



*Church Agencies Network  
Disaster Operations*

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Churches Collaborating to  
Enhance Community Resilience  
to Disaster and Conflict

# ROAD MAP TO RESILIENT COMMUNITIES

CHURCH AGENCIES NETWORK – DISASTER OPERATIONS

2021-2026



## ROAD MAP TO RESILIENT COMMUNITIES





## PREAMBLE

CAN DO is now in its fifth year of operation and is in an exciting stage of development. There is growing recognition globally and particularly in the Australian humanitarian context of the role of local faith actors in humanitarian response. This has been evidenced by increased contributions in the humanitarian space by CAN DO members and partners. Reflecting on the last five years, our Road Map and Theory of Change (ToC) have been reviewed and revised. This has been a collaborative process, using workshop feedback from Pacific partners, the CAN DO governance review, annual health checks and ongoing monitoring of the Road Map. While the original ToC focused on building capacity of members and partners in localisation and partnership, the key themes to be included in the next phase of the ToC include; localisation, climate change, the use of traditional knowledge and decolonisation. Each of these themes have been emphasised by CAN DO members and partners as strategic areas they wish to focus on.

CAN DO has achieved a significant amount of what it set out to do since the first iteration of the Road Map. CAN DO has become a highly functioning consortium with significant ability for Australian members and national faith-based partners to coordinate in preparedness and emergencies. CAN DO has developed a Theology to support its work in Disaster Reduction and a Changing Climate and we have also developed a Geographic Information System (GIS) software application that has mapped church facilities that can be used as evacuation centres in emergencies.

In June 2022, the current five year DFAT Australian Humanitarian Partnership (AHP) will come to an end along with the five year Disaster Ready (DR) program. While we have not received formal notification, it is expected that the AHP partnership will be extended for a further five years, without the need for a tender process, and the DR program extended for a further five year phase with a light touch re-design. Both of these extension's highlight what DFAT sees as a very successful partnership and program with the six Australian partners including World Vision, CARE, Oxfam, Plan, Save the Children and Caritas/CAN DO.

This document outlines CAN DO's key tenets and how they continue to influence our future strategy.

## WHO ARE WE?

The Church Agencies Network – Disaster Operations (CAN DO) agencies are:

- Members of the Church Agencies Network (CAN)
- Members of the Australian Council for International Development (ACFID).

As 8 of the 11 members of CAN, we share a strategic vision and have a history of collaboration, sharing skills and resources, and of working towards long-term development objectives and capacity building with our partner agencies. Not all members of CAN currently participate in CAN DO<sup>1</sup>.

As Church agencies we share a common set of values and principles. Our values come from Christian teaching, from the Bible and the traditions of our Churches.

We collectively share a deep commitment to providing humanitarian response to disasters, and longer-term preparedness and risk reduction. We work with indigenous, grass-roots organisations to overcome poverty and injustice through empowering and building capacity of local people.

We are all motivated in our work to follow the example of Jesus Christ, embodying the values of justice, wholeness of life, particular care and concern for the most vulnerable and the inherent worth and dignity of all people.

As ACFID Code signatories we commit to and are bound by the principles of conduct prescribed in that Code.

As denominational or ecumenical agencies, we are accountable to and draw a large part of our support from Australian Church members of our particular denominations.

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<sup>1</sup> As of May 2021, 8 of the 11 members of CAN participate in CAN DO.



With this identity in mind, we commit to the following principles to guide how we interact and operate together:

- Ensure that the Church partners and communities we serve, who are at the coal-face of disaster and conflict risk, are central in our thinking, empowered and resilient.
- Support one another in our roles as Church agencies, sharing best practice and strategies related to organisational management, international programs and policy and professional development
- Collaborate on areas of mutual interest, including (but not limited to) capacity building, program development and implementation, and advocacy
- Inform and contribute to the CAN and the broader humanitarian and development community and the Australian community, particularly through capturing and articulating the value-add of Australian church agencies
- Value both the unity that CAN offers us as Christian institutions as well as the diversity that the network represents, given the unique strengths and partnerships each agency brings
- Learn and continuously improve, to enhance the effectiveness of our programs and partnerships
- Relate to one another with trust, respect and transparency at all times.

We are:

- Act for Peace
- The Adventist Development and Relief Agency Australia
- Anglican Board of Mission (ABM)
- Anglican Overseas Aid
- Australian Lutheran World Service (ALWS)
- Baptist World Aid Australia / Transform Aid International (TAI)
- Caritas Australia (Caritas)
- UnitingWorld (UW)

## OUR STRENGTHS IN HUMANITARIAN WORK INCLUDING STRENGTHENING RESILIENCE

As individual agencies, we play an important role in empowering at risk communities to build resilience through preparation for and response to disaster (encompassing rapid and slow-onset natural disasters, conflict and displacement<sup>2</sup>). Whilst our focus is primarily the Pacific region we may engage in collaborative endeavours globally. Working together, we can increase our impact and the effectiveness of humanitarian and disaster risk management efforts overall.

By collaborating, we provide a network of long established local Church and community partnerships with:

- **Reach** – the combined networks of our Church partners are extensive, providing access to many vulnerable and remote communities, visibility on the ground, and representation of the local community voice both local and national level decision making fora
- **Depth** – our Churches are influential messengers, especially in the Pacific, providing leadership, a network, and faith-based approaches for raising awareness and organising communities to prepare and respond to disasters
- **Social capital for resilience** – we have extensive social structures that provide resilience for people in the face of disaster which can be strengthened for preparedness and response at community and societal scales

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<sup>2</sup> A comprehensive glossary is included at the end of this document to confirm use of particular terms.

- **Integrated approaches** – recognising that aid and development is complex at all levels, we are committed to multidimensional approaches in the way we work, looking beyond the bounds of stand-alone ‘sectors.’ In relation to disaster, we are mindful of the ongoing need for consideration of protection, inclusion, peace-building, climate change adaptation, organisational capacity building and accountability in our work
- **Long-established relationships** – in humanitarian and development programs; an established role in very isolated communities; and good will from local governments. A part of the fabric of local societies, Churches are there before, during and after disasters, represent the community voice in all levels of community decision making and fulfil a key role in influencing duty bearers and decision makers
- **Focus on effectively addressing need** – churches are uniquely placed to provide rapid, needs-based leadership and assistance - they speak the language and have an in-depth understanding of the histories and cultures of their communities
- **Assets** – we have extensive built infrastructure, which could be retro-fitted and prepped for disaster preparedness and response
- **Surge capacity** – employing existing personnel, assets and transport networks to reach vulnerable and isolated communities and regions
- **Low transaction costs** – the collaboration will have a lead agency coordinating the work of members and their partners, with one contact point for funding agencies
- **Capacity building value-add** – we have a range of strengths and skills that can be shared across the Consortium to assist partners in building their capacity
- **Coordinated programs** – for faster, more efficient response, stronger outcomes, and improved learning to strengthen effectiveness through management and outcomes level monitoring, evaluation and reporting
- **Synergies with other programs** – we are delivering humanitarian and development outcomes across a range of programs, which offer synergies through collaboration
- **Solidarity** – many Australians are part of our Church constituencies. We work with these constituencies to inspire and empower people, providing avenues for them to engage in and respond to overcoming poverty, injustice, and humanitarian crises.



## WE ASPIRE TO WORLD HUMANITARIAN GOOD PRACTICE

Our agencies comply with world good practice standards and principles for humanitarian work leading up to, during and post disaster, including [Sphere standards](#), [Core Humanitarian Standards](#), [Red Cross Code of Conduct](#) and the goal and targets of the [Sendai Framework \(2015\)](#) to:

*‘Prevent new and reduce existing disaster risk through the implementation of integrated and inclusive economic, structural, legal, social, health, cultural, educational, environmental, technological, political and institutional measures that prevent and reduce hazard exposure and vulnerability to disaster, increase preparedness for response and recovery, and thus strengthen resilience’*

...in order to achieve:

*‘The substantial reduction of disaster risk and losses in lives, livelihoods and health and in the economic, physical, social, cultural and environmental assets of persons, businesses, communities and countries’*

We also support the [Grand Bargain \(2016\)](#), in particular, workstream 2:

*‘More support and funding tools for local and national responders’*

We agree as a Consortium, to aspire to good practice standards:



- Engaging with communities, civil society, national and local government in planning
- Building social capital and internal resilience
- Coordinating, sharing knowledge, skills and tools
- Managing risks
- Implementing quality, accountability and protection standards
- Adapting our learning from monitoring, evaluation and reporting
- Ensuring the inclusion of all vulnerable members of society
- Remaining needs based in our response

## WHY A ROAD MAP?

This Road Map was developed to:

- Provide a strategic framework for Church agency collaboration in the humanitarian and disaster risk management realm
- Create an internal understanding of our intention in working together and to outline how our current processes work
- Improve communication by establishing a common vision and vocabulary
- Identify opportunities for improvement and recommended future systems and processes
- Map out an overall implementation approach with a series of achievable actions, initiatives and project wins
- Confirm jointly agreed standards and commitment to quality
- Describe the benefits and identify the measures of success
- Achieve a measurable return on our investment

## ROAD MAP ELEMENTS

This Road Map sets out:

- **Vision and mission statement** – how to achieve a clear end vision
- **How we will organise** –Memorandum of Understanding
- **Goals and outcomes** – desired state
- **Theory of change** – how we will change
- **Strategies and timelines** – what we will do to get from current to desired state
- **What will success look like** – performance monitoring framework
- **Risk framework** – what can go wrong
- **Communication plan** – how we engage and get the message out

## VISION<sup>3</sup>

As Church agencies committed to humanitarian imperatives and disaster risk management, we share a common vision:

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*'Churches collaborating to enhance community resilience to disaster and conflict'*

To achieve this vision CAN DO agencies will invest in the Consortium and support our Church partners to:

- Empower local communities as leaders in their context
- Respond quickly and efficiently to humanitarian crisis
- Strengthen preparedness and resilience
- Develop disaster risk management strategies to plan ahead for the future
- Demonstrate commitment to our Faith based values, ensuring a common understanding and operating framework
- Explore their theology and missiology of how to understand traditional knowledge, climate change, natural disaster, human conflict and peace.
- Integrate accepted quality, accountability, protection and inclusion approaches

## HOW WE WILL ORGANISE

CAN DO will operate under the framework of the Australian CAN strategy and emerging structure, but with additional arrangements for collaboration and coordination on humanitarian and disaster risk management work:

### **CAN DO Local Partners**

CAN DO Local Partners are national and local community based organisations (including churches and faith based organisations) who hold established and often term partnerships with CAN DO Australian Member Agencies. CAN DO members and local partners work together in various arrangements as defined by the program within which they work. The Consortium supports CAN DO Members established bilateral partnership with Local Partners.

### **Australian members**

The 8 member agencies that make up CAN DO in Australia.

### **Steering Committee**

The Steering Committee is responsible for the governance, strategic direction and consortium representation, with direct relationships with the Coordination Unit, ANGOs and CAN CEOs.

### **Coordination Unit**

The Coordination Unit fulfils a central coordination function for the consortium, coordinating programming in collaboration with Consortium members, the lead agency, in-country leads, the steering committee, Australian Non-Governmental Organisation (NGO) member agencies and DFAT/Australian Humanitarian Partnership (AHP) Support Unit.

### **Lead Agency**

The Consortium lead agency will host the CU and has overarching responsibility for donor liaison; financial, contract and risk management; reporting and compliance; program oversight and quality assurance. The lead agency will convene members and manage relationships across the consortium and with external stakeholders. Members agree that Caritas Australia will serve as the lead agency for the consortium, at least for the first year of the collaboration.

### **Lead Partner**

The Lead Partner is a local partner responsible for supporting other partners to coordinate and develop joint preparedness plans outside of an emergency and to support in coordination of partner responses during an emergency. In the proposed country the corresponding Lead Partner will have direct links with partner churches, NGOs, local government and DFAT post and will feedback information to their ANGO counterpart to share with the Coordination Unit

### **Lead Member**

In Australia the Lead Member will have a direct working relationship with the Coordination Unit, as well as links to other ANGOs and support in the coordination of member/partner responses.

### Coordination and Collaboration

Opportunities for collaboration include joint workshops, sharing lessons and methods with a view to formulating best practice methodologies for members and partners, advocacy, and joint bidding for formal tenders.

In preparing for and responding to disasters, Consortium members will share intelligence and, as far as possible, coordinate efforts to maximize their speed and impact on the ground, and to avoid duplication of effort.

Members will support the development and sharing of Christian faith-based methods for building the resilience of communities to disasters and conflict; a unique domain of the agencies.

If CAN DO members agree to respond to a tender, agencies that opt in to jointly bid for a formal tender will form a 'consortium' for that tender.

- Member agencies will be transparent about their intentions to tender as part of and separately from CAN DO.
- The nature of the consortium may vary depending on the particular tender - as a minimum these will include:
  - The consortium will comprise a lead partner and lead member; and the Coordination Unit to support the bidding process – all member agencies opting in will contribute to the costs of tendering
  - Agencies will agree on and set out how the consortium will add value to the program and will ensure that the tender includes resourcing for central functions including: program level coordination, financial management and reporting; outcomes level monitoring, evaluation, reporting, communications, advocacy, liaison and consultation with donors and other stakeholders
  - Mechanisms will be prepared to clarify how the consortium will share skills, knowledge and resources and provide training to build the capacities of member agencies and their local partners – the tender will include resource allocations for these functions and activities

Members will collaborate to formulate joint advocacy messages/media, and to build local partner agency capacities in advocacy, to bring the voice of vulnerable communities to governments and funding agencies; and to advocate for CAN DO approaches to resilience and emergency response.

Annual forums will be held for local partners to meet, share experiences, look for opportunities for local collaboration and address local coordination and implementation issues.

### WHAT WE WILL DO DIFFERENTLY

*By leveraging collective strengths and unique faith-based capacities, including through our networks of churches in the Pacific and beyond, CAN DO will coordinate, strengthen and implement humanitarian programs at scale, supporting vulnerable communities to build resilience to disasters.*

### THEORY OF CHANGE

CAN DO's Theory of Change (TOC) is built on years of design, reflection and consideration by CAN DO members and local partners, and specifically on the initial CAN DO Road Map. The Phase 2 TOC has gone through a detailed input and review process including:

Consideration of progress on previous TOC.

- Insights from CAN DO partnership health checks, activation lessons learned surveys and FDGs, and localisation survey and workshop discussions facilitated with local partners (by local facilitators). A summary of these insights was presented and at the CAN DO online workshop in Sept/Oct 2020.





- CAN DO workshops with Australian members and local partners facilitated reflection on these insights and their implications for our future work together.
- Consultation and feedback on the first draft with CAN DO networks including specific meetings with CAN DO humanitarian leads, CAN Program Managers, CAN Program Effectiveness, CAN CEOs, CAN DO Safeguarding Working Group, Local Partner Round Table (& local partner country meetings).

### **Purpose**

The purpose of the Theory of Change is to provide a strategic living document which clearly states our intended outcomes and practical pathways towards those outcomes. The TOC intends to hold in balance transformation goals as well as very practical milestones, in a very complex and dynamic time.

The TOC will be the unifying document of CAN DO's strategy for approximately 5 years (2021 – 2026). The TOC includes specific targets to facilitate reflection and accountability on progress towards outcomes in all dimensions. The TOC will be accompanied by integrated annual workplans and quarterly TOC tracking to facilitate ongoing reflection on progress towards targets, outcomes and outcomes.



**Overarching Goal:** CAN DO will coordinate, build partnerships and work collaboratively, respecting and supporting the role of local faith-based humanitarian actors; in disaster resilience, disaster preparedness and emergency response; with the ultimate goal of increasing locally-led humanitarian reach and impact.

### Partnerships & Coordination

CAN DO Members and Partners work together collaboratively, with strong partnership practice and effective communication and coordination; and prioritise local leadership and voice.

*If... CAN DO coordinates to build and support living and complementary partnerships;*

*Then... we will be increasing space for a collective local leadership and voice in disaster response and preparedness.*

### Capacity & Improvement

CAN DO shares and engages in learning and improvement initiatives to strengthen collaboration and technical capacity of Members and Partners; **with the ultimate goal of strengthening local leadership and humanitarian capacity.**

*If... CAN DO collaborates and facilitates learning & capacity building based on local and partnership priorities;*

*Then... we will improve our localisation and partnership practice, and support the strengthening of local humanitarian leadership.*

### Programs & Initiatives

CAN DO supports locally led humanitarian and DRM program and initiatives; **with a focus on local context, contribution of local and faith based actors, and addressing changing climate (and other root causes).**

*If... locally led programs are designed and delivered focusing on root causes, local priorities (eg. changing climate) and strengths of local and faith based actors (eg. influence, reach, assets, traditional knowledge);*

*Then... communities will be engaged in effective and relevant disaster resilience and response, supported in the appropriate (complementary) ways by local and international actors.*

### Evidence & Research

CAN DO contributes to the growing evidence base of the role of local and faith based humanitarian actors; **which strengthens local leadership, is aligned with local priorities (incl. advocacy), and strengthens local research and evaluation capacity and expression.**

*If... CAN DO collectively builds evidence on practice and impact from a local perspective;*

*Then... the local leadership and valuable contribution of local faith actors will be better understood and communciated, improving our own practice and practice across the sector.*

### Accountability & Standards

CAN DO Members and Partners have systems in place to ensure accountability to each other, to affected communities and stakeholders and are aligned with sector standards; **supporting national alignment and local contextualised standards.**

*If... CAN DO Members & Partners strengthen systems to ensure standards and accountabilities, and ensure the local contextualisation of those standards;*

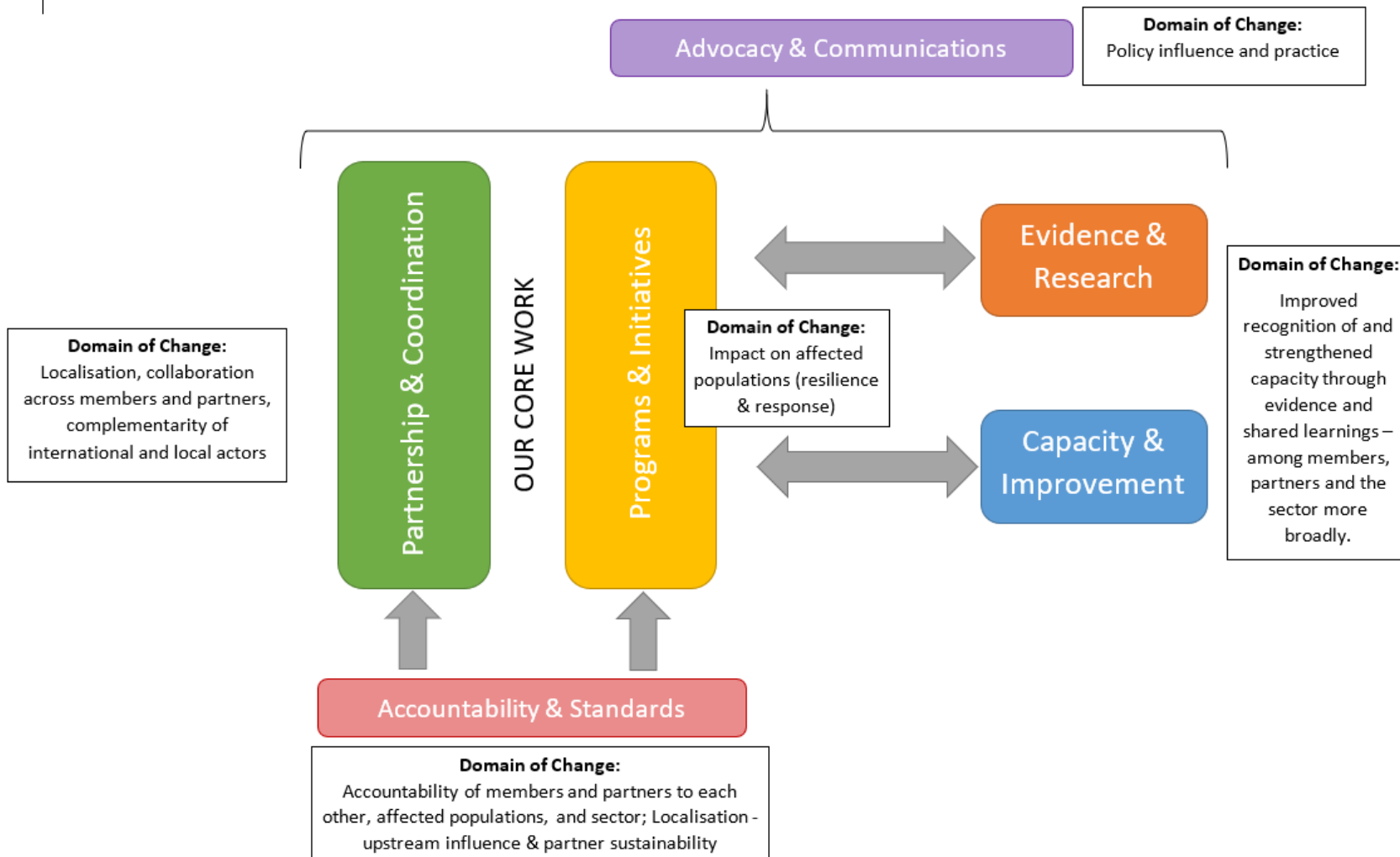
*Then... affected populations will be protected and have stronger participation, partnerships will be strengthened and local partners engagement in humanitarian response will be more sustainable.*

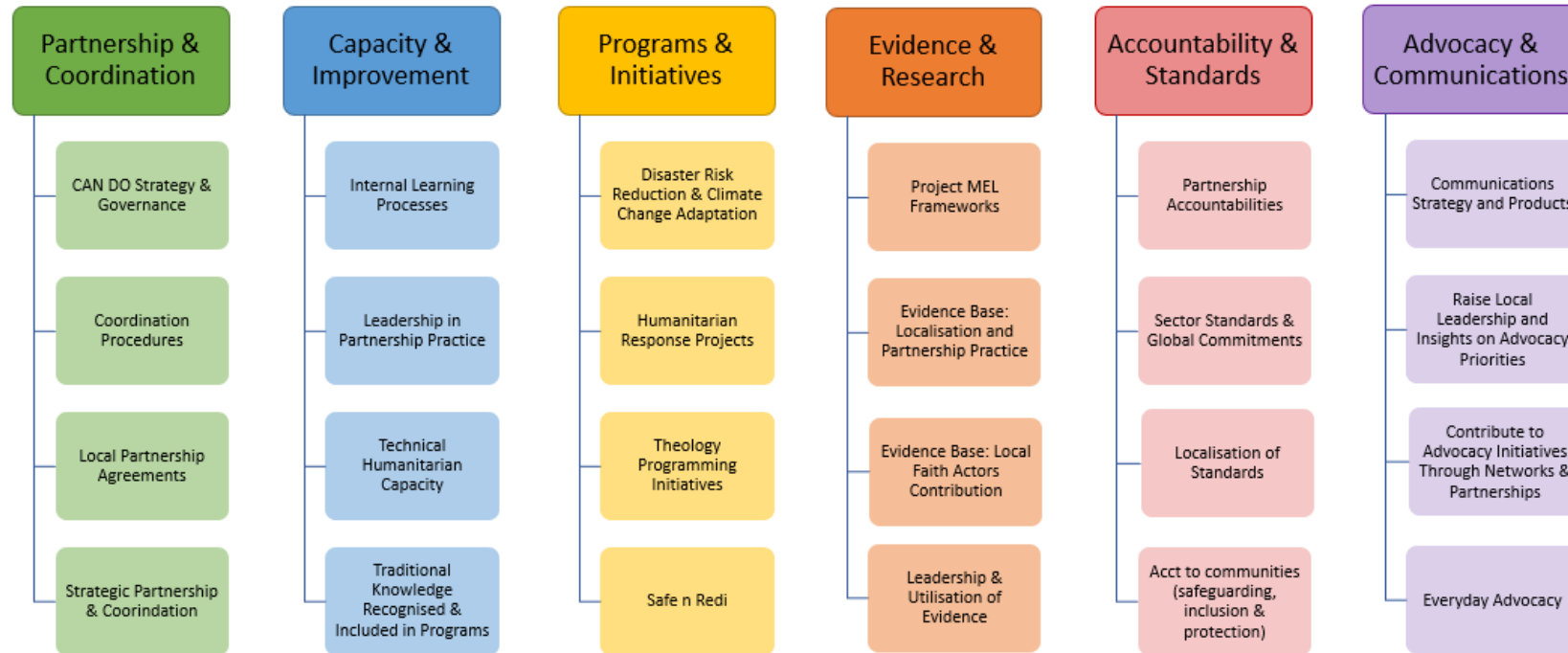
### Advocacy & Communications

CAN DO draws on project evidence and partnership experience to deliver communications and support advocacy initiatives which are **aligned with partner priorities, raise the profile of local leadership, and address climate change (and other root causes).**

*If... CAN DO shares programatic and partnership experience in communications and advocacy;*

*Then... the leadership and insight (prophetic voice) of local faith actors will be recognised and included as credible voice.*







## GLOSSARY OF TERMS

This Road Map uses terminology in accordance with the 3 March 2016 draft working text on terminology of the Sendai Indicator Working Group on Indicators and Terminology<sup>4</sup> unless otherwise indicated in footnotes. These definitions will be amended in further consultation with CAN DO, as necessary, to reflect the definitions in the final text which is due to be adopted in early 2017.

**Traditional and Indigenous Knowledge** refers to culturally specific and relevant knowledge and often long-established environmental awareness and observation. It is often under-recognised in more recently established humanitarian institutions, yet is it a critical element to early warning systems as well as disaster resilience and risk reduction<sup>5</sup>. CAN DO recognises the long established traditional and indigenous knowledge and systems in disaster preparation, mitigation and response and is eager to support local communities, churches and other local partners, to utilise, rediscover and strengthen them.

### Build Back Better

The guiding principle to utilise the reconstruction process to improve living and environmental conditions including through integrating disaster risk reduction into development measures, making nations and communities more resilient to disasters.

### Climate Change

Climate Change refers to a change in the state of the climate that can be identified (e.g., by using statistical tests) by changes in the mean and/or the variability of its properties, and that persists for an extended period, typically decades or longer. Climate change may be due to natural internal processes or external factors such as modulations of the solar cycles, volcanic eruptions, and persistent anthropogenic changes in the composition of the atmosphere or in land use.

### Disaster

A serious disruption of the functioning of a community or a society due to hazardous events interacting with conditions of vulnerability and exposure, leading to widespread human, material, economic and environmental losses and impacts.

### Disaster Management (DM)

The organisation, planning and application of measures preparing for, responding to, and assisting initial recovery from disasters. Note: Disaster risk management (see below) may not completely avert or eliminate the threats. Disaster management focuses on creating and implementing preparedness and other plans to decrease the impact of hazards and build back better. Failure to create or apply a plan could lead to damage to life, assets and lost revenue.

### Disaster Risk

Disaster Risk is considered to be a function of hazard, exposure and vulnerability. It is normally expressed as a probability of loss of life, injury or destroyed or damaged assets which could occur to a system, society or a community in a specific period of time.

### Disaster Risk Management (DRM)

Disaster risk management is the application of disaster risk reduction policies, processes and actions to prevent new risk, reduce existing disaster risk and manage residual risk contributing to the strengthening of resilience. Note: Disaster risk management includes actions designed to avoid the creation of new risks, actions designed to address pre-existing risks, and actions taken to address residual risk and reducing impacts on communities and societies.

### Disaster Risk Reduction (DRR)

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<sup>4</sup> [http://www.preventionweb.net/files/47136\\_workingtextonterminology.pdf](http://www.preventionweb.net/files/47136_workingtextonterminology.pdf), 3 March 2016. Accessed 8 March 2016.

<sup>5</sup> <https://www.thenewhumanitarian.org/feature/2020/08/18/Indigenous-communities-disaster-humanitarian-response-coronavirus>; [https://www.indigenoustr.com/about\\_us](https://www.indigenoustr.com/about_us); <http://www.piango.org/our-news-events/local-traditional-knowledge-needs-acknowledged-humanitarian-work-piango-tells-geneva-workshop/>



Disaster risk reduction is the policy objective aimed at preventing new and reducing existing disaster risk and managing residual risk, all of which contributes to strengthening resilience.

## Emergencies

There are three generally accepted types of emergencies:

- A **Rapid onset emergency** (e.g. earthquake, refugee influx) is a sudden and usually unforeseen event that calls for immediate action to minimise its negative consequences.
- A **Slow Onset Emergency** (e.g. drought) does not emerge from a single, distinct event, but develops gradually over time, often based on different events occurring at one time.
- A **Complex Emergency** refers to a multifaceted humanitarian crisis in a country, region or society where there is a total or considerable breakdown of authority resulting from internal or external conflict and which requires a multi-sectoral, international response that goes beyond the mandate or capacity of any single agency and/or the ongoing UN country programme. Such emergencies have, in particular, a devastating effect on children and women, and call for a complex range of responses<sup>6</sup>.

## Emergency Management

Emergency Management is the organisation and management of resources and responsibilities for addressing all aspects of emergencies, in particular preparedness, response and initial recovery steps.

## Humanitarian Assistance

Humanitarian Assistance is aid that seeks to save lives and alleviate suffering of a crisis affected population. Humanitarian assistance must be provided in accordance with the basic humanitarian principles of humanity, impartiality and neutrality, as stated in General Assembly Resolution 46/182<sup>7</sup>. “Humanitarian assistance” refers to assistance provided by organisations for humanitarian purposes (i.e., non-political, non-commercial, and non-military purposes) during an emergency, to address the physical, material and legal needs of persons of concern. This includes provision of supplies, such as food items, medical supplies, clothing, shelter, latrines, seeds and tools, and infrastructure (schools, roads), as well as the provision of services, such as health, education, nutrition, psychosocial support and protection<sup>8</sup>.

## Humanitarian Action

Humanitarian Action includes assistance, protection and advocacy actions undertaken on an impartial basis in response to human needs resulting from complex political emergencies and natural hazards<sup>9</sup>.

## Humanitarian Engagement

The involvement of humanitarian agencies and organizations within a Complex Emergency to deliver protection, assistance and relief<sup>10</sup>.

## Humanitarian Principles

Humanitarian assistance must be provided in accordance with four core values of humanity, impartiality, neutrality and independence:

- **Humanity:** Human life must be protected and human suffering must be addressed wherever it is found and particular attention should be given to the most vulnerable in a population. The dignity of all victims must be respected.
- **Impartiality:** Humanitarian assistance must be provided only on the basis of needs, and priority must be given to the most urgent cases of distress. Humanitarian assistance must be provided without discrimination on the basis of ethnic origin, gender, nationality, political opinions, race or religion.

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<sup>6</sup> OCHA

<sup>7</sup> OCHA

<sup>8</sup> NGO Humanitarian Reform Project 2013, endorsed by ICVA

<sup>9</sup> ALNAP

<sup>10</sup> OCHA



- **Neutrality:** Humanitarian assistance must be provided without taking sides in hostilities or giving material or political support to parties to an armed conflict or other dispute.
- **Independence:** Organisations must act only under the authority of the organisation's governing body and in line with the organisation's purpose. They must provide humanitarian assistance without following government, political, military or economic policies or actions. The only purpose of humanitarian aid must be to prevent and address human suffering in a crisis<sup>11</sup>.

### Localisation

A process of recognising, respecting and strengthening the leadership by local authorities and the capacity of local civil society in humanitarian action, in order to better address the needs of affected populations and to prepare national actors for future humanitarian responses<sup>12</sup>.

Localisation refers to CAN DO's ongoing commitment to ensuring the local actors (eg. local partners, local churches, local and national civil society, local and national government) are at the centre of humanitarian response, across design, implementation, participation, evaluation and decision making. This requires CAN DO to be accountable to local partners. It also involves systematic change across the humanitarian sector to ensure that local actors are in the driving seat, that power ultimately resides with local actors, that the sector witnesses an increase in funding transfer to national and local organisations, and that response is as local as possible, as international as necessary.

### Locally-Led

Processes which are driven by local actors. For example, a program strategy and/or design which was conceived by local partners. Likewise, locally led decision making refers to processes whereby local partners convene to discuss options on particular actions, and inform CAN DO members, who act based on that local decision.

### Natural Hazard

Natural process or phenomenon that may cause loss of life, injury or other health impacts, property damage, loss of livelihoods and services, social and economic disruption, or environmental damage.

### Preparedness

Preparedness involves activities designed to minimise loss of life and damage, to organise the temporary removal of people and property from a threatened location and to facilitate timely and effective rescue, relief and rehabilitation. See also prevention<sup>13</sup>.

### Prevention

Prevention encompasses activities designed to provide permanent protection from disasters. It includes engineering and other physical protective measures, as well as legislative measures controlling land use and urban planning. See also preparedness<sup>14</sup>.

### Protection

A concept that encompasses all activities aimed at obtaining full respect for the rights of the individual in accordance with the letter and spirit of human rights, refugee and international humanitarian law<sup>15</sup>.

- Protection involves creating an environment conducive to respect for human beings, preventing and/or alleviating the immediate effects of a specific pattern of abuse, and restoring dignified conditions of life through reparation, restitution and rehabilitation.
- Protection risk reduction refers to activities that aim to reduce the risk of violence, coercion and deliberate deprivation by reducing threats and vulnerabilities and increasing capacity.

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<sup>11</sup> NGO Humanitarian Reform Project 2013, endorsed by ICVA

<sup>12</sup> <https://www.oecd.org/development/humanitarian-donors/docs/Localisingtheresponse.pdf>

<sup>13</sup> UNHCR

<sup>14</sup> UNHCR

<sup>15</sup> Definition agreed to by NGOs and ICRC in 1999, since endorsed by IASC and used by the Australian Church Agency Working Group in 2009



## Relief

Assistance and/or intervention during an emergency to meet the life preserving and basic subsistence needs of a community<sup>16</sup>.

## Recovery

Recovery encompasses decisions and actions aimed at restoring or improving the livelihoods, health, economic, physical, social, cultural and environmental assets, systems and activities, of a disaster-affected community or society, aligning with the principles of sustainable development, including build back better to avoid or reduce future disaster risk (Sendai). Recovery is a focus on how best to restore the capacity of the government and communities to rebuild and recover from crisis and to prevent relapses into conflict. In so doing, recovery seeks not only to catalyse sustainable development activities but also to build upon earlier humanitarian programmes to ensure that their inputs become assets for development<sup>17</sup>.

## Resilience

Resilience refers to the ability of a system, community or society exposed to hazards to resist, absorb, accommodate and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions.

Sendai Framework      Sendai Framework for Disaster Risk Reduction (2015-2030).

## Traditional and Indigenous Knowledge

Refers to culturally specific and relevant knowledge and often long-established environmental awareness and observation. It is often under-recognised in more recently established humanitarian institutions, yet is it a critical element to early warning systems as well as disaster resilience and risk reduction<sup>18</sup>. CAN DO recognises the long established traditional and indigenous knowledge and systems in disaster preparation, mitigation and response and is eager to support local communities, churches and other local partners, to utilise, rediscover and strengthen them.

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<sup>16</sup> NGO Humanitarian Reform Project 2013, endorsed by ICVA

<sup>17</sup> UNHCR

<sup>18</sup> <https://www.thenewhumanitarian.org/feature/2020/08/18/Indigenous-communities-disaster-humanitarian-response-coronavirus>;  
[https://www.indigenoustr.com/about\\_us](https://www.indigenoustr.com/about_us); <http://www.piango.org/our-news-events/local-traditional-knowledge-needs-acknowledged-humanitarian-work-piango-tells-geneva-workshop/>