section of this document will provide information about the humanitarian system and its actors, which might help during the stakeholder mapping process.

The coherence and effectiveness of any humanitarian response depends to a large extent on organisations' approach to needs assessment and the extent to which this information is shared and coordinated among actors. Through cluster groups, humanitarian actors coordinate needs assessments at various stages of the crisis lifecycle; this ensures optimal utilisation of resources and lays the foundation for coordinated responses. Permanent Field Support Team (PFST - Portuguese Catholic Scout Association)

The concept of the PFST is based on the experience of several Scout Local Groups with the Firefighters Department within the scope of food distribution, management of internal displaced persons, and the evacuation of the population, especially the elderly and/or disabled.

These teams are also the link between the district and sub-district Department for Civil Protection and Security and the local realities. The plan is applied to all Scout members older than 15 (Venture Scouts, Rovers and Leaders) and each team should have between five to seven members. Each Local Group decides the number of teams depending on their own reality.

Mission of the PFST

- To support in the "backstage" field the various entities involved in the operations via the supply of food /beverages.
- To assist in the evacuation of populations which are deficient in terms of mobility (child, elderly, disabled, etc.) according to directives issued by the police and relief organisations.
- The support should be behind in services that do not jeopardise the Scouts, such as in fire stations, concentration and reservation zones, parish councils, etc.
- To set up and manage the internal facilities for displaced persons.
- To set up a courier service, if necessary.

Figure – organisation mechanism within CNE in response and relation to national emergency management authority.

Scouts d'Haïti provide help to the civil protection mechanism in Haiti. Volunteering groups of 30-40 Scouts aged 18-25 form a volunteering team that can help save lives during storms, as well as clearing land after natural disasters.



Principles of Partnership

To better maximise the effectiveness of the different humanitarian actors, the Global Humanitarian Platform was established in 2006. This is a forum that brings together the main categories of humanitarian actors. In 2007, the five Principles of Partnership were written and endorsed by IASC. These principles aim at establishing a more effective and transparent framework when it comes to collaboration between humanitarian actors.

Equality

Equality requires mutual respect between members of the partnership irrespective of size and power. The participants must respect each other's mandates, obligations and independence and recognise each other's constraints and commitments.

Transparency

Transparency is achieved through dialogue with an emphasis on early consultations and early sharing of information.

Communications and transparency, including financial transparency, increase the level of trust among organisations.

Result-oriented approach

Effective humanitarian action must be reality-based and action-oriented. This requires result-oriented coordination based on effective capabilities and concrete operational capacities.

Responsibility

Humanitarian organisations have an ethical obligation to each other to accomplish their tasks responsibly, with integrity, and in a relevant and appropriate manner. They must commit to activities only when they have the means, competencies, skills, and capacity to deliver on their commitments. Decisive and robust prevention of abuses must also be a constant effort.

Complementarity

The diversity of the humanitarian community is an asset if we build on our comparative advantages and complement each other's contributions. Local capacity is one of the main assets that can be enhanced and on which to build. Therefore, whenever possible, humanitarian organisations should strive to make it an integral part of an emergency response. As a key factor here, language and cultural barriers must be overcome.

WOSM Partners

WOSM has formal partnerships or informal cooperation with multiple humanitarian actors. For instance, since 1995, WOSM has had a Memorandum of Understanding (MoU) with UNHCR that invites all Scouts to do something to help refugees. This support ranges from awareness activities to supporting refugees living in refugee camps, centres, and in emergency situations, as well as providing help to refugees outside camps. A lot can still be

done and this MoU sustains all the support that Scouts can give to refugees.

When acting in humanitarian space, NSOs should make sure that they are working according to the humanitarian system, following the cluster approach and adhering to the Principles of Partnership. We should try our best to collaborate with other important humanitarian actors and make sure that we are providing the right aid according to the situation in question.



Section 5: Mobilising Resources

Resource mobilisation is a fundamental part of humanitarian organisations. This section provides an overview of potential channels for raising funds. Furthermore, it gives examples of concept papers submitted when applying for funds and outlines good practices during the application process.

Humanitarian Sector Funding

Funding for DRR is complex and can be competitive, with multiple actors often vying for the same sources. More organisations become involved over time. When obtaining funds in times of mobilisation, acting quickly is important; however, in the midst of a response or relief effort time and human resources are often limited.

There are local sources available, for example:

- Government and district institutions
- Local organisations and associations
- Local businesses
- Community fundraising

Possible funding can also be found via international institutional sources, for example:

- International aid agencies (UN, EU, World Bank, Global Development Banks)
- Voluntary funding agencies (missions, trusts, and foundations)
- Bilateral agencies (USAID, CICDA, DFID)
- Foreign embassies with small grants or specific sectoral funding programmes. (All IN Diary, 2018)

Engaging in DRR activities requires the mobilisation of financial resources. Success in funding often comes down to multiple factors and opportunity opening at certain times. Nonetheless, individual skills in identifying and engaging with possible resource partners can help 'tip the scale'. Interacting and reaching out to partners should be carefully coordinated to avoid contradiction and to prevent competing messages being given by the same party.

When potential sponsors are approached, the "product" needs to be clear. What is the comparative advantage your project brings to the table? Why is your project more relevant than others? Identifying your unique selling point will help give your proposal an advantage. At this point, the following key questions should be asked:

- Does the offer provide value for money?
- What is the impact of the project?
- Is your project according to best practices and standards? Is it in line with countries' plans and priorities in DRR?
- What is your resource target? When do you need it?



This section introduces a five-step approach to resource mobilisation. These five steps primarily apply to project sponsors such as funding donors; however, they can also apply to approaching other partners of the project such as donors offering knowledge, networking, or subcontracting.

Identify

Identifying the possible sponsors for your project is an ongoing process that might change as the development of the project moves forward. Correctly matching the project contextual priorities and partners' interests will increase the likelihood of success with a proposed sponsor.

Identifying the party to engage with can depend on a number of factors, namely what resources are needed, the scope and nature of the project, and the applicability for sponsorship. This necessitates research into possible sponsors or partners and often requires detailed knowledge such as partners' priorities, policies, budget, and procedures. Asking the following questions internally might help identify the correct partners:

- Is the country or region a geographic priority for the funding partner? Does the partner have a country or region-specific strategy or any ongoing initiatives that could be relevant?
- What are the resource partners' main areas of intervention in general? Within the country or region?
- How much financial support has the resource partner recently been giving in relation to what a project/organisation requests?
- What is the record of the resource partner in terms of funding initiatives in general and more specifically in the country or region in question?
- Does the funding partner have any preconditions to be met before financing?
- What is the programming cycle of the funding partner? What is the calendar for submitting requests and/or calls for proposals?

- What schemes does the funding partner have (e.g. grants, loans)?
- How can the partners' funding approach be influenced with regard to the required?
- What are the procedures for submitting project proposals?
- Is there a focal point in your country or region?

Propose and Engage

The next step involves putting your offer on the table for sponsors or partners and seizing the opportunity to build a relationship and influence financial decision-makers. In simple terms, conversation needs to be established and maintained regularly to build mutual trust and respect. Below are some tips for successful engagement:

- In person – obtaining a meeting can improve your chances of success as, by making your offer in your own words, you are better equipped to demonstrate the value of the proposal.
- A clear and precise concept note with the project outline is the best way to grab attention - most sponsors prefer a short initial overview with an invitation to collaborate rather than thick documentation containing a fully developed proposal.
- Appealing – the design of the concept note can help grab attention and clarify the proposal and its benefits.
- Personal – find the name of the person responsible for handling the application.
- Well timed in sync with the project timeline.

When engaging with sponsors or partners, it must be remembered that the process is continuous. This is especially true when developing the concept that should be further developed in cooperation with respective parties.

Negotiate and Close

Because this step involves a complex set of knowledge and skills, it is essential that the organisation has on hand the appropriate support mechanisms within the organisation

to proceed successfully. When it comes to finalising the conditions of funding partnerships or service delivery contracts, including the relevant procedures, rules and regulations, it is important to understand the different types of agreements that might be reached.

It is of utmost importance that the organisation receives expert advice on finalising the agreement to ensure that the agreement is in line with legal frameworks. Before reaching a signed agreement, check that the partner's conditions of agreement comply with organisational rules and regulations. In particular, look out for legal rules and regulations while finalising written contract:

- VAT and tax regulations
- Audit and financial reporting
- Payment schedule and reimbursable cost

For extensive or complicated projects, NSOs should consider a legal or financial consultant review of the contract. Once all conditions have been met and clearances have been provided, the contract can be signed.

Manage and Report

Keeping the project sponsor well informed and updated will help build a long-standing relationship. Sometime the reporting and communication with the sponsor is detailed in a contract, but even if that is not the case there is tremendous value in making the effort to update and involve the sponsor in your successes. This can be achieved through acknowledging the sponsor's contribution and thanking them for the support directly or through local media or other means. Some donors require non-disclosure of the donation and that requirement should always be respected.

Communicate Results

One important recommendation is the creation of a communication plan for the project. During implementation, communication of the results (both internally and externally) is often overlooked. By developing a communication plan, it will be easier to assign responsibility and understand when the work needs to be carried out beforehand. The communication plan should convey a set of key messages and define the target audience with the aim of securing broad support for the work of your NSO or the element carrying out the project, not only from the donor community but also from the community and general public. There are multiple ways of communicating your success such as newspaper articles, speeches, videos, social media, and press releases.



Possible Funding Sources

Corporate Fundraising

Raising funds from large companies and small to medium businesses as sponsors can be hard and time consuming but ultimately rewarding.

When approaching a sponsor with a proposal it should be remembered that they most likely receive multiple requests for charitable donations from the same pot of money. Large businesses in particular receive dozens of requests every month. To be successful, a clear vision with a unique selling point helps identify your proposal. Why should the business support you rather than the other proposals they have received? Before approaching the potential sponsor, do your homework and research; investigate relevant information such as previous donations, and whether they have a social responsibility programme or dedicated funds for the occasion. Furthermore, when meeting with potential sponsors, the cultural context of the country needs to be considered regarding who attends the meeting.

When proposing a project to the sponsor, it is important to think about what you are able to offer in return. Businesses are often expected to donate funds with nothing in return; therefore, if your group or Scout association is able to offer something, it might help gaining the advantage. Is there an opportunity to increase the corporate profile in the local community or boost their corporate social responsibility credentials? If successful in corporate fundraising, there is tremendous value in keeping the sponsor updated about your successes and involving them on as many levels as possible, with their permission, ideally building a longstanding relationship.

When obtaining funding, there are legal points to be considered:

- TAX and VAT rules must be considered carefully as the association or Scout group should not unwittingly undertake taxable trading.
- Written agreement governing the donation.

Community Fundraising – Other

Raising funds from local communities is about mobilising the communities to support a cause. The basis of the methodology is that large numbers of people will provide small donations. It is often considered the least cost-effective means of generating income as the donor receives something in return. Depending on the method of mobilising resources, ensuring your actions are legal and safe should be a priority.

Community fundraising has the benefit of raising awareness of the issue in the community and helps the Scouts build credibility and recognition. The following list provides examples of fundraising methods in communities:

- Organising a charity raffle
- Organising an artwork auction
- Organising an international food festival
- A carwash
- Hosting a cake walk
- Selling access to a wishing tree
- Hosting a board game tournament
- Organising a concert
- Hosting movie night
- A yard sale
- Selling themed wristbands
- Door-to-door collections
- Hosting paid book readings
- Pictures with local celebrities
- Hosting a class with an expert
- Collecting cans for recycling (if a reimbursement system is available)
- Hosting a bingo/karaoke night
- Organising a treasure hunt

Digital Fundraising

Digital fundraising campaigns have become an innovative way for non-profit organisations to engage donors in the 21st century. Digital fundraising is used both as a crowdfunding mechanism with multiple smaller donations but also as a platform for donors to become engaged.

Digital fundraising provides non-profits with an opportunity to engage donors in a way that is both educational and entertaining. With digital fundraising campaigns there are possibilities to interact with the donor e.g. through questionnaires, photographs, or other means. They can be shared on social media platforms within the Scout network, therefore reaching more people in short time.

The Scout Donation Platform

The Scout Donation Platform is a global online donation platform dedicated to Scouts. It helps NSOs, National Scout

Associations and Scout groups to fund their projects by engaging with the existing donor and supporter base of World Scouting.

The main difference of the WOSM donation platform in comparison to other online donation platforms is that there is no suggestion that the donors will receive rewards offered in exchange for their support. The Scout Donation Platform might offer recognition to donors, but the main motivation is achieving the objective of the project and creating a positive impact within the community.

The platform is operated with the support of the World Scout Foundation. Thanks to this support no fees are imposed, meaning 100% of the donations collected for the project are transferred to the beneficiary. For a project to be accepted on the donation platform, the NSO/NSA will have to provide approval before donors are able to donate.



How to Frame a Good Proposal/Budget – Guidelines

1. The role of proposal writing in an emergency

Proposal writing is a critical function in an emergency to raise funds from private and institutional donors and to provide a clear design document that project managers can use to implement activities and report against. Emergencies require a particularly high number of proposals to be written within a short amount of time, and a failure to meet proposal writing demands will limit the NSO's ability to raise funds to meet the demands of the response and could damage the NSO's reputation with key donors.

2. Critical steps in proposal writing

Checklist

- Ensure there is sufficient, experienced, and dedicated proposal writing capacity in place to produce a large quantity of good quality proposals within very short time frames.
- Understand that the proposal is an important project design, management, and accountability tool, as well as a fundraising tool.
- Coordinate effectively with other emergency team members, including assessment teams and support units, to secure inputs to the proposal and budget.
- Coordinate with the supporting NSO member to seek guidance on donor requirements and the proposal submission processes.
- Make efficient and effective use of the support available from the NSO member.
- Together with the relevant NSO member, manage donor relations fully to make sure the proposal requirements are clear and to ensure that the project is presented positively.
- Align all proposals with the programme strategy to ensure funding is directed to the highest priorities.
- Circulate brief, general concept papers as quickly as possible to help with fundraising.
- Use the correct donor formats for proposals (as well as the necessary annexes) and follow the instructions closely.

- Follow good design principles to ensure the proposal represents an appropriate and quality intervention that is relevant to the humanitarian needs.
- Clearly identify the needs for co-funding.
- Ensure the proposal is well presented and accurately demonstrates the NSO's capacity.
- Prepare budgets, check for accuracy, and ensure all necessary programme (implementation, monitoring, and evaluation), support and administrative costs are included.
- Ensure coherence between the different documents (budget, proposals, and annexes).
- Submit proposals on time in coordination with the supporting NSO member. Moreover, in accordance with both the lead member and supporting members, review and approve the policies.
- Track proposals using the project pipeline matrix so that information about their status and the overall pipeline is available.
- Ensure that the proposal writer documents and files all critical information and hands over to the implementation team.

3. The importance of the proposal

Proposals are key documents in the NSO's emergency response programmes. While the primary purpose of the proposal is to help secure funding for the NSO's interventions, it is important to understand that the proposal document has other critical functions and that proposals need to be of a good quality to serve all of these. The functions of the proposal are:

- **Fundraising** – Proposals secure funding for NSOs. The proposal must convince the donor that the need that the NSO has identified is important, and that the NSO has the capacity and the right approach to address the needs and achieve good results while also ensuring accountability. A poor-quality proposal, or a proposal that misses the submission deadline, may result in the NSO missing out on important funding opportunities.

- **Design** – The proposal documents the design of a project. Good quality outcomes depend on good quality project designs and on a needs-based approach, so the proposal must be more than just a sales pitch. The proposal must represent an appropriate design (activity and budget design) that will help the NSO to have a positive impact on humanitarian needs while also considering the longer-term implications of its interventions to support the recovery of the affected population (see Annexes for good design principles).
- **Implementation** – The proposal serves as a key management tool for the implementation of projects. The proposal and budget should follow a clear logic and provide an adequate description of the activities and expected outputs to help a project manager implement the project. It also assists with identifying the staff required to carry out project activities. The expected outputs and outcomes must be clear and achievable.
- **Accountability** – The proposal is the document that the NSO will be held accountable against in terms of what it has delivered. The project manager will need to report against what is stated in the proposal, so it is critical that the content is feasible both programmatically and financially, as well as being achievable within the approved time frame.
- It is clear which activities are eligible for the funding application, including needs for co-funding.
- The submission process and deadline are known.
- The process is respected.
- The design of the proposal is in line with the overall response strategy.
- Government requirements for project submission and implementation are clear.
- All team members are clear about what is required from them and when it is required, including
 - assessment and field team members-assessment data and project design inputs
 - how the logistics of the project will be managed, what is required in terms of logistics equipment, staff, and costs
 - human resources-information
 - provision of advice on the costs of items to be procured
 - information about administrative support requirements to be included in the budget
 - budget and financial tracking requirements.

4. Coordinating the proposal development process

The proposal development process requires good coordination within the NSO's humanitarian response team and other stakeholders, as well as with the donor. This coordination is vital as it will ensure time is not wasted, the correct documents are submitted, and urgent deadlines are not missed. The process should be led by the proposal writer.

The NSO's humanitarian response team coordination should ensure:

- The use of the correct proposal and budget format.

5. Aligning proposals with the programme strategy

Proposals must be aligned with the NSO's emergency response programme strategy. This strategy should set programme objectives, key interventions, and overall fundraising targets. In the early stages of an emergency, funding is unfortunately often accepted for activities that may be inappropriate or of a low priority if a clear strategy is not in place, or if there has not been a deliberate alignment of proposals with that strategy. This can lead to implementation problems or simply inefficient use of funding, and it can also lead to over- or under-funding of a response if proposals are not tracked against the overall fundraising targets.

To ensure proposals are aligned with the programme strategy,

- The proposed intervention should clearly outline the funding priorities based on the strategy

- The proposal writer should match funding priorities identified in the strategy with the available funding opportunities.
- Proposals for activities that are not included in the strategy should not be submitted.
- Progress against fundraising targets should be tracked by key activities to ensure that proposal development supports the fundraising development process and particular activities are not over- or under-funded.

6. Concept papers

Initial project concept papers should be prepared as quickly as possible. This allows the NSO to approach donors for potential interest. Generic concept papers, which can be used with a range of donors, are particularly useful for fundraisers to pitch the NSO's programme to private and institutional donors.

The first document shared should be the initial appeal and draft strategy document, followed by a basic project concept paper for the overall programme or project-specific concept papers.

Some donors will require a concept paper to be submitted before inviting NGOs to submit a full proposal. In these scenarios, there will usually be specific guidelines to follow. A format for a generic concept paper and sample concept papers are available in the Annexes.

7. Writing proposals

7.1 Proposal formats

Emergency proposals will usually include:

- Background to the disaster and assessment of the humanitarian needs
- The NSO's strategy and background
- Goals, objectives, activities and impact/result indicators of the proposed project
- An explanation of how the project will address key cross-cutting issues
- A description of the NSO's capacity and management arrangements
- Risk analysis
- The budget
- For some proposals, a log frame.

Proposals must follow the format specified by the donor. Most donors will provide formats that include instructions about what should be written within each section.

Always consult the relevant WOSM consultant (or donor representative) for the most recent proposal and budget format, as well as the guidelines.

If no specific donor format is available, a generic proposal format can be used (See Annexes)

7.2 Tips for proposal writing

The following tips can help with managing the challenges of writing proposals in an emergency environment while conforming to principles for good design and presentation.

Address the challenges of writing proposals in an emergency:

- Time frames are short – many proposals need to be written very quickly during the early phase of an emergency.
- Information and hard facts are scarce – proposal writers need to do the best they can with the available information. Do not be paralysed by scarcity of information. However, do not make false claims about what the NSO will do if you are not sure you can deliver.
- The situation is changing and unpredictable – the proposal needs to build in scope for flexibility.
- It is difficult to strike a balance between providing a robust design for project implementers while ensuring that all specific activities are achievable in an uncertain operating environment.

Make sure proposals meet good principles:

- All projects, including emergency projects, should comply with the NSO's Programme Principles and Standards.
- The design should be based on a thorough assessment of the humanitarian situation.
- Ensure the design is realistic and achievable within the requested budget and time frame.
- Ensure the design is a logical response to address a significant problem. Make sure the proposal is aligned with the NSO's overall programme strategy and comparative advantage.

- Consider the risks facing the project and articulate strategies to manage them.
- Coordinate with other agencies to avoid proposing identical interventions with the affected population.

Make sure the proposal is convincing and well presented:

- Make sure the proposal reflects the NSO's assessment process and understanding of the humanitarian situation and shows that it has been coordinated with other key stakeholders.
- Clearly demonstrate the NSO's capacity both locally and globally.
- Always ensure that the correct donor format for the emergency response is being used.
- Ensure that the writing style is clear, simple, and well edited.
- Ensure that the proposal is logical and makes sense. Double-check to make sure that the instructions provided in the format have been followed exactly.
- If information gaps exist, demonstrate how these gaps are being addressed – do not simply leave them unaddressed.
- Make sure the narrative proposal and the budget are consistent.
- If using a translator, ensure the quality is checked.

8. Budget preparation

Usually, the proposal writer will prepare the initial draft of the budget by entering the line items, with advice from NSO's humanitarian team regarding what support items will be required. The NSO's finance responsible should assist with the costs, accounting and checking of the budget.

Emergency response quick budget checklist

- Can assessment costs be built in?
- Has the correct exchange rate been used?
- Does the budget account for price rises that may result from the emergency?
- Are the NSO's proposed costs realistic and comparable with other NGOs?
- Have sufficient funds been included for:
 - All existing and incoming emergency personnel, salaries, and support costs?
 - Assessment costs?
 - Safety and security equipment and personnel?
 - Telecommunications equipment, call charges and personnel?
 - Adequate support costs for transportation and warehousing, which may have increased?
 - Visibility?
 - Finance costs such as audit fees, money handler fees, etc.?
 - Monitoring and evaluation?



Annex 1: Proposal generic format

1- Project Proposal Summary

Project title		
Type of crisis		
Country and specific location		
Project dates	Date of submission	
	Expected start-up	
	Expected completion	
Agency details	Name	
	Contact officer	
	Telephone/fax/e-mail	
Budget	Total budget	
	Funds from donor	
	Funds from other sources	
Project Goal and targeted beneficiaries		
Summary of the project and planned activities:		

2- Project Overview

2.1 Background
2.2 Needs assessment and project rationale
2.3 Implementing Agency Capacity

3- Project Description

3.1 Goal and Objectives
3.2 Target Beneficiaries and Geographic focus
3.3 Planned Activities and Indicators (Annex summary logframe if available)
3.4 Assumptions and Risk Mitigation Strategy
3.5 Project Management Arrangements

4- Cross-Cutting Themes and Principles

4.1 Gender
4.2 Participation of Beneficiaries
4.3 Partnerships
4.4 Coordination
4.5 Environment
4.6 Protection

5- Monitoring and Reporting

6- Budget (See Annex 2)

Annex 2: Budget generic format

			Exchange rate	\$1=	
Budget	Items (those listed are examples - only sub-headers are mandatory)	Unit (Duration) <i>mainly for personnel</i>	No. of Units	Unit Cost	Total Cost in USD
A1					
A2					
Sum A	SUPPLIES/MATERIALS				
B1					
B2					
Sum B	NON-PERSONNEL				
C1					
C1.1					
C1.2					
	sub-total				
C2					
C2.1					
C2.2					
	sub-total				
Sum C	PERSONNEL				
D1					
D2					
Sum D	PERSONNEL SUPPORT				
E1	Equipment and transport				
E1.1					
E1.2					
	sub-total				
E2	Purchase or rental of equipment				
E2.1					
E2.2					
	sub-total				
E3	Monitoring and evaluation				
E3.1					
E3.2					
	sub-total				
Sum E	OTHERS				
F	SUBTOTAL				
G	NSO MANAGEMENT SUPPORT				
	TOTAL PROJECT COST (F+G)				

Annex 3: Concept Note generic format

1- Background

Describe the nature of the disaster, the people affected, and the responses of other actors to date.

2- Needs assessment

Describe the priority humanitarian needs resulting from the disaster and highlight the most urgent priorities based on unmet needs.

3- NSO's proposed response

Describe the NSO's response, objectives, likely target areas and population, proposed types of interventions/activities and timeframes.

4- NSO's capacity

Describe the NSO's capacity to respond to the emergency, actions already taken, prior experience in this area/country responding to similar needs, scale of capacity already established, and global capacity available to support.

5- Funding requirements

Describe the overall level of funding required by the NSO to support the response, and the specific amount/summary budget being requested from a particular donor if being submitted directly to one donor.

Annex 4: Online Learning

[Humanitarian U: Humanitarian Context, System and Standards](#)

[Humanitarian U: Humanitarian Context, Systems and Standards programme](#)

[Building a Better Response](#)

[BSAFE](#)

[Sphere e-learning courses](#)

[Conflict Sensitive Education](#)

Free Academic Humanitarian courses online

[Introduction to Humanitarian Aid](#)

[International Humanitarian Law in Theory and Practice](#)

[Sustainable Development in Humanitarian Action](#)

[Health in Humanitarian Crises](#)

[Humanitarian Communication: Addressing Key Challenges](#)



SCOUTS®
Creating a Better World

© World Scout Bureau Inc.
SCOUTING DEVELOPMENT
April 2021

World Scout Bureau
Global Support Centre
Kuala Lumpur

Suite 3, Level 17
Menara Sentral Vista
150 Jalan Sultan Abdul Samad
Brickfields
50470 Kuala Lumpur, MALAYSIA

Tel.: + 60 3 2276 9000
Fax: + 60 3 2276 9089

worldbureau@scout.org
scout.org