



ACTION FOR DEVELOPMENT

Humanitarian Response Operations Manual

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1. Introduction

The target groups or partner communities of AFD are known to be vulnerable to various risks and hazards such as recurrent drought, flood, human and animal diseases, pests, landslides, conflict, and the like. Given the limited capabilities of our partner communities in terms of livelihood options, deteriorating natural resource base, inadequate market access, imperfect relationship with stakeholders, lack of voice, etc., these hazards often translate into disasters, having adverse and crippling consequences. The challenge is often exacerbated by the delayed, inadequate and subjective response of humanitarian actors.

Resources permitting, AFD had been implementing various humanitarian projects side by side with its conventional development programme, steadily building its competence as a humanitarian actor in the process. Notwithstanding this, a lot more needs to be done to enhance the role, space, and effectiveness of AFD in humanitarian affairs. AFD has a set of policy and procedural manuals with which its development programme is guided. Unfortunately, these do not adequately serve the requirements of timely and quality humanitarian response, as expected by the victims of disasters, and the wider humanitarian community, including funding partners. The development of fit-for-purpose policies and procedures dedicated for humanitarian interventions, and encompassing such issues as HR, finance, procurement, logistics, and the like, are therefore, believed to go a long way in developing AFD's capacity for effective, quality, and accountable humanitarian response.

Taking into account global humanitarian practice, the envisaged procedures will be guided by a number of norms and considerations such as the following:

- Responding effectively in a fast-paced emergency environment presents increased risk. This risk has to be managed with an appropriate level of risk taking;
- Humanitarian effectiveness and quality take precedence over control;
- Getting the right people in place, and enabling them to do their job in safety and security;
- Differential salary and benefits for contract employees employed for the emergency period only;
- Flexible procedures for recruitment, and the procurement of goods and services need to be adopted;
- Effective communication and dialogue need to be in place;
- Consideration of speed, volume and quality in procurement. This has implications in terms of 'paying more now', operating more with cash, personal safety of staff carrying cash, control mechanisms against the risk of fraud, better to over supply than under supply but with effective stock control, pre-identifying and contracting suppliers with capacity to meet AFD's requirement, ensure quality through specification and dialogue among programme and logistic staff, compliance with donor requirements with possibility of negotiated waivers and derogation, appropriate balance of direct and competitive purchase, maintaining roster of vendors/suppliers with periodically updated price list, intensive and structured communication for the follow up of the procurement process and stock level review and reconciliation, development of tracking system for distributions, application of standard AFD documentation as appropriate.
- Timely set-up of the required infrastructure (bae, vehicles, warehouse, communication equipment...)

This document gives the minimum requirements pertaining to the above listed considerations, for all managers, humanitarian officers and logisticians of Action For Development (AFD) involved in, or with responsibilities for humanitarian response operations, at different levels.

2. Objective

The overall objective of this humanitarian response operations manual is to strengthen AFD's capacity to deliver quality and effective humanitarian response programmes and projects. More specifically, it is aimed at the following:

- Ensure speedy, effective, and accountable response, rather than just control.
- Ensure sufficient equipment/supplies infrastructure and personnel are provided on time to meet the programme needs.
- Keeping track of humanitarian operations through accounting for expenditure, and effectively monitoring the status of humanitarian response operations.

3. Key principles

The following section states four key principles which inform the minimum requirements, performance expectations, and decision-making in emergency situations.

3.1 Risk

Risk management plan should be viewed as a management tracker for how risks are being managed, what the exposure is, and where more mitigation is needed.

To understand the level of risk experienced by any given population, analyses of disaster proneness and vulnerability are necessary. A risk-based analysis helps to ensure appropriate planning and sizing of logistics operations according to the context and sector of intervention.

- Risk assessment to identify possible blockages or bottlenecks in the supply chain, and consider possible remedies.
- Risk assessment to prevent fraud. Especially fraud risks related to procurement, etc. are generally high.
- A careful assessment of the security situation along the entire supply chain, and consideration of how to reduce or avoid security risks along transport routes. Logistics capacity analysis is to be integrated in the risk assessment and should take into account:
 - ✓ The internal logistics capacities (of the humanitarian organization);
 - ✓ The external logistics capacities (humanitarian or not)

3.2 People

During the project planning phase, elements that should be defined include; team sizes, definition of skills, job profiles, budget, development of staff (including required training), and the need to outsource. The possibility of pooling resources and/or services with other humanitarian actors should be considered.

It is important to ensure that there is sufficient expertise at both HO and Field Office levels related to logistic support, procurement, transport, warehousing, risk analysis and the greening of logistics.

Get the right people in place, and enable them to do their job. The people deployed should have the right skills, competence and experience to meet AFD expectations. AFD will give its staff the tools to meet the minimum requirements (e.g., pre-printed pads of basic forms) and expects them to use them. AFD will provide logistics capacity in different roles (i.e., management, operational) and will provide sufficient capacity, to allow for breaks, sickness, etc.

AFD shall hire contract employees for the emergency period only. Recruitment of the required staff will be as stated in Section 2 of the HR Manual.

However, different procedures would be followed in the recruitment and placement of personnel for humanitarian and the regular operations. This could be in such ways as:

- Waiver of vacancy announcement (focus on head hunting, and/or keeping a roster of potential candidates, possibly from past service rendered to AFD in humanitarian projects, or other sources, maintaining stand-by employees....);
- Overall strengthening of surge capacity during emergencies; benefits to which short term humanitarian staff would be entitled to (in connection with this, the pension law requires that anyone employed for a period of more than 45 days should be enrolled in the pension scheme. But benefits such as insurance and others can be dropped). This could be compensated by higher than the normal rate of payment.

3.3 Communication and dialogue

Effective communication and dialogue are required to meet programme needs. The logistics function must support programme delivery – the key business objective – and programme management should take the advice provided by support functions into account. Good communication and dialogue are needed to make good decisions around programme direction, plans and changes, specific timelines, whether/how equipment supply needs can be met, and how AFD's policies and procedures are met.

3.4 Purchasing/Procurement

Procurement should be considered from the start of operational planning. A failure to consider procurement sufficiently early could result in the failure of the whole response, as necessary goods or services may not be available in the right volume, quality or time. Well-implemented procurement should consider a broad range of aspects such as: location of items, volume, quantity, quality, availability in specific places and at specific times, packaging, labelling, availability, and proficiency of suppliers.

Procurement planning allows for better sourcing, proportionate procurement (right-sizing), and better anticipation of need. This should result in the punctual delivery of goods and services of the required quantity and quality with greater efficiency. All staff involved in any humanitarian project should be informed and understand what is required for procurement and how to include procurement in operational planning, from the earliest stages.

Content and quality of the data are critical to a procurement plan. To produce this, staff responsible for operations, logistics, finances, and human resources must work together and plan the resources required to meet operational needs and to implement project activities. Performing this exercise in an integrated manner helps to identify opportunities for joint approaches such as joint procurement. A procurement plan should be established from the programming phase and regularly updated throughout the project cycle. It should cover elements including:

- What is needed (quantity and quality of goods, type of services);
- What are the requirements and technical specifications;
- When it is needed;
- How many items are required for the project (size and frequency of procurement);
- Where it is available to procure;
- How it is going to be procured;
- How much it will cost;
- How it will be transported;
- How long it will take to deliver where it's needed; and
- If it will need to be stored and for how long

Procurement includes:

- Goods to be delivered to those in need;
- Logistics capacities provided (e.g., warehousing, transport);
- Financial service - cash transfers;
- Goods and services used by the organization during operations (MRO –maintenance, repair and operations).

Factors that Determine Effective Procurement

Speed, volume and quality are the three factors that determine effective procurement, i.e., act quickly, get the volume needed, of the right quality goods/material with due consideration of value for money. Purchase goods from the right source: normally, local supply is preferred, or through AFD HO (dependent on speed, volume, quality, specialist equipment, donor requirements, etc.).

- **Speed** – The requirement for speed of delivery may have particular implications, such as paying more now; operating more with cash than in normal development contexts where

bank transfers or cheques may be standard; security implications (e.g., personal safety for staff carrying cash); and control mechanisms against the risk of fraud.

- **Volume** – ‘More not less’. It is better to over-supply equipment than under-supply, but this must be accompanied by effective stock control. A vital part of evaluating bids/quotations from suppliers is to ensure that the supplier has the capacity and capability to meet AFD’s requirements.
- **Quality** – Careful specification of the requirement is vital in any procurement process to ensure it meets the end-users’ needs. The specification needs to be clear to suppliers and forms part of the legal contract with them. Good communication is, therefore, essential – between programme and logistics staff, and between logistics staff and suppliers.

4. Minimum Requirements

The following section gives a complete statement of minimum requirements for logistics and supply (including purchasing) for the emergency response. They are designed to allow staff to achieve a reasonable level of control while supporting effective programme delivery. Key processes are shown in boxes (e.g., for buying goods/services).

4.1 Purchasing

Money (see also Finance Policy Manual) – Finance staff will work to set up banking facilities as necessary within two weeks. Cash needs to be provided immediately – whether from FCO or level.

Institutional donor requirements – Institutional donors tend to have specific purchasing requirements, for example on levels (see below) or constraints on where items can be sourced. They will also usually have emergency minimum requirements of their own which need to be understood.

If the emergency project does have institutional funding support, **you must be aware of these contractual requirements**, to ensure compliance with them or to seek to negotiate and agree different arrangements, such as waivers or derogations for particular circumstances.

Process for buying goods/services

There are two possible ways of buying goods/services: the **competitive purchase process** and direct **purchases**.

Direct Purchases can be made up to ETB 200,000 as set out in the Order Value Table below (with AFD default values). The competitive purchase process may be used for orders more than ETB 200,000 (e.g., if the order is not urgent).

Competitive purchase process

This process applies to all purchases except when using direct purchases (see below).

- A Requisition Form is completed, including with budget/agreed code and authorized by the budget holder. Logistics then supply from stock or initiate a purchase (in accordance with different requirements as set out in the Order Value Table below).
- A Purchase Order (PO) is completed to place the order with an external supplier. A PO does not need to be re-authorized by budget holder.
- **Pre-payments:** if advance payments to suppliers are required, authorization has to be in accordance with expenditure limits as set out in delegated authorities.
- A Goods Received Note (GRN) is issued on satisfactory receipt of goods/services i.e., signature records goods received having checked that they meet the specifications (for quantity and quality). Logistics pass PO and GRN to Finance.
- **Tracking orders to ensure effective delivery and accountability:** Documents in the purchasing paper trail need to be cross-referenced e.g., the Supplies Request form shows the numbers of POs raised, POs show the originating Requisition Form number.

Purchases using floats

Use the table below (see first column of Order Value Table for float purchases) in terms of requirements for different levels of expenditure. Account for expenditure, including attaching receipts, on clearance of the float.

Order Value Table

AFD requirements for different levels of purchases/orders are set out in the following table. These are the **default** AFD requirements that apply to emergency situations - **unless** alternative arrangements are needed **in order to comply with institutional donor contracts**. Changes to the default ranges and requirements can be agreed for particular circumstances and time periods if authorized by the Executive Director.

Table 1: Order Value Table

Particular	Direct Purchases	Competitive purchase process (As described above, with Requisition, PO, GRN, PV, invoice).		
		ETB 200,000-500,000 or equivalent order value	ETB 500,000–1,000,000 or equivalent order value	Above ETB 1,000,000 or equivalent order value
Amount	ETB 0–200,000 or equivalent order value	ETB 200,000-500,000 or equivalent order value	ETB 500,000–1,000,000 or equivalent order value	Above ETB 1,000,000 or equivalent order value
Requirement	Account for expenditure, including attaching receipts, once the float is cleared.	Proforma required if no prior agreed price list or pre-qualified supplier exists	Closed bid required. Record rationale for decision on supplier (e.g., speed of delivery, volume, quality, price).	Open bid. Full written quote comparison required, i.e., competitive process. This must: (i) involve procurement committee, and (ii) include advice from the Humanitarian Response and Preparedness Manager.
Comments	No requirement for three quotes.	No requirement for three quotes. You may use a preferred supplier, reference to agreed office price list, or 'pre-qualification' (e.g., supply contract agreed for set duration prior to emergency).	Use of an authorized, preferred supplier fulfils the three-quote requirement Waiving of quote requirement is possible with approval from ED.	This is not a full tender process, but one may be required (as advised by ED) Waiving of quotation/ tender processes is possible with approval from ED.

Evaluating bids/quotations: As stated in the principles section above, a vital part of supplier selection is to ensure you are satisfied that they have the capacity and capability to meet AFD's requirements.

Budget holders: The Humanitarian Response and Preparedness Manager is the budget holder for direct programme areas (e.g., programme equipment, salaries).

Discretionary Allocation

A discretionary allocation is the allocation of a contract when the allocation procedures as indicated above have not been completely implemented. In certain circumstances discretionary allocation may take place even in the case of high values of goods (e.g. in the case of emergency aid and where speed is of the essence), if necessary also dispensing with formal regulations. The reasoning why a discretionary allocation is to be used must be comprehensively elaborated and documented, and subsequently be confirmed in terms of content. Application of a less strict procedure in the cases mentioned below or in any other non-standard situation is considered as a discretionary awarding and must be described, justified, approved by the respective AFD ED and attached to the project documentation. The contracting of a supplier or service provider can only take place following the latter authorization.

Where the contract value is over ETB 200,000 AFD may make exceptions from the competitive bidding rule only in the following cases:

- a) if for particular reasons only ONE company comes into consideration for the service (e.g., special experience, reliability, equipment or particular methods of execution).
- b) if subsequent to extended research and development, contracts need to be granted within an appropriate scope and within an appropriate timeframe to the supplier involved in the research and development
- c) if a particular company holds industrial or intellectual property rights in connection with the services, unless the ordering party or other companies have an authorization of use of these rights.
- d) if a minor subsequent order follows on from an existing contract, where the price is no higher than the price in the original contract, and when a tendering procedure is not expected to produce any economic result. These follow-on orders should not exceed in total 20% of the value of the original service.
- e) if spare parts or accessories for machinery, tools etc. are to be obtained from the supplier of the original contract, when these items cannot be obtained from other suppliers in acceptable conditions, or cannot be obtained under commercially economic conditions.
- f) if the service is particularly urgent, due to third party circumstances.
- g) if required for reasons of confidentiality.
- h) if the type and scope of the service cannot be described in a sufficiently clear and exhaustive manner as to adequately comparable bids may be expected.
- i) in the case of services which demand particular creative abilities.
- j) if the services are offered by bidders which belong to legally authorized cartels with pricing agreements or joint marketing organizations, and no non-cartel bidders are available.
- k) in the case of an advantageous opportunity.
- l) if after the cancelling of a public or restricted tendering process a new tendering process does not hold the prospect of any economic advantage.
- m) If the awarding of services is intended for penal institutions, youth welfare institutions, educational and training institutions or similar organizations.

It is important to strictly adhere to these procedures and keep exceptions to an absolute minimum. The ED of AFD or his/her delegate must approve in writing, all exceptions to the policy, which requires competitive bidding.

4.2 Procurement/Supply

For requirements for records of assets, see Property Management Manual.

From day 1, set up a '**procurement system**' (e.g., standard AFD system for organizing purchases on paper or spreadsheet). Focus needs to be on expected delivery dates (rather than on order dates). Delivery date information is essential for routine communications with programme and other staff and personal organization.

From day 1, set up a **vendor/supplier list** – i.e., a database or spreadsheet of contacts – showing who to go to for what, prices, etc. This can be part of the ‘procurement system’ (above). Ideally this should be in place prior to the emergency, as part of emergency preparedness.

Structured communications (e.g., at daily coordination meetings) need to take place within the initial two-month period and should cover the orders placed, expected delivery dates, quantities, quality, new orders placed and stock levels.

4.3 Warehousing and Transport

There are various challenges in warehouse management; one major challenge is the availability of warehousing space, especially in the immediate aftermath of a disaster. As such, it may be necessary to create warehouse space by converting any available space into a warehousing and by using this space efficiently. In addition, depending on the size and location of the operation, outsourcing the warehousing operation to a commercial company could be an option. If this is not possible, it is important to find a warehouse location where goods can be stored securely (e.g., to protect against looting).

A single person must always be designated as **responsible for the stock** (i.e., Warehouse Storekeeper) and for ensuring that standard AFD documentation is completed.

Warehousing and Transport ‘paper flow system’ (AFD standard) needs to be set up within one week, to ensure transfer of responsibility documentation, issue GRNs, etc.

Warehousing and Transport process minimum requirements

- **‘Transfer of responsibility’** documents must be in place and need to be signed for the movement of items. The minimum requirement is to have signed and dated ‘goods in/out’ documents that state what has been received into or released from stock. You must have updated **stock records/bin cards**.
- A **Goods Received Note** (GRN) must be issued for receipt of goods from external suppliers, and connects with the purchasing process (see above).
- **AFD standard stock reports** must be produced weekly.
- Within two months you must do at least one **AFD standard stock reconciliation** and follow up any discrepancies.

4.4 Logistics Distribution

Transport planning, understood as the movement of physical goods, is directly linked to procurement planning, and impacts the environmental footprint of logistics. The transport strategy adopted by humanitarian organizations is directly linked to the context, the needs of the response and the type of intervention. Some of the key elements to consider in a transport strategy include:

- Availability of transport modes and the possible combination of different modes to increase efficiency and effectiveness;
- Joint transport initiatives to maximize efficiency, reduce costs and environmental impact;
- Access in the context of conflict or security risks; safety and risk reduction measures related to transport and fleet management should consider the organization's security and risk management strategy;
- Inclusion of maintenance of vehicles in the project planning;

Logistics preparedness as part of disaster preparedness improves emergency response capacities.

Outsourcing of transport management is a potential option, much like warehousing. In this case, the use of commercial solutions needs to be closely defined with all contractors. There are several options for using commercial operators:

By the end of the first month, **a tracking system for distributions** (AFD standard) must be set up and implemented in close collaboration with programme managers to ensure adequate control and record keeping and to enable reporting in programme distributions.

Programme distribution minimum requirements

Programme team:

- A clear **statement of need/requirement** and a **recipient/beneficiary identification** system needs to be in place (e.g., card, voucher, registration documents), plus a list of the goods you are starting the distribution with (e.g., through delivery notes).
- **Records of the distribution** need to be made, for example through ticking cards/taking vouchers and decreasing the number of items on the list of goods held.
- Count remaining items at end of distribution and **prepare report/documentation** for returning to stock.

Logistics function:

- A **reconciliation** is needed to determine whether:
'stock out' minus 'stock returned' = 'distribution made' plus follow-up action on any discrepancies.

4.5 Identification/deployment of logistics & procurement staff

The emergency response would be coordinated centrally by the Humanitarian Response and Preparedness Manager.

Identify and deploy **one procurement person plus one logistician for each base and welfare logistics capacity** within one week.

4.6 Infrastructure set-up

- a) **Vehicles/Cars** – within one or two days, rent secure and safe vehicle(s) – four-wheel drive preferable.
- b) **Base** – office and staff accommodation to be set up within one week (e.g., contracts on properties signed).
- c) **Communications equipment** – this is dependent on local condition. Priority is given to:
 - HF/VHF radio communications, where possible, to ensure effective national/local communication.
 - Mobile phone where applicable.
 - Email and Internet connections must be established within one week (where applicable).
- d) **Stock/Warehouse** – storage premises to be set up within first week (in practice, requirement may be for much faster set-up).

4.7 Vehicle Management

See also Property and Transport Management manual section 5. Vehicles must be **licensed and insured** (normally third-party insurance). **Responsibility for vehicle maintenance** needs to be defined and written down (e.g., maintenance of each vehicle is assigned to a nominated driver). **Vehicle location ‘system’** needs to be in place to know the whereabouts of vehicles at all times (e.g. through a notice board in the office, regular communications contact).

Rented vehicles need to be covered by a written contract with the owner, in which the driver will abide by AFD’s rules and regulations, and you should always aim for the same standards as in AFD vehicles (e.g., security, safety, maintenance, and communications).

5. Programme Operation Procedures for Humanitarian Response

In the preceding sections of this manual, guidelines pertaining to the Logistic and HR aspects of material and human resource mobilization and management for humanitarian response operations were provided. Technical aspects of humanitarian response operation procedures will be highlighted in this section, with a view to ensuring speedy, effective, inclusive, transparent, and accountable response. The guidelines provided hereunder should be seen in conjunction with the relevant policy and procedural manuals of AFD, as well as the various technical guidelines issued by the concerned FDRE ministries/agencies, as well as international humanitarian actors. A non-exhaustive list of such guidelines is provided below:

AFD’s policy and procedural manuals

- AFD Code of Ethics for Employees

- AFD Safeguarding Policy
- AFD Child Protection Policy
- AFD Complaints Handling and Response Mechanism
- AFD Gender Policy and Mainstreaming Guideline
- AFD Advocacy Strategy/Guideline
- AFD Communication strategy/Guideline
- AFD Anti-fraud and Anti-corruption Policy
- AFD Conflict of Interest Policy
- AFD Participatory Review and Reflection Procedure
- AFD Participatory Planning, Monitoring and Evaluation Guideline
- AFD Emergency Preparedness Plan
- AFD HR Policy and Procedures Manual
- AFD Finance Policy and Procedures Manual
- AFD Property Management and Procurement Policy and Procedures Manual

National and International Guidelines and Norms

- Government disaster risk management policies and strategies such as the DRM Strategic Programme and Investment Framework, Durable Solutions, annual humanitarian appeal documents, vulnerability profiles, contingency plans, etc.;
- International instruments such as International Humanitarian principles and commitments; SPHERE Standards; Livestock Emergency Guidelines and Standards; Core Humanitarian Standards; Protection and safeguarding standards, etc.;
- Specific national and international guidelines pertaining to response in such areas as nutrition, epidemics, livestock emergency, IDPs, WASH, seed supply, multi-purpose cash transfer, distribution norms and rates, etc.;

5.1 Timely, inclusive and effective response

As indicated in the vision and mission of AFD, as well as its strategic plan, the thrust of the organization's programme is resilience building against disasters rather than humanitarian response. It has, therefore, made disaster risk management one of the key thematic areas of engagement. Moreover, all the programme components of the organization complement efforts of resilience building.

Nevertheless, the context and hard reality of AFD's operational areas call for frequent humanitarian interventions of various types and dimensions. Commitment to the humanitarian imperative, coupled with the vulnerability of our target groups, who inhabit fragile and diverse natural and socio-economic environments, make periodic humanitarian response unavoidable. Beyond addressing the underlying factors of vulnerability through its normal development programme, AFD is, therefore duty bound to respond to disasters induced by such hazards as drought, flood, human and animal diseases, pests and pestilence, conflict, frost and hail, fire, and the like.

Needless to mention that our humanitarian response has to be, among other things, timely, inclusive, effective, transparent and accountable. This presupposes enhancement of preparedness and risk reduction capacity and culture at the organizational and community levels. Our response mechanism needs to be structured in such a way that quick action is activated

through existing and tailor-made systems, or the flexible adaptation of our overall systems. In this regard, while many factors need to come into play, such essentials as vigilant scanning of the food security and related situations in the target area, conducting participatory rapid needs assessment, accessing early warning systems of different sources, referring appeal documents, communication and awareness raising, participation in humanitarian coordination mechanisms, mobilizing own and other resources, etc., need to be triggered. While each emergency situation has its own peculiarities and requirements, such initiatives, and those detailed in our Emergency Preparedness Plan/manual, are believed to go some way in preventing and mitigating disasters. Leaving aside specific technical considerations, some essential response processes are provided in the following sections.

5.2 Beneficiary selection

5.2.1 Beneficiary selection criteria

In general terms, the following criteria need to be taken into account in the selection of beneficiaries of our humanitarian response interventions:

- Female-headed households
- Child-headed households.
- Households with at least one pregnant and/or lactating woman
- Households with malnourished children
- Large families with more than 6 children (under 18 years old)
- Households having at least one member with demonstrated severe medical conditions (e.g. Mental illness, chronic illness,)
- Households with at least one elderly person (age 60 and above)
- Households having at least one member with disabilities
- Destitute households (poor) based on the project/program objective

Additional selection criteria may be added based on the project context (IDPs, returnees, refugees, etc. The above list provides a fairly a fairly comprehensive profile of vulnerable people to be targeted. It should, however, be noted that the nature of the emergency determines target groups variably. For instance, those targeted for emergency animal health service are significantly different from those targeted for post-drought/conflict rehabilitation, e.g. Restocking.

5.2.2 Beneficiary selection procedure

A participatory, inclusive, and transparent process of beneficiary selection has to be put in place, with the adoption of the following procedures:

- Identification of the selection criteria;
- Liaising with community structures, sector offices/task forces, and other stakeholders, for information sharing/verification and ensuring proper targeting and avoidance of duplication;
- Prioritization of specific target areas within the project location: areas with less humanitarian support coverage have to get priority for the support;
- Establish a community selection committee which shall:
 - ✓ be selected by the majority of the target community (or introduced to the community if existent)
 - ✓ include representatives of all community groups, such as youth, women, elderly, people with disability, etc.

- ✓ include representatives from each village/community groups (geographic).
- Finalizing beneficiary selection criteria with the community selection committee;
- Announce and post beneficiary selection criteria in public space;
- Once the target location (woreda and kebele) is identified and selection criteria are defined, conduct a meeting with the targeted communities' leaders and/or selection committee (may vary based on context), to define a preliminary beneficiary list based on the set criteria; Household beneficiaries who fulfill most eligibility criteria should be given priority.
- Share the preliminary list of selected beneficiaries with the wider community so as to avoid errors of inclusion or exclusion;
- The list of the beneficiary registration should exceed the targeted distribution by 5%, to be used as a waiting list.
- As appropriate, registration shall be done using AkvoFlow, with the provision of some advance training on the application, if required.

5.2.3 Beneficiary selection and validation

- Validation aimed at ensuring compliance with vulnerability criteria has to take place within 2-5 days after the registration takes place
- Validation is done by an M&E person (M&E focal person); the staff who engage in registration exercise cannot take part in validation exercises.
- M&E person randomly selects 8-10% of the registered beneficiaries and conducts the validation.
- If the 95% and above of the registration details are found to be correct, the registration is deemed correct, and distribution will be cascaded as planned. Otherwise, the registration would be deemed incorrect, and correction will be taken, and the registration will be facilitated for the second time.
- In case the lists provided do not take into account the agreed criteria, the representatives of the community will be asked to provide new lists.
- Also, the information will be verified by other humanitarian partners and the government before the distribution takes place.
- M&E person has to provide a short and brief validation report quickly before the distribution takes place.

5.3 Information Sharing regarding the distribution

As the process of distribution has to be transparent and accountable, the local community, authorities, and other stakeholders will have to be informed of the process of intervention, and constantly kept abreast of developments. Among the information that will be communicated and shared, the following can be cited:

- List of beneficiaries
- Date and time of distribution
- Specific Place of distribution
- Type of support (items and quantities/amount of cash.)
- Method of distribution (e.g. through the head of household/family members, community representative, etc)

- Who is expected to come to the distribution to collect the items
- What beneficiaries are expected to bring to the distribution (e.g. identification documents)
- The number and type of volunteer workers needed from the community
- Rights and obligations of the beneficiaries
- Feedback and complaint mechanisms
- Details on the project, e.g., funding partner/implementer, budget, duration, etc.

The means of information sharing should be based on the local context which is preferable to the community, and safely accessible to them. These may include mass oral communication, posters on public places, house-to-house word of mouth communication, leaflets and fliers, etc. Effort should be made to ensure that no relevant person is left out of the information dissemination process.

5.4 Establishment and activation of feedback and complaint handling mechanism

Feedback and complaint handling procedures play an important role in ensuring that our humanitarian interventions are implemented with quality, effectiveness, fairness, transparency, and accountability, whereby preventing or reducing the potential for mistakes, abuse and corruption, and enhance learning. Due consideration should be made, therefore, to establish or activate feedback and complaint handling structures and procedures at various levels. While details are provided in AFD's Complaints Handling and Response Manual, the basic elements are highlighted below:

5.4.1 Establishment of village/beneficiary level feedback and complaint handling committees

Feedback and complaint handling committees drawn from the beneficiaries themselves will be established at operational or village level to receive, process or forward feedback and complaints received from the beneficiaries. The committees will be constituted by 5-7 members representing cross-sections of the community, including women, youth, and other deprived /vulnerable segments of the society.

5.4.2 What is a complaint?

A complaint is an expression of a specific grievance or dissatisfaction of a beneficiary or stakeholder who is negatively affected by our staff, or who believes that the organization has failed to meet a specific commitment. Likewise, feedback can be provided to contribute to improvement and learning.

5.4.3 Who can complain?

Individuals or groups of beneficiaries, sector offices, NGOs, funding partners, service providers, suppliers, staff, or any other stakeholder adversely affected by our programme or services.

5.4.4 What is the scope of the complaint?

With regard to our humanitarian interventions, complaints lodged by our beneficiaries or other stakeholders, internal or external, are expected to be valid, relevant, and within the responsibility

of AFD or its sphere of influence. On the contrary, there could also be complaints that are beyond the mandate of AFD, which should be referred to other relevant organizations or authorities. Some examples of valid complaints include the following:

- Quality of our intervention and the services we deliver, measured against such criteria as timeliness, relevance, effectiveness, quality of inputs, compliance with standards, involvement of beneficiaries;
- Errors of inclusion or exclusion;
- Negligence in implementation that could entail aggravation of disparities in access to services;
- Disregard of positive and recognized community institutions, knowledge, norms and values;
- Failure to share timely and relevant information with stakeholders, e.g., schedules, beneficiary selection criteria, entitlements, minimum standards, right of complaint, etc.;
- Willful disregard of the humanitarian protection imperative;
- Poor competence of staff, and under performance;
- Gross misconduct or malpractice of staff or any individual associated with the work of the organization, e.g., accepting cash or in-kind gift in return for services provided, fraud, corruption, nepotism, extortion, sexual exploitation, abuse or harassment, child abuse, etc.;
- Promoting one's own political or religious views at the work place or at community level using the resources of the organization, whereby compromising organizational neutrality;
- Non-fulfilment of AFD's stated commitment and values;
- Breach of contractual obligations;
- Breach of civil society code of conduct;
- Willful disregards for organizational/funding partner image and reputation;
- Etc.

These and other related complaints of our stakeholders will be handled with varying levels of priority depending on their sensitivity.

5.4.5 Principles with which the process is guided

The feedback and complaints handling/response process will be guided by the following principles or values:

- Responsiveness
- Honesty
- Transparency
- Impartiality
- Confidentiality
- Accessibility
- Non-retaliation and safety

5.4.6 Methods of lodging complaints

Complaints can be lodged formally or informally, as well as publicly or in anonymity. AFD encourages potential complainants to directly take up their complaints to the responsible village level complaints handling committee members, for processing and forwarding to the relevant committee members at field office and HQ levels. They can also lodge their complaints in various ways as they deem appropriate. These include:

- Complaints committee members at community level
- Complaints boxes placed at village level
- Complaints desks at intervention site level
- Open community meetings where complainants can voice their concerns
- Specific place, date and time arranged by the complaint handling and response committees in prior consultation with the beneficiaries and other stakeholders
- Phone, text, email, or fax messages
- Written letters of complaint
- Private lodging of complaint to a member of staff
- Online by completing the complaint form provided on organizational website.

The addresses and telephone numbers to which complaints can be lodged should be communicated as part of the information sharing process

Having received the complaints, the responsible officers in the various work units of the organization will register the complaints, acknowledge receipt of complaint, investigate the complaint, facilitate corrective action as appropriate, and respond to the complainant.

5.5 Distribution Process

Due consideration should be made to ensure a fair, safe, transparent, inclusive and accessible distribution process. In connection with this, the following should be adhered to:

5.5.1 Before Distribution

- Select/recruit volunteers/enumerators who will support staff during the distribution process
- Set up staff responsible with good gender balance and organize briefing on details of distribution
- Prepare visibility for distribution (banner; distribution forms, tokens...)
- Identify distribution centers in consultation with the local authority and community representatives
- Involve enough persons from a cross section of stakeholders
- Work with local authorities and stakeholders for the provision of enough security to ensure an orderly distribution and crowd-control.

5.5.2 During Distribution:

- Transport items to their location of distribution in a safe way.
- As appropriate, for cash transfer, digital cash transfer can be considered as an option. Staff of banks, or their local agents can also be use for facilitating cash transfer with little risk to the organization.
- The distribution should start on time.
- Distribution should be done against the beneficiary master list prepared in advance
- Organize distribution in an orderly manner, prioritizing pregnant women, female headed HHs, and the elderly, or people with disabilities
- Each Beneficiary/head of the family should sign at the time of receiving relief items such as Cash/NFI, or other items.

- At the moment of delivering the items/cash to the beneficiaries, the items/cash should be counted.
- Any remaining or missing item to deliver should be reported.
- The items delivered to the target groups should be documented both in hard copy and soft copy formats. Where available, Akvo Flow or similar software should be used) to capture the distribution document digitally.
- M&E person has to be assigned to backstop the process.

5.6 Post Distribution Monitoring

As an integral part of AFD's meal function, post-distribution monitoring or assessment should be conducted to assess the relevance, effectiveness, quality, inclusivity, fairness, safety, beneficiary satisfaction, and related features of the process and content of the humanitarian intervention. The results of the PDM would help in taking corrective measures, or informing processes of improvement through learning. It is a means of accountability as well through the identification of gaps or breaches of expected procedures and conduct.

While being a participatory process, the PDM will apply both quantitative and qualitative data collection tools and other related survey methods. Complementary mechanisms such as after-action reviews or participatory review and reflection processes can also applied. To serve its purpose, the PDM presupposes advance planning, the mobilization of the necessary resources in terms of manpower, logistics, equipment, and finance, training of enumerators, preparation of the necessary survey tools, establishment of communication and relationship at beneficiary and institutional levels, ensuring safety and security, and the like. The results of the PDM should be properly analyzed and processed with the use of an appropriate software, and subsequently documented and shared with the beneficiaries and other stakeholders.

As mentioned earlier, what is described above, provides a summary of the procedural aspects that need to be taken into account in connection with our humanitarian interventions. As each response circumstance is different from the other, and as each type of disaster has its own technical response parameters, staff are advised to use this manual in conjunction with the relevant technical as well as policy and procedural manuals of the organization, highlighted above.

Table 2: Overview of Time-Related Minimum Requirements

Day	Human Resource	Infrastructure	Purchasing	Procurement/ Supply	Warehousing and Transport	Programme Distributions
Day 1	Identify Humanitarian Officer and logistician as well as local assistants			Set up procurement system Set up vendor/supplier list		
By end day 2		Arrange/rent safe vehicles	Identify freight-forwarding agent if there are foreign purchases or donation from abroad			
By end week 1	Separate (per base) Humanitarian Officer, local assistants, and logistics posts filled	If there is no AFD Office around the emergency area, set up office and staff accommodation; Set up stock/warehouse; Set up communications infrastructure (radio, mobiles, email, Internet)			Produce weekly stock reports	
By end week 2			Set up bank account (finance). Check paper flow processes are set up and working, with clear staff responsibilities	Check paper flow processes are set up and working, with clear staff responsibilities	Check paper flow processes are set up and working, with clear staff responsibilities	
By end month 1						Check paper flow processes are set up and working, with clear staff responsibilities
On-going in first two months				Routine and structured communications	Produce weekly stock reports	
By end of first two months					Carry out a min of one stock reconciliation (plus action)	