STRENGTHENING RESPONSE CAPACITY AND INSTITUTIONAL DEVELOPMENT FOR EXCELLENCE

STRIDE CONCEPTUAL FRAMEWORK

ISLAMIC RELIEF USA

Islamic Relief Deutschland

Aktion Deutschland Hilft
Bündnis deutscher Hilfsorganisationen

Islamic Relief Worldwide

STRIDE

A GUIDE FOR ISLAMIC RELIEF COUNTRY OFFICES & LOCAL PARTNERS

CONTENTS

Cover photo: Islamic Relief Malaysia

OVERVIEW OF
STRIDE INITIATIVE

Islamic Relief Worldwide has made significant strides in implementing its localisation strategy through the Strengthening Response Capacity and Institutional Development (STRIDE) programme. This strategic initiative, introduced by the Disaster Risk Management Department (DRMD), spans multiple years and countries, with a core focus on enhancing institutional capacity in disaster preparedness and fostering local partnerships. These efforts collectively contribute to the delivery of effective and efficient humanitarian responses.
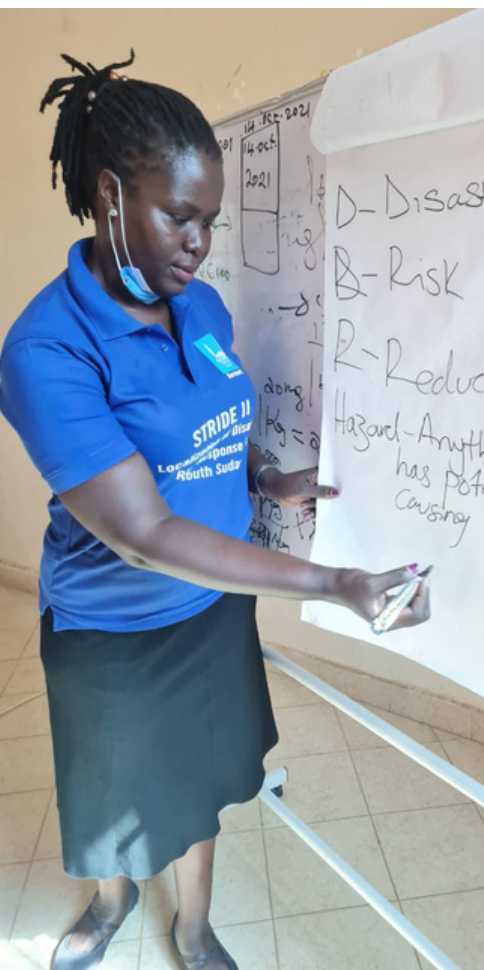
At the heart of STRIDE lies the use of context-specific and inclusive Capacity Self-Assessments (CSAs) as shown in page 32, Annex 5. Conducted by Islamic Relief country programmes and local organisations, these CSAs entail a comprehensive analysis of existing capacities and areas for improvement. The insights derived from these assessments serve as the foundation for STRIDE's development of improvement pathways, aimed at elevating the effectiveness and efficiency of humanitarian programming.

Notably, **STRIDE Phase I**, a three-year initiative generously funded by Islamic Relief USA, successfully piloted this approach in the Asia region. It placed particular emphasis on overall humanitarian capacity strengthening. Valuable insights and key learnings from Phase I have been documented in the independent report by the ODI, providing a rich resource for practitioners and stakeholders.

See ODI's report Localising emergency preparedness and response through partnerships: **https://bit.ly/3FkCQ1B**

Building upon the achievements of Phase I, **STRIDE Phase II** receives support from Islamic Relief USA and Islamic Relief Germany, with backing from the donor Aktion Deutschland Hilft (ADH). This phase extends its global reach, encompassing more than 20 country programmes and local actors across Asia, East Africa, West Africa, and the Middle East and North Africa.

STRIDE Phase II introduces a more holistic approach to preparedness and emphasises genuine, inclusive localisation in target regions.

This approach is aligned with the commitment of the Grand Bargain 2.0 and the principles outlined in the Charter for Change. It ensures an effective organisational response and reinforces Islamic Relief's role as a relevant, value-adding partner of choice that remains prepared and innovative within the humanitarian ecosystem.

See Grand Bargain Annual Independent Report 2023 **https://bit.ly/48ZvFJB**
See page 31, Annex 4: **STRIDE Global Outreach**

STRIDE KEY COMPONENTS

Following are the key component of the STRIDE – II:

01 Enhanced preparedness
Enhancing preparedness at a global level aligned with the Ihsan framework.

02 Humanitarian capacity
Strengthening the comprehensive humanitarian capacity of Islamic Relief country offices and local actors in priority countries.

03 Climate change and DRR integration
Integrating Disaster Risk Reduction (DRR) approach into humanitarian programming.

04 Learning and innovation
Establishing a learning and innovation platform for shared learning and knowledge management.

Ihsan is a set of standards and indicators empowering Islamic Relief offices to self-assess and enhance adherence to global requirements. Aligned with the Core Humanitarian Standard, it ensures quality and accountability in all certified programs worldwide.

EVOLUTION TOWARDS A COMPREHENSIVE FRAMEWORK

STRIDE: Empowering country offices and local partners for humanitarian excellence and resilience – A commitment to localisation, capacity, and innovation

Since 2015, Islamic Relief has been actively identifying and nurturing local partnerships in Asia, predating the global introduction of the localisation agenda after the 2016 *World Humanitarian Summit*. The formal integration of the localisation approach occurred during **STRIDE Phase I (2016 – 2019)**, centring on empowering local actors through an organic and participatory method. This initiative presented Islamic Relief with a tangible opportunity to align with leadership perspectives, organisational strategy, industry trends, and global policy commitments regarding localisation. It also allowed the organisation to enhance our own capabilities. Simultaneously, it addressed shortcomings in emergency preparedness and response, reinforcing the ethos of empowering local communities.

STRIDE emerged as a dedicated programme aimed at forging partnerships and bolstering the capabilities of local organisations outside of the partnerships formed during emergency responses. It stands as Islamic Relief's most extensive and dedicated investment in identifying local organisations poised to benefit from an organisational capacity-strengthening approach, coupled with an emphasis on enhancing knowledge of humanitarian standards. This approach empowered country offices and local organisations to be better prepared for the next emergency, fostered stronger connections with other entities in the humanitarian sector and local authorities, and positioned them more effectively to attract funding from a diversified pool of donors.

The STRIDE framework serves as a fundamental reference document to be used by the STRIDE team, Islamic Relief country offices and, where relevant, existing local partners and potential local actors.

Emergency floods response 2022, Niger State Nigeria

The conceptual framework for **STRIDE Phase II (2020 – 2023)** has been developed based on the insights gained from Phase I, incorporating an advanced version of the localisation framework. This phase primarily concentrates on the operational aspects of the project and caters to the needs of local partners (actors/non-governmental organisations). In contrast, this document adopts a broader perspective, encompassing aspects related to the dynamically evolving humanitarian landscape.
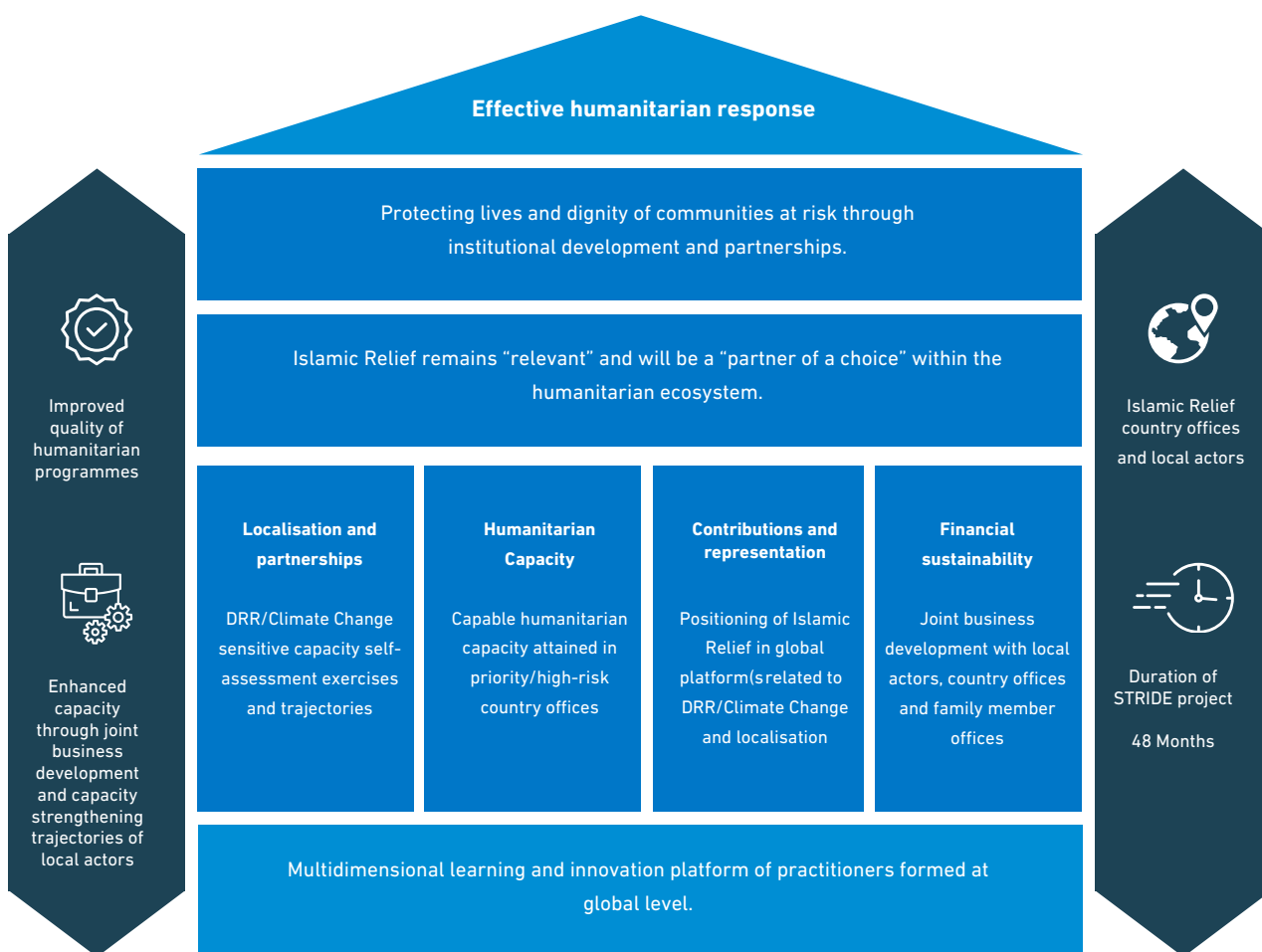
An important consideration when referencing and adapting the STRIDE framework is its complementarity with the existing or any future version of the Ihsan framework. We acknowledge that the scope of STRIDE-II analysis may, at times, delve deeper than Ihsan, particularly concerning the building the capacity of country offices to ensure their continued relevance, value addition, preparedness, status as a partner of choice, and innovation within the humanitarian system(s).

All the fields, indicators, and dimensions within the framework are listed for guidance purposes. They should not be misconstrued as policy directives or definitive precepts. The DRMD, with the support of the Programme Quality Department (PQD), Islamic Relief Country Programmes, and regional management (including desk officers), will conduct an annual review of the framework and make updates where necessary.

STRIDE CONCEPTUAL FRAMEWORK

Let's explore the STRIDE conceptual framework in the context of what is perceived and expected when implementing it on a global scale.

Effective humanitarian response

Protecting lives and dignity of communities at risk through institutional development and partnerships.

Islamic Relief remains "relevant" and will be a "partner of a choice" within the humanitarian ecosystem.

Localisation and partnerships	Humanitarian Capacity	Contributions and representation	Financial sustainability
DRR/Climate Change sensitive capacity self-assessment exercises and trajectories	Capable humanitarian capacity attained in priority/high-risk country offices	Positioning of Islamic Relief in global platform(s related to DRR/Climate Change and localisation	Joint business development with local actors, country offices and family member offices

Multidimensional learning and innovation platform of practitioners formed at global level.

Improved quality of humanitarian programmes

Enhanced capacity through joint business development and capacity strengthening trajectories of local actors

Islamic Relief country offices and local actors

Duration of STRIDE project

48 Months

See page 29, Annex 2: STRIDE Partnership Process Flow
See page 30, Annex 3: STRIDE Partnership Selection Criteria
See page 39, Annex 7: Islamic Relief Approach to Capacity Enhancement Support to Local Actors

STRIDE WORKSTREAMS

Enhancing clarity and purpose

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Considering the multifaceted nature of STRIDE, the project is organised into three distinct workstreams: 1) Institutional development 2) Localisation 3) Foster Collaboration

INSTITUTIONAL DEVELOPMENT

Under this category, we prioritise Islamic Relief country offices based on their vulnerability to natural and human-induced disasters, the scale of their operations, and their capacity to implement programmes. The selected countries will receive support in conducting CSA and developing Capacity Strengthening Trajectories (CSTs) see page 36, Annex 6. Additionally, these offices will receive capacity-strengthening funding to initiate or continue critical priority actions.

LOCALISATION

Localisation is a key focus within the STRIDE-II project. We have held regional meetings with senior management to explore localisation at country and regional levels. In addition to guiding the organisation's strategic direction, the operational aspect of localisation will focus on three key areas:

Presence countries

In response to evolving work modalities and constraints on international non-governmental organisations, we are prioritising localisation and forging partnerships with local actors where Islamic Relief operates. Our goal is to extend our reach and empower local entities, fostering development and enhancing the humanitarian sector.

Non presence countries

In countries where Islamic Relief does not have a presence, we are exploring partnerships with local actors. This strategic approach positions Islamic Relief to respond swiftly in the event of natural or human-induced disasters. These countries are prioritised based on risk and vulnerability indices.

Existing local partners

We are continuing to explore possibilities for joint business development with our existing local non-governmental organisation (NGO) partners from STRIDE-I. Although we have already conducted CSA for these partners, a refresher may be necessary to assess any changes in their capacities over time.

Blog read: Strengthening humanitarian response through local partnerships: Islamic Relief's approach under the STRIDE project: **https://bit.ly/45RmHLX**

FOSTER COLLABORATION

This workstream is designed to foster collaboration and shared understanding between Islamic Relief members and international programmes (implementing offices. Working closely with Islamic Relief members allow our country offices to gain insight into evolving donor interests, including key institutional donors such as Global Affairs Canada (GAC), ADH, Federal Ministry of Economic Cooperation and Development (BMZ), and others. Simultaneously, country offices can provide members with updates on changing ground realities through relevant forums. An important aspect of this workstream is supporting member offices in their own CSA and capacity enhancement efforts.

In partnership with
Canada

Aktion
Deutschland Hilft
Bündnis deutscher Hilfsorganisationen

Federal Ministry
for Economic Cooperation
and Development

STRIDE inception and preparedness workshop, Nepal
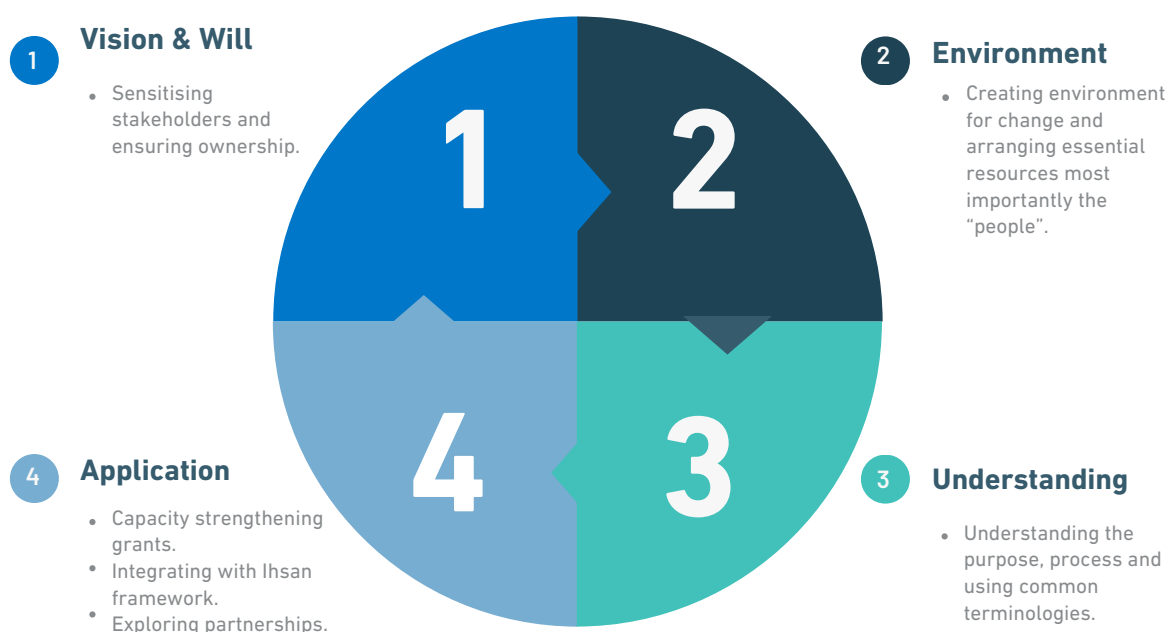
STRIDE TRANSFORMATIVE APPROACH

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The STRIDE transformative approach is about making its conceptual framework's implementation straightforward and easily manageable.

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It involves breaking down complex concepts into manageable work parcels and seamlessly linking them with broader strategies. The overarching goal is to simplify complexity and ensure that our approach remains accessible and effective.

This approach received significant acclaim in the ODI report on STRIDE-I, where it was recognised as a critical success factor. Instead of relying on a complex 'framework' we embrace an 'organic' approach. This means that we build upon our strengths while focusing on improving areas that require attention, commonly referred to as gaps or weaknesses.

The transformative approach provides clear guidance to users, outlining the purpose and process of each step required to achieve our desired objectives. It empowers individuals and teams by offering a structured path toward impactful outcomes.

1 Vision & Will
- Sensitising stakeholders and ensuring ownership.

2 Environment
- Creating environment for change and arranging essential resources most importantly the "people".

4 Application
- Capacity strengthening grants.
- Integrating with Ihsan framework.
- Exploring partnerships.

3 Understanding
- Understanding the purpose, process and using common terminologies.

VISION AND WILL

Sensitising stakeholders and ensuring ownership.

PURPOSE

Understanding our goals.

The overarching objective of STRIDE is clear: "Protecting lives and the dignity of communities at risk through institutional development and partnerships."

This objective is not just a lofty aspiration; it's a shared commitment that should resonate with everyone involved. "Protecting lives and the dignity of communities at risk" aligns with Islamic Relief Worldwide's global mission. STRIDE aims to contribute to this mission by embedding a systematic reality recognised by all internal and external stakeholders.

In a rapidly changing humanitarian sector, we've identified institutional development as a critical focus area. Islamic Relief needs to remain relevant and effective. STRIDE is our vehicle for fostering partnerships with local actors, a vital aspect of our localisation drive. However, it's crucial to understand that STRIDE is not the destination but the starting point. It provides structure and guidance for our teams to engage in institutional development work consciously and continuously, adapting to evolving trends and work modalities.

APPLICATION METHOD

Spreading the vision and ensuring ownership

We must sensitise our team members to ensure that the STRIDE vision is embraced at all levels. Here's how we can share our vision and foster ownership:

1. **Participation in strategic meetings**: Actively engage in strategic meetings at headquarters, regional, and country office levels. These meetings provide platforms for discussing and aligning our vision with the organisation's goals.
2. **Advocacy for organisational development**: Continuously advocate the importance of organisational development and partnerships. Use periodic updates and communication materials to reinforce the significance of these endeavours.
3. **Incorporate relevant sections**: Embed the STRIDE vision into relevant sections of our work. This could involve developing standalone projects or products or integrating our vision into multi-country initiatives.

By implementing these activities, we ensure that the STRIDE vision becomes a shared commitment, driving us toward our ultimate objective of protecting lives and preserving the dignity of vulnerable communities.
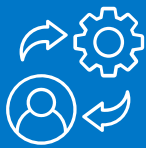
ENVIRONMENT

Enabling change and arranging essential resources.

PURPOSE

The primary purpose of this step is to create an environment conducive to change and to allocate essential resources, with a significant focus on the most crucial resource of all—human capital. Once the organisation's various tiers have aligned to the overarching purpose, the next vital task is identifying and establishing the necessary conditions for collaboration and organisational development. The "dedicated humanitarian leads," especially at the country office level, are at the heart of building this conducive environment. Simultaneously, providing forums where critical staff can actively participate and contribute to the overall objective is paramount.

APPLICATION METHOD

Hiring dedicated humanitarian leads:

Capacity-building hinges on having a workforce with the right qualifications and experience. To address this, the DRMD will advocate appointing dedicated humanitarian leads in all high-risk countries in which Islamic Relief has country offices. The position may be manager or coordinator, or another level,depending on the portfolio and the country office's structure. Ideally, this position should be integrated into the core organisational structure to secure funding for long-term sustainability. Country office management can explore various budget assurance mechanisms, including positioning within the project support budget (PSB) or cross-charging through projects.

STRIDE governance structure:

A well-defined governance structure plays a pivotal role in providing direction, delineating decision-making processes, and validating the project's impact. It ensures the feasibility, relevance, scope, and buy-in from multiple stakeholders involved in project implementation. Moreover, it empowers key project stakeholders to meet requirements and establishes forums for addressing bottlenecks promptly. The governance structure encompasses various levels tailored to the project's scope, ranging from local to global. These levels include the Project Board and Regional Working Groups, each serving distinct roles and functions in the governance structure.

For specific roles of each group/body, please refer to page 27, Annex-1.
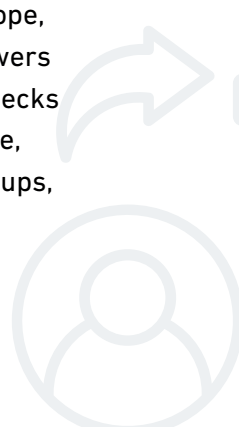
UNDERSTANDING

Clarifying purpose, process, and common terminology.

PURPOSE

Building understanding is essential after knowing what to do to remain relevant in the humanitarian sector. Neglecting this aspect can have severe consequences for long-term success and impact. We need to take necessary steps to ensure Islamic Relief remains at the forefront of the humanitarian sector. We aim to be a professional and forward-looking humanitarian organization. We will use our faith-based values to support communities at risk of humanitarian crises and provide pathways out of poverty.

To emphasise and reflect the importance of what is being done, and what is still needed after building a common understanding, we expect to frequently use the keywords – such as 'remaining relevant', 'fit for purpose' etc – in our conversations and draft any official documents. It is also being considered as one of the measures of success, where team members at all levels start using STRIDE themes in their internal and external communications and reporting. (Refer to the Section 6)

APPLICATION METHOD

We must regularly take a series of actions to achieve this understanding and integration of common terminology. Teams must understand the connections between tools like Ihsan and STRIDE CSA. Critical questions will guide teams to examine the broader humanitarian sector landscape and identify ongoing and upcoming trends, such as localisation, urbanisation, climate change, and evolving work modalities.

The specific actions required include:

- Reviewing and contextualizing the CSA tool and guidelines.
- Organizing orientation sessions on the CSA tool and methodology, including a Training of
- Trainers (TOT) and sessions at the country office level.
- Providing technical support from DRMD and the PQD to country offices in conducting CSAs. Developing CSTs based on the findings of the CSA.

Please refer to page 32, Annex 5 CSA tool and guidelines for specific details.

APPLICATION

Implementing the approach collaboratively.

The application of the STRIDE approach is not confined to a specific timeline; it should be an ongoing and continuous process. However, to facilitate its implementation, we break it down into three primary components:

01 Capacity strengthening grants

Country offices will receive capacity-strengthening grants based on the developed CSTs. While these grants are subject to budgetary constraints, a limited amount will be allocated with the expectation that the recipient country offices will leverage this funding as seed money. The goal is to attract additional resources either through standalone projects or joint business development efforts, including multi-country projects.

02 Integrating with the Ihsan framework

Where capacity-strengthening grants are time-bound and intended for urgent actions, the ideal method DRMD recommends is to implement the CSTs in line with those of Ihsan. It is ideal to integrate actions during day-to-day business activities. Country offices need to include institutional development in their country strategy and annual business plan.

03 Exploring partnerships

Partnerships are integral to improving the outreach of the organisation in the areas or countries in which we don't have a presence or which are operating with a basic structure. Local partnerships are increasingly important as localisation is being encouraged by national governments and key institutional donors. Building and promoting partnerships with appropriate local actors is a foundation of STRIDE. Specific guidelines are available in Annex-5.

STRIDE THEMES

Let's explore the STRIDE themes in the context of what is perceived and expected when implementing it on a global scale.

RELEVANCE

Empowering local actors for locally-led humanitarian responses.

Remaining relevant in the humanitarian sector is synonymous with being "**fit for purpose**." To achieve this, we must address the pressing needs of individuals and communities, whether rooted in underlying factors or induced by natural disasters or human-made crises. Equally vital is our capacity to adapt to evolving contexts and trends. It is important to align with changing circumstances to maintain relevance over time.

One key point that stands out is the paramount importance of local actors and their empowerment. Local organisations understand and respond to the unique needs of their communities. Islamic Relief's STRIDE programme strengthens these local actors, fulfilling global policy commitments related to localisation and enhancing capacity in emergency preparedness and response.

Governments are establishing Disaster Management Authorities and Systems, but alignment with the international humanitarian architecture varies. Anticipating the future based on emerging trends is critical. Challenges include localisation, climate change, urbanisation, pandemics, changing work modalities, government scrutiny, and fundraising competition. Embracing change in mindsets and practices is imperative.

Islamic Relief actively recognises and adapts to emerging trends, advocating for climate action, reducing its carbon footprint, and promoting sustainability. This ensures Islamic Relief remains relevant, enabling locally-led humanitarian responses.

See Islamic Relief joins with Grand Bargain **https://bit.ly/45B1Xrx**
See Islamic Relief and Grand Bargain commitments **https://bit.ly/3M8cOlI**

Theme	Dimensions	Operational dimension
Relevance	Localisation	• Implementation of Grand Bargain and Charter for Change commitments. • Building and strengthening local partnerships and collaborations to enhance relevance and effectiveness.
	Urbanisation	• Addressing challenges related to livelihoods, migration, and preparing for urban-specific humanitarian responses.
	Climate change	• Developing strategies for adaptation and promoting livelihoods diversification to address the impacts of climate change on vulnerable communities.
	Work modalities	• Ensuring acceptance and legal compliance, scaling up operations, optimising response speed, and leveraging technology to stay relevant in evolving humanitarian landscapes.
	Legal status	• Ensuring proper registration and compliance with the legal requirements of the country of operation, thereby facilitating effective humanitarian response and partnerships.
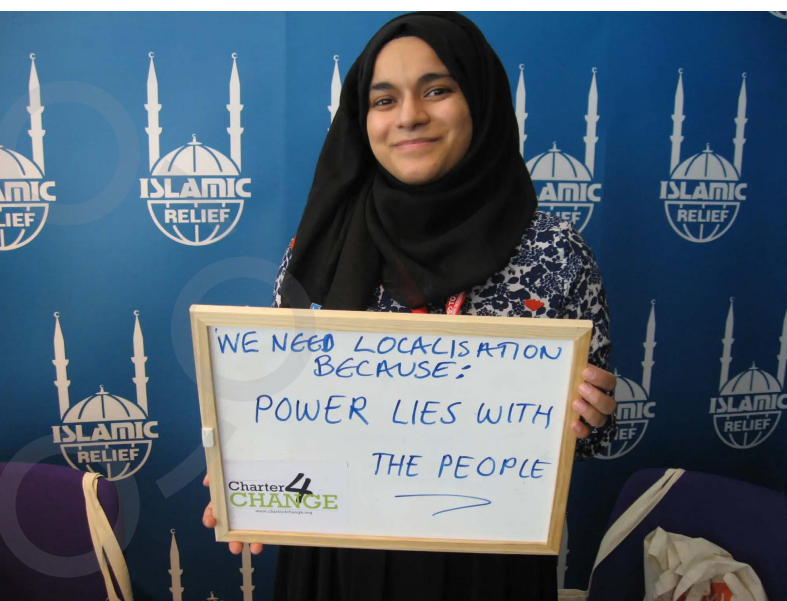
VALUE ADDITION

Strengthening partnerships and expertise.

In the evolving landscape of humanitarian work, Islamic Relief is committed to enhancing its impact by building partnerships and leveraging expertise. As humanitarian organisations face constraints, our mission is to remain relevant and contribute significantly.

We focus on two core objectives: first, *acting as a catalyst for positive change*, and second, *complementing the capabilities of governments and communities*. Establishing formal and concrete partnerships with host governments and local actors is vital to achieving these goals.

Value addition requires a comprehensive understanding of contributing factors. While relevance relates to broader contexts and timing, value addition concerns specific activities. It includes our presence in areas of strategic importance, technical expertise in key thematic areas like water sanitation and hygiene (WASH), food security, livelihoods, and governance, and active engagement in strategic forums.

Our commitment extends to supporting local Disaster Risk Management (DRM) systems, capacity mapping, and knowledge transfer. This approach fosters long-term relationships and sustainable capacity development.

Moreover, we embrace a faith and values-driven approach, incorporating faith-sensitive policies and programmes, which enriches our humanitarian efforts. It demonstrates our dedication to meeting the diverse needs and perspectives of the communities we serve.

Value addition is a multifaceted strategy that permeates our humanitarian work. By strategically positioning ourselves, leveraging expertise, participating actively, supporting local DRM systems, embracing faith-driven values, and strengthening relationships, we ensure relevance and impact in the humanitarian ecosystem.

Theme	Dimensions	Operational dimensions
Value addition	Hazard/ vulnerability mapping	• Ensure presence in strategic priority areas by mapping hazards and vulnerabilities.
	Core expertise	• Apply technical/thematic expertise to enhance programme effectiveness.
	Coordination and networking	• Actively engage in relevant strategic forums to foster collaboration.
	Capacity mapping and support	• Strengthen local DRM systems and fill capacity gaps for resilience.
	Faith and values-driven approach	• Implement faith-sensitive and inspired policies in our programmes.

Focused group discussion with local actors, Lebanon 2023

PREPAREDNESS

Readiness for timely and effective emergency response.

Preparedness is a fundamental aspect of our humanitarian efforts. It entails establishing robust systems and continuously developing our capabilities to respond effectively to ever-evolving contexts and emergencies. This proactive approach makes sure that we can scale up our assistance quickly and efficiently when the need arises.

Our commitment to preparedness extends to regular reviews and adjustments in response to changing circumstances and emerging situations. Instead of elaborate contingency plans, we prioritise practical, straightforward actions that align with the principle of Ihsan, emphasising excellence in our humanitarian work.

Several key organisational dimensions contribute to our preparedness:

1. **Trained human resources**: We invest in our staff's training and skill development to equip them with the necessary expertise for effective response. This includes conducting skills assessments and capacity-building initiatives.
2. **Disaster preparedness planning**: We engage in hazard and risk profiling, capacity assessments, scenario planning, and the development of capacity-building plans to enhance our readiness.
3. **Standard Operating Procedures (SOPs) for emergencies**: SOPs are crucial for consistent response across various areas, including finance, HR, procurement, and the procedures for scaling up or down in emergency situations.
4. **Access to emergency funds and stockpiles**: We ensure the availability and accessibility of emergency funding and, when relevant, maintain stockpiles of relief items.

Preparedness is an ongoing, proactive investment in our ability to fulfil our humanitarian mission effectively. It demands vigilance, adaptability, and an unwavering commitment to enhancing our capacity to serve those in need.

Theme	Dimensions	Operational dimensions
Preparedness	Trained human resources	• Ensuring dedicated humanitarian personnel with appropriate skills, assessed and continually developed.
	Disaster preparedness planning	• Conducting comprehensive hazard and risk profiling, capacity assessments, and scenario planning. Developing a detailed capacity-building plan.
	SOPs for emergencies	• Establishing and regularly updating emergency SOPs for finance, human resources, procurement, and clear procedures for scaling up and down emergency responses.
	Access to emergency funds and stockpile	• Maintaining access to emergency/contingency funding and a well-managed stockpile of relevant relief items for swift response.

Emergency flood response 2023, Kosovo

INNOVATIONS

Creative problem-solving for effective humanitarian response.

Innovation in the humanitarian sector means pursuing unconventional solutions to address complex challenges. Innovation transcends traditional boundaries, offering practical, adaptable responses to diverse humanitarian tasks. The ultimate aim is to simplify intricate problems.

Critics argue that humanitarian innovation often involves adapting existing practices to context-specific needs rather than introducing entirely new concepts. Examples include cash-based interventions, technology-driven beneficiary identification and cash transfers, geographic information systems for assessments, risk financing products, and interagency shared surge rosters.

Three critical dimensions within organisations foster innovation:

1. **Thought leadership**: Cultivating an environment where fresh ideas flourish, promoting innovative thinking.
2. **Enabling environment**: Facilitating the integration of new ideas into regular programmes and strategies.
3. **Resource allocation**: Appropriately funding innovative projects and supporting pilot initiatives.

Innovation is crucial for effective humanitarian response. It compels us to discover creative solutions, adapt to evolving contexts, and continually enhance our capacity to aid those in need. By nurturing innovative thinking and providing resources, we drive positive change and profoundly impact the lives of crisis-affected individuals.

Theme	Dimensions	Operational dimensions
Innovations	Thought leadership	• Fostering innovative ideas and providing support and guidance.
	Environment	• Creating an enabling environment for integrating and adapting new ideas into regular programs and strategies.
	Resources	• Allocating adequate resources, including funding, personnel, and infrastructure, to pilot and implement innovationt.

Enhancing students innovation through science and technology innovation clubs, Gaza

PARTNER OF CHOICE

Attracting funding and priority partnerships.

Achieving the status of a preferred partner is a pivotal milestone closely tied to key principles: relevance, value addition, preparedness, and innovation. It signifies an organisation's consistent embodiment of these qualities.

To attain preferred partner status, an organisation must align seamlessly with the interests and objectives of funding partners, donors, governments, and communities. This alignment is built on a proven track record of effective delivery, making the organisation the top choice for those seeking a meaningful humanitarian impact.

Diversifying the donor base is crucial for preferred partner status, reflecting the organisation's wealth of experience, thematic expertise, and unwavering commitment to compliance standards. This diversity builds trust with funding and working partners.

Proactivity is vital in nurturing relationships with funding partners, peer agencies, and local actors. The organisation must lead, positioning itself as the first choice. This proactive approach should be integrated into CSAs and CSTs.

Key dimensions that facilitate preferred partner status include:

1. **Donor insight**: Maintaining donor intelligence, a proactive opportunity log, compelling positioning, and lobbying are essential for attracting funding and securing preferred partner status. The ability to generate and support high-quality proposals solidifies this position.
2. **Efficient systems**: Establishing robust systems and procedures covering functions, program design, project cycle management (PCM), compliance, and due diligence ensures efficiency and reliability, enhancing the organisation's appeal as a trusted partner.
3. **Learning and adaptation**: Commitment to learning and research is paramount. Being forward-looking and extracting valuable lessons from experiences contribute to the organisation's reputation as a dynamic and adaptive preferred partner.

| Theme	Dimensions	Operational dimension
Partner of choice	Relevant	• Refer to above indicators.
	Value addition	• Refer to above indicators.
	Donor intelligence	• Opportunity log (proactive, reactive). • Positioning and lobbying. • Contact/relationship management. • Number of quality proposals submitted.
	Systems and procedures	• Support functions. • Programme/project design. • PCM. • Compliances and due diligence.
	Learning and research	• Forward-looking analysis. • Learning from experiences.

STRIDE THEMES

Theme	Dimensions	Operational dimensions
Relevance	Localisation	Implementation of Grand Bargain and Charter for Change commitments Building and strengthening local partnerships and collaborations to enhance relevance and effectiveness.
	Urbanisation	Addressing livelihood challenges, migration, and preparing for urban-specific humanitarian responses.
	Climate change	Developing strategies for adaptation and promoting livelihood diversification to address the impacts of climate change on vulnerable communities.
	Work modalities	Ensuring acceptance and legal compliance, scaling up operations, optimising response speed, and leveraging technology to stay relevant in evolving humanitarian landscapes.
	Legal status	Ensuring proper registration and compliance with the legal requirements of the country of operation, thereby facilitating effective humanitarian response and partnerships.
Value addition	Hazard/vlnerability mapping	Ensure presence in strategic priority areas by mapping hazards and vulnerabilities.
	Core expertise	Apply technical/thematic expertise to enhance programme effectiveness.
	Coordination and networking	Actively engage in relevant strategic forums to foster collaboration.
	Capacity mapping and support	Strengthen local DRM systems and fill capacity gaps for resilience.
	Faith and values-driven approach	Implement faith-sensitive and inspired policies in our programmes.
Preparedness	Trained human resources	Ensuring dedicated humanitarian personnel with appropriate skills are assessed and continually developed.
	Disaster preparedness planning	Conducting comprehensive hazard and risk profiling, capacity assessments, and scenario planning. Developing a detailed capacity-building plan.
	SOPs for emergencies	Establishing and regularly updating emergency SOPs for finance, human resources, procurement, and transparent procedures for scaling up and down emergency responses.
	Access to emergency funds and stockpile	Maintaining access to emergency/contingency funding and a well-managed stockpile of relevant relief items for swift response.
Innovations	Thought leadership	Fostering innovative ideas and providing support and guidance.
	Environment	Creating an enabling environment for integrating and adapting new ideas into regular programmes and strategies.
	Resources	Allocating adequate resources, including funding, personnel, and infrastructure, to pilot and implement innovation.
Partner of choice	Relevant	Refer to above indicators.
	Value addition	Refer to above indicators.
	Donor intelligence	Opportunity log (proactive, reactive). Positioning and lobbying Contact/relationship management Number of quality proposals submitted.
	Systems and procedures	Support functions Programme/project design Project Cycle Management (PCM) Compliances and due diligence.
	Learning and research	Forward-looking analysis Learning from previous and present experiences.

STRIDE WORK-STREAMS

Themes	Relevance	Value addition	Preparedness	Innovation	Partner of choice
Workstream	Institutional development	Localisation			Foster collaboration
Target group	Islamic Relief country offices	Islamic Relief presence countries	Islamic Relief non-presence countries	Existing local NGO partners focused under STRIDE-I	Islamic Relief Member Offices
	Bangladesh, Ethiopia, Indonesia, Iraq, Jordan, Kenya, Lebanon, Malawi, Mali, Myanmar, Niger, Occupied Palestinian Territory (Gaza), Pakistan, Philippines, Somalia, South Sudan, Sri Lanka, Sudan, Yemen	Bangladesh, Bangladesh, Ethiopia, Indonesia, Iraq, Jordan, Kenya, Lebanon, Malawi, Mali, Myanmar, Niger, Occupied Palestinian Territory (Gaza), Pakistan, Philippines, Somalia, South Sudan, Sri Lanka, Sudan, Yemen	Democratic Republic of Congo and Nigeria Mozambique and Madagascar	Kingdom of Cambodia, Nepal and the Philippines	Islamic Relief Mauritius, Islamic Relief USA, Islamic Relief South Africa, Islamic Relief Germany and others.
Reference document	STRIDE conceptual framework	STRIDE conceptual framework	STRIDE conceptual framework	STRIDE conceptual framework	STRIDE conceptual framework
Key activities	Expression of Interest and Context Review	Hazard and risk analysis of Islamic Relief presence countries	Review/refresh list of priority countries	Contact country office (s) having existing partners and receive feedback	Brainstorming within STRIDE team and DRMD on potential support areas
	Prioritisation of country offices by the approval committee	Prioritisation of country offices by the approval committee	Consent of Approval committee (if countries revised)	Establish understanding on partners management and formalize communication protocols	Contact Islamic Relief fundraising team on understanding the work nature of Islamic Relief partners, key strengths, challenges and potential support/collaboration areas
	Initial contact and develop understanding on STRIDE-II objectives and processes	Initial contact and develop understanding on STRIDE-II objectives and processes	Establish contact with in-country present peer agencies and local networks	Contact existing partners and establish understanding on STRIDE-II targets	Contact Islamic Relief member offices to discuss and explore potential support areas
	Capacity self-assessment	Partnerships scoping and consultation with regional and country offices	Explore suitable local actors as per criteria	Capacity self-assessment refresher	Develop action plan for support/collaboration
	Capacity strengthening trajectories	Local actors identification	Conduct initial background check using personal contacts/peer agencies	Capacity strengthening trajectories	
	Humanitarian capacity strengthening grants	Due diligence and screening	Due diligence and screening	Joint proposal development	
	Monitoring and reviews	Partnership MOU	Partnership MOU	Joint proposal development	
	Reporting	Capacity Self-Assessment	Capacity Self-Assessment	Exploring funding opportunities	
		Capacity strengthening trajectories	Capacity strengthening trajectories	Monitoring and reviews	
		Humanitarian capacity strengthening grants	Humanitarian capacity strengthening grants	Reporting	
		Monitoring and reviews	Monitoring and reviews		
		Reporting	Reporting		
Consultative stakeholders	Project board, head of regions, regional desks, country offices, PQD, Programme Funding and Partnerships Department (PFPD)	Project board, head of regions, regional desks, country offices, PQD, Programme Funding and Partnerships Department (PFPD)	Project board, head of regions, regional desk officers, country offices, PQD, PFPD and STRIDE-I Partnerships working group members	Project board, head of regions, regional desk officers, country offices, PQD, PFPD and STRIDE-I Partnerships working group members	Project Board, PQD, PFPD, Network and Resource Development Division and Islamic Relief Member Offices

ANNEXURES

ANNEX 1 STRIDE GOVERNANCE STRUCTURE
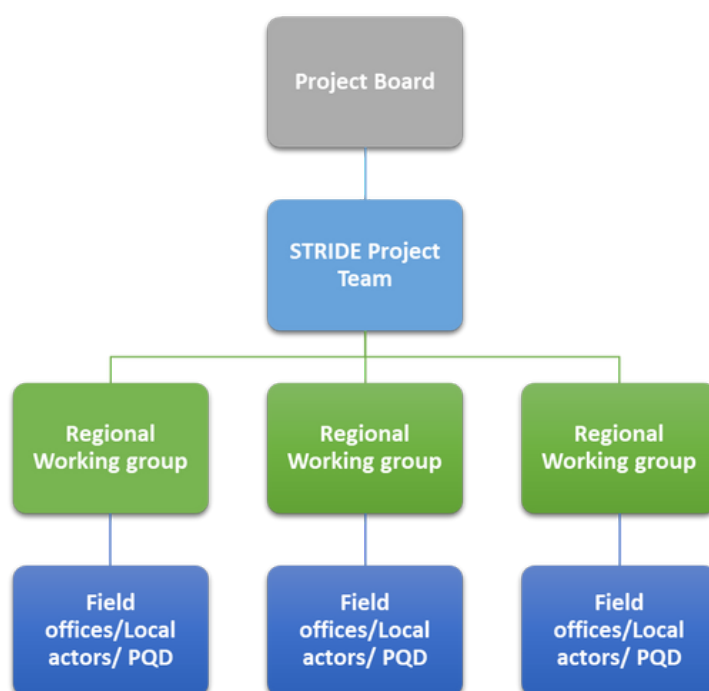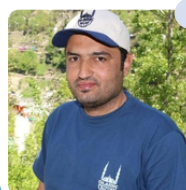

STRIDE PROJECT TEAM

Syed Mudassar Shah
STRIDE Implementation Manager

Zahra Khan Durrani
Learning and Research Coordinator

Qasim Ali Khawaja
Communications and Media Coordinator

Syed Naseeb Ullah
Project Finance and Grants Coordinator

PROJECT BOARD

Responsibility

- The project board will be the main decision-making body and will provide strategic guidance to the project team and where required to the regional working groups.
- The primary role of the project board is to have representation of a diverse group of stakeholders to guide and link with humanitarian initiatives and trends i.e., localisation, resilience and triple nexus.

Members

- International Programmes Director (Lead)
- Head of DRMD
- STRIDE Implementation Manager
- Islamic Relief USA
- Islamic Relief Germany
- Head of regions (on call)

PROJECT TEAM

Responsibility

- Project team is responsible for coordinating and facilitating of the project and controlling different constraints e.g., cost/budget, time, resources etc.

Members

- Head of DRMD
- STRIDE Implementation Manager
- Humanitarian Learning and Research Coordinator
- STRIDE Communications Coordinator
- Project Finance and Grants Coordinator
- Consultants/additional staff (need-based)

REGIONAL WORKING GROUP

Responsibility

- To ensure equitable representation, regional working groups (RWG) will be formed at the regional level i.e., respective regions where STRIDE-II will be implemented.

Members

- Head of region/Regional director (Lead)
- DRMD team member(s)
- Country directors
- Humanitarian managers/coordinators
- PQD/technical advisors
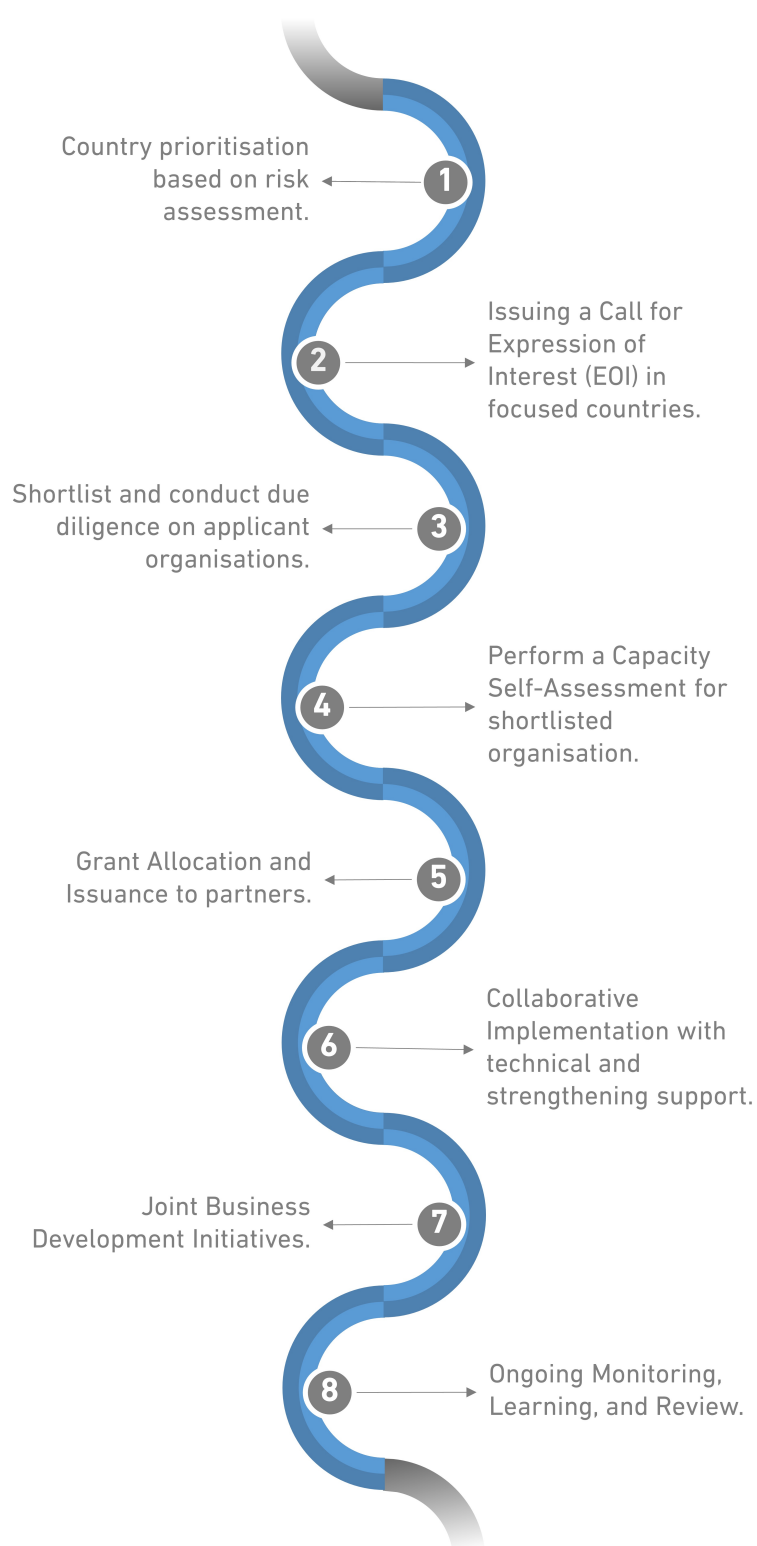- Local actor/partner representatives
- RWGs leads

ANNEX 2 STRIDE PARTNERSHIP PROCESS FLOW

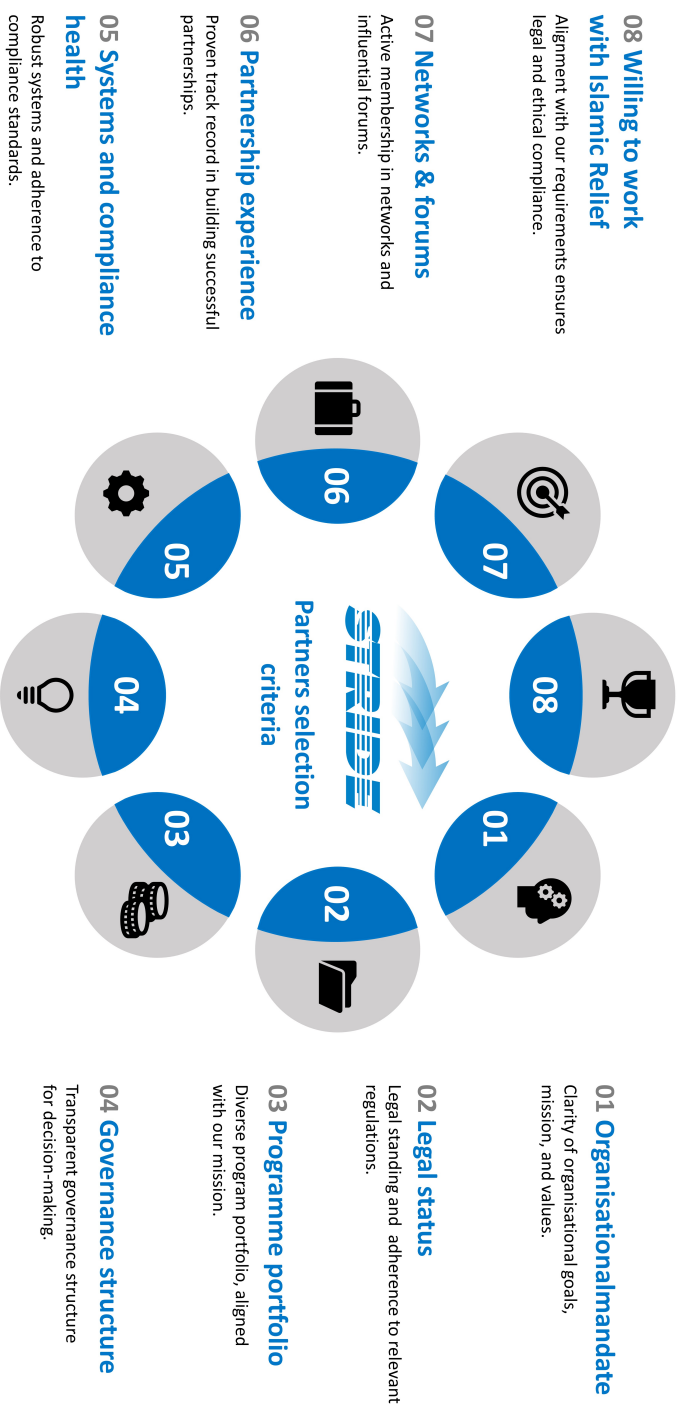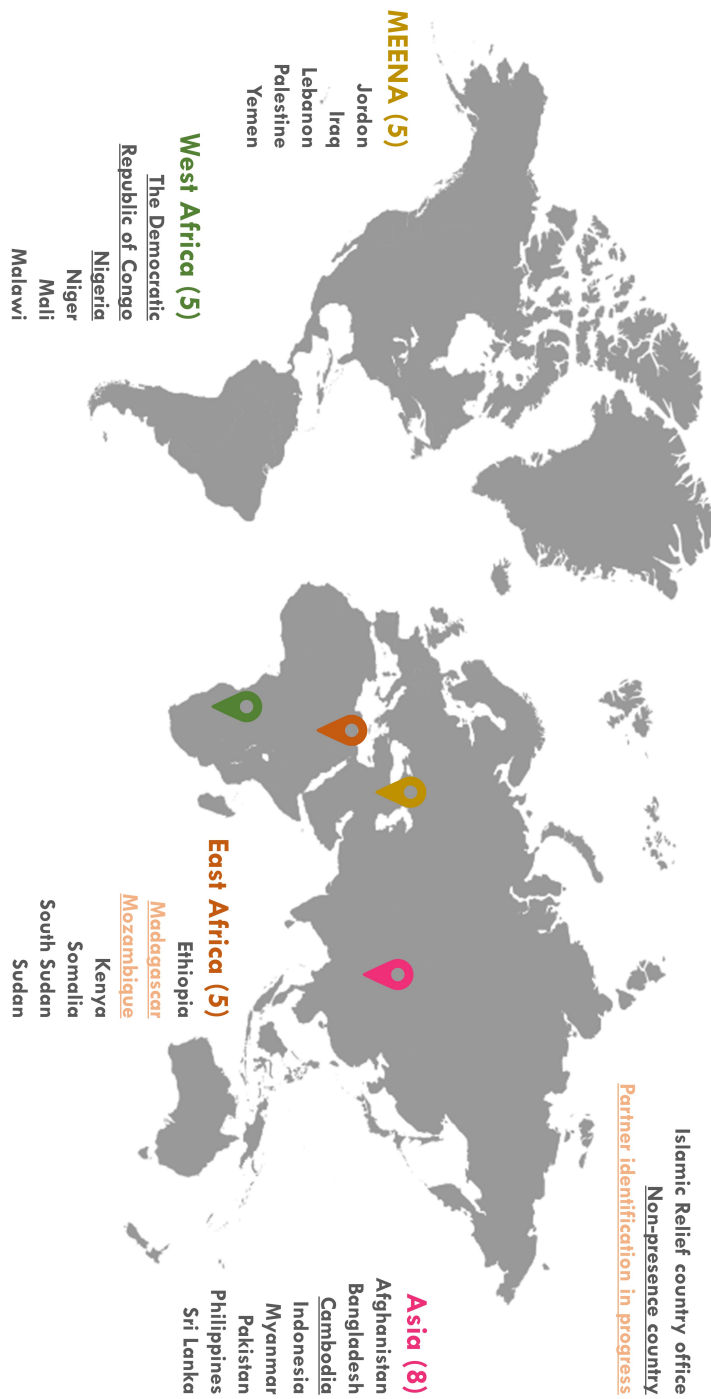**1** Country prioritisation based on risk assessment.

2 Issuing a Call for Expression of Interest (EOI) in focused countries.

3 Shortlist and conduct due diligence on applicant organisations.

4 Perform a Capacity Self-Assessment for shortlisted organisation.

5 Grant Allocation and Issuance to partners.

6 Collaborative Implementation with technical and strengthening support.

7 Joint Business Development Initiatives.

8 Ongoing Monitoring, Learning, and Review.

ANNEX 3
STRIDE
PARTNER SELECTION
CRITERIA

08 Willing to work with Islamic Relief
Alignment with our requirements ensures legal and ethical compliance.

07 Networks & forums
Active membership in networks and influential forums.

06 Partnership experience
Proven track record in building successful partnerships.

05 Systems and compliance health
Robust systems and adherence to compliance standards.

Partners selection criteria

STRIDE

01 Organisationalmandate
Clarity of organisational goals, mission, and values.

02 Legal status
Legal standing and adherence to relevant regulations.

03 Programme portfolio
Diverse program portfolio, aligned with our mission.

04 Governance structure
Transparent governance structure for decision-making.

ANNEX 4
STRIDE
GLOBAL OUTREACH

MEENA (5)
Jordan
Iraq
Lebanon
Palestine
Yemen

West Africa (5)
The Democratic
Republic of Congo
Nigeria
Niger
Mali
Malawi

East Africa (5)
Ethiopia
Madagascar
Mozambique
Kenya
Somalia
South Sudan
Sudan

Asia (8)
Afghanistan
Bangladesh
Cambodia
Indonesia
Myanmar
Pakistan
Philippines
Sri Lanka

Islamic Relief country office
Non-presence country
Partner identification in progress

1

ANNEX 5
GUIDING NOTES & QUESTIONS FOR CAPACITY SELF-ASSESSMENT

Purpose

The following guiding notes questions are intended to complement the Islamic Relief localisation tools and framework, probing or explaining each indicator given in Islamic Relief Worldwide Capacity Assessment Tool. This is not a new indicator list! The purpose of these guiding questions is to support the facilitator in conducting CSA workshop sessions. The guiding questions dig deeper or suggest practical examples that may help workshop participants assess the organisation's humanitarian capacity.

Management structure (MS)

MS1. Organization has a clear humanitarian mandate and priority area reflected in the organisational vision, mission and strategy

- What is the mission of the organisation as per the mission statement?
- Please check if the humanitarian mandate is mentioned in the vision and mission statements of the organisation.
- If not written in the vision/mission/ strategy, Why does the organisation want to do the humanitarian responses? (Need base? Working in disaster districts or because of the financial benefits?)

MS 2. Organisation has a structure that supports the organisation's humanitarian vision, mission and values?

- Discuss your organisation's overall strategy, considering the humanitarian perspective. Is it written down? What are its main themes and priority actions?
- How does the emergency response strategy link to other work your organisation does?
- Is it clear from your organogram who is responsible for humanitarian work? Are there clear links between emergency response and "regular" programmes?
- Is the decision-making process or emergency protocol for humanitarian response clear? Explain how it works.
- What resources does the organisation have on hand for humanitarian work? (e.g., dedicated staff, emergency funds, supplies/equipment). This will also be probed further in the 'Preparedness' section; therefore, here, we need to list these resources.

MS3. From where does the organisation receive the strategic direction, i.e. Board of Directors (BOD), advisor etc.?

- Do you have an organisational management or governing (BOD, etc.) body? How were they appointed?
- When was the last meeting of the governing body? What was on the agenda? Do all the members of the governing body attend?

- Is the governing body sufficiently diverse? Are any perspectives over/underrepresented on
- the board?Are there examples where the governing body has held the organisation's
- executive to account?
  What has been the most useful guidance that the governing body has given the
- organisation? What has been the least useful?
  Does the organisation's executive lead by example? What are the executive's most effective qualities and practices? What are their least effective qualities and practices?

MS4. Membership in humanitarian networks, clusters and government-led disaster management system (responsibilities assigned to team members for attending meetings)

- What are the organisation's current memberships of the Humanitarian networks (national and sub-national levels)?
- Does the organisation's representative attend the regular meetings of the clusters? Are they members of Strategic Advisory Group or any technical group of the clusters?
- What is the level of representation in these clusters/forums (Only mark attendance?)
- Does the organisation have any MoU/ National Framework Reference Agreement with the government disaster management system explaining the organisation's recognised role?

Preparedness and response (PR)

PR1. Organisation has a dedicated/designated humanitarian focal point

- Who is responsible for leading the humanitarian response?
- Is it a full-time position or a need base?
- Does the Humanitarian Focal Point have a team to work with him/er (or a one-man Army?)

PR2. Is the Disaster Preparedness Plan developed, approved and updated regularly? (aligned with country strategy and operational plans, scale up and scale down triggers, categorisation, etc.)

- Have the participants heard about the Disaster Preparedness Plan of their country office (the facilitator needs to ensure they do not mix it with DRR plans)?
- Does the organisation have its approved Disaster Preparedness Plan?
- Does the plan, if availble, align with their strategy and the operational plans?
- Is the emergency declaration process clear in DPP?
- What are the scale-up and scale-down triggers?

Note: This section can be facilitated based upon the scenario of the disaster, asking the participants what they will do when the disaster hit, probing about the time to be spend on each activity they include (such as information gathering, issuing an alert to donors, preparing a situation report, activation of emergency response team, assessment, procurement, mobilisation of relief items, transportation etc.) Calculate the total time needed for the first response: if it is 72 hours this means the organisation is well prepared and does not need much support, but if it is more than 72 hours then there is a need to work on preparedness capacity, for which the tool is DPP. This exercise will cover gap analysis of the organisation's preparedness capacity.; It is also advisable that the facilitator(s) of this exercise have a clear understanding of the disaster response.

PR3. Availability/access to catastrophe/emergency funds

- Does the organisation have any emergency funds available which can be used for the initial response? If yes, what is the mechanism for accessing and replenishing it?
- Is there an approved guideline or policy available for this fund?
- What are the resources from which this fund is maintained (individual donors, percentage from agency management support, etc..)

PR4. Organisation has a rapid assessment tool, and the emergency response team (ERT) has the capacity to conduct the assessment

- Does the organisation have assessment checklists and tools?
- Have they ever used these practically?
- Who does the assessment if disaster strikes and the organisation decides to conduct the assessment? To what extent these tools aligned with the cluster-led joint assessment tools?

PR5. Organisation participates effectively in multi-sector, joint or interagency initiatives such as collaborative assessments, learning, preparedness or response efforts

- Does the organisation work together with other organisations on implementation?
- Does the organisation contribute to joint assessments?
- Does your organisation regularly contribute to cluster meetings? (i.e. more than attend)
- Does your organisation participate in humanitarian consortia? (i.e. groups of organisations that agree to work together in emergency preparedness and response)
- Are you involved in any humanitarian emergency-related joint advocacy initiatives?

Emergency Response Team (ERT)

The indicators of this section are self-explanatory and do not need much explanation. anyhow, the following can be some probing questions:

- Did the organisation declare its ERT?
- If yes, who are the members of the ERT? Are the support functions personnel included in the team?Does the ERT have a clear and approved terms of reference?
- Is the ERT member role mentioned in the job descriptions of members?
- Do you have an assessment toolkit? How does it incorporate humanitarian standards?
- What kinds of assessment tools is your organisation skilled at using? (e.g. Emergency market mapping and analysis, nutritional surveys, household economy assessments, "Do No Harm", gender analysis, etc.)
- Is the ERT trained to conduct rapid assessments or provide useful situation reports during a disaster?
- How do you consult people affected by a disaster? How do you triangulate assessment information?Does your organisation use programme information from other humanitarian agencies to inform its analysis, selection of geographical area and response plans?

Systems

TA3. A simple and participatory monitoring and evaluation (ME) system includes financial analysis, learning, feedback, and complaints to inform future programmes and promote value for money

- Do you have an ME system in place? How is it adapted for emergencies?
- Does your organisation do any financial analysis (e.g. cost per) related to its results?
- Are your organisation's ME findings shared with participants or communities? How do you respond to issues identified by project monitoring?
- Do implementation teams discuss ME findings? What are some examples of how an ME finding changed their actions? What is the procedure for changing project/programme focus or activities?
- Have you done post-distribution monitoring and evaluation? And how were the community or rights-holders involved in this process?

Funding

Though the indicators are quite clear, the facilitator can also ask the following probing questions:

- Who are the key donors you are in contact with? How do you maintain regular contact with key donors? Do you have a designated donor focal person?
- Does your organisation participate in coordination groups with donors? Give an example of such a coordination group and its agenda.
- Do you have pre-prepared proposal concepts or templates ready to respond rapidly?
- How does your organisation make its value-for-money case? Can you confidently explain and justify your costs?
- What is your 'unique selling point' to donors? Are you recognised for this unique contribution?
- Is there a fundraising strategy in place? Does it have a focus on emergencies?
- Were the type of resources received during this recent response appropriate for what your organisation needed to do?
- Have you managed to secure funding without external support?
- Who competes with your organisation for donor funding?
- How does your organisation decide on what funding opportunities to pursue? What is your 'go/no go' procedure?
- Is your organisation pre-qualified to receive emergency response funding from any donors?
- Do donors seek out your organisation following an emergency to submit proposals?
- Does your organisation have policies and procedures to comply with international procurement standards (e.g. European Commission Humanitarian Aid , Humanitarian Response Forum, Office of U.S. Foreign Disaster Assistance)?

ANNEX 6
STRIDE LOCALISATION
SAMPLE TRAJECTORY

Prioritised Localisation Trajectories of Islamic Relief [Country]

1.0 Objective

- Localisation processes accelerated in the country programme of Islamic Relief [Country]

2.0 Outputs

1.1	Recruit staff to accelerate the localisation processes in the country. Currently, there is one full-time staff for the localisation processes.
1.2	Essential tools and guidelines are available to the country team for establishing partnerships with diverse local actors.
1.3	The capacity of Islamic Relief staff strengthened for undertaking localisation, especially management of relationships with local actors.
1.4	In-country sharing of learning and best practices between Islamic Relief teams and local partners.
1.5	The country office is implementing work (development or humanitarian) through at least three local partners/actors.
1.6	Islamic Relief is visible nationally on localisation issues among the prominent and relevant government departments/ministries, local civil society organisations and private businesses. We build our public profile as supporters of localisation in humanitarian and development actions.
1.7	The country office contributed to the preparation of the proposals (e.g., STRIDE-III, etc.) for possible future funding.
1.8	A business/Balance Score Card (BSC) was established for monitoring and reporting on the progress of localisation processes in the Islamic Relief country office (based on seven dimensions of localisation).
1.9	Dialogue for learning and sharing between Islamic Relief [Country] and STRIDE team on Quarterly basis.

3.0 Major activities

1.1.1	Prepare job profiles in consultation with the STRIDE team, recruit staff, and formally notify the STRIDE team.
1.1.3	Undertake basic induction for the staff with the STRIDE team.
1.1.4	Prepare work plan of newly recruited staff in consultation/input from the STRIDE team.
1.2.1	Prepare partnership guidelines and other tools with technical support from the STRIDE team.
1.2.2	Hold training for Islamic Relief staff to use the guidelines and other tools of localisation processes.
1.2.3	Review Islamic Relief business model based on the emerging challenges. Provide suggestions for way forward.
1.2.4	Prepare a paper on the way forward for the country programme on localisation.
1.3.1	Hold at least three training sessions for Islamic Relief staff to strengthen their capacity to use the partnership guidelines and undertake the partner in-take process.
1.3.2	Exposure visits to INGOs with local partners (to learn and inspire).
1.4.1	Participate and contribute to Islamic Relief Global Learning Platform (GLP) and other relevant national events by other organisations.
1.4.3	Hold training and learning events of Activity No. 1.3.1 and 1.3.2 from Islamic Relief GLP (also see related Activity 1.4.1).
1.4.4	Invite at least three guest speakers from local civil society organisations, government and business to speak on the localisation of humanitarian and development actions in [Country]. The main audience will be Islamic Relief, but Islamic Relief [Country] may also invite external persons.
1.5.1	Identify at least three new local actors as implementing partners and establish partnership agreements for development or humanitarian work implementation.
1.5.2	Document and publish (PDF soft file) lessons learnt and best practices in partnership management of local NGOs.
1.5.3	Lessons learnt and best practices are shared with the STRIDE team, other departments of Islamic Relief Worldwide and other external audiences.
1.6.1	Participate in three public events of civil society organisations and present Islamic Relief efforts for localisation.

1.6.2	Create online buzz around localisation and contribution of Islamic Relief [Country]
1.7.1	Identify activities for the STRIDE-III Proposal from the country office.
1.7.2	Include some localisation activities in at least one donor-funded project/proposal.
1.8.1	Prepare BSC with technical assistance from the STRIDE Team.
1.8.2	Prepare/review BSCs quarterly and share the report with the STRIDE team.

4.0 Project reporting

Country office will share project completion report by (date).

5.0 Project budget

Sr. No.	Budget line	Amount (USD)	Amount (local currency)	Brief explanation
1	Activity			
2	Events			
3	Others			
	Total			

Approved By: XXXXXX

ANNEX 7
ISLAMIC RELIEF APPROACH TO CAPACITY ENHANCEMENT SUPPORT TO LOCAL ACTORS

This document provides an overview of the proposed approach to ensuring regular capacity enhancement/support to local leaders/partners, as part of our commitment to Core Humanitarian Standards (CHS), Charter for Change and Grand Bargain, detailing some key actions that can be adapted to context (to ensure relevance) for new and ongoing partnerships with local leaders and partner organisation(s);

Phase/stages	Key actions	Responsibility
New partnerships	• Islamic Relief country team(s) and local partner(s) identify capacity needs at due diligence stage e.g. governance, programmatic capacity (approach and processes), health of support systems (HR, finance, procurement) etc., to ensure the local partner is able to implement the proposed activities in accordance with Islamic Relief standards. • Islamic Relief country team(s) and local partner(s) are encouraged to devise and draft a plan for any required capacity support. • Capacity support areas need to be incorporated in a broader MOU document where mentioning the contribution from all parties (if relevant). • Islamic Relief's CD/HOM and regional desk should review the progress against the agreed plan and also validate from local partner (s) during regular partnership review meetings.	Responsible: Country director (CD)/ head of mission (HOM) Support: Regional desk
Ongoing partnerships (generic and core training)	• For any ongoing projects, Islamic Relief country team(s) are expected to ensure that the local partner(s) and its staff have received the basic/ mandatory trainings. This can include but not limited to humanitarian principles and standards e.g. ICRC code of conduct, CHS, Sphere Standards, protection and inclusion, safeguarding, antibribery etc.	Responsible: Head of Programmes (HOP)

Phase/stages	Key actions	Responsibility
	 • Islamic Relief team (s) should request an update from local partner (s) on the basic/mandatory courses at agreed schedule (bi-annual/annual basis). • 'Refresher training' should be organised in case of any update/revision in existing standards and modules.	Support: Partnership manager (focal point for managing relationships with the local partners e.g. it could be a programme manager or HOP etc.)
Ongoing partnerships (programme / project specific training and orientation)	• For all new project partnerships, Islamic Relief country team(s) should engage local partner(s) and identify project/programme component specific capacity needs at the design stage -relevant to their context and project through a participatory approach. • If relevant, Islamic Relief country team(s) could organise orientation session(s) for local partner(s) covering project/programme design and its theory of change. • Project/programme review(s) can be planned during implementation stage to learn and incorporate any changes against the agreed design/approach. • Islamic Relief country team(s) should request an update from local partner(s) on the basic/ mandatory courses at agreed schedule (bi-annual/annual basis). • Many of the course are available at no charge but if there is a costs associated with trainings/ capacity enhancement support, this needs to be included in the project/programme budget. For example; to implement a shelter or WASH project, Islamic Relief and local partner(s) capacity need to assessed and specific activities should be included in the project/programme budget. If relevant, costs can be shared across multiple project/programme budgets.	Responsible: Project/ programme manager

Phase/stages	Key actions	Responsibility
	• Islamic Relief team(s) and local partner(s) management should agree for regular backstopping and support at project agreement signing stage. Broader capacity support areas can be mentioned in the project/programme agreement document supported by a plan with clear resource requirements and follow-up actions (to be annexed with the project/ programme agreement).	Support: HOP
Documentation: it is important that all agreed training courses / capacity enhancement support interventions are recorded with an associated actions plan to ensure there is regular follow up and sharing of information with the desk, PQD and DRMD etc.		

Notes: this documents should be read in conjunction with the following section;
• 'Suggested training courses for humanitarian responders' document

SUGGESTED TRAINING COURSES FOR HUMANITARIAN RESPONDERS

Training title	Description	Language(s)	Online link
IHL and core humanitarian principles	Humanitarian Essentials, Principles, practices and standards, International humanitarian law	English	https://kayaconnect.org/course/info.php?id=1060
Introduction to humanitarian aid	Deakin Univeristy offers free online self paced course to understand humanitarian aid and the principles and values that underpin it. Course material is free, but it's a paid certification.	English	https://www.futurelearn.com/courses/disaster-management
Humanitarian essentials pathway	The Humanitarian Leadership Academy, in collaboration with international organizations, presents a new Humanitarian Essentials e-learning pathway. Tailored for those starting their career in humanitarian work or transitioning from development, this program guides you through the Core Humanitarian Competencies Framework, enhancing your skills and aligning them with international standards.	English	https://kayaconnect.org/course/info.php?id=840&utm_source=Reliefweb&utm_medium=cpc&utm_campaign=Hum_essentials_pathway
Humanitarian context, systems and standards	This 6-hour online course explores the context, system, actors, principles and standards of humanitarian work. The course sets the scene for humanitarian action, providing a portrait of the contemporary humanitarian environment while highlighting the complexity and diversity of humanitarian contexts and response	Arabic English French Spanish	https://ready.csod.com/ui/lms-learning-details/app/curriculum/ 87bd8f28-ee4c-41df-9b36-e7497f069695
Humanitarian access	This training is a learning resource in support of the PHAP Credentialing Program Certification: Understanding the Humanitarian Ecosystem	Arabic English French Spanish	https://ready.csod.com/ui/lms-learning-details/app/material/906 c9849-2acd-4504-b027-2eb283c6d90e

Training title	Description	Language(s)	Online link
Introduction to international humanitarian law	This 2-hour and 35-minute curriculum answers the basic questions relating to the law of armed conflict, or International Humanitarian Law (IHL). You will learn about the origins and sources of this body of law, which situations it applies and how to distinguish international from non-international armed conflicts. You will find out more about the specific rules protecting civilians, detainees, the wounded and sick, as well as medical personnel.	Arabic English French Spanish	https://ready.csod.com/ui/lms-learning-details/app/curri culum/e802f716-a053-4f4e-8d03-7ecc7d646692
Personal safety and security certificate	In partnership with Save the Children, Disaster Ready developed a free assessment-based certificate program comprised of ten online courses and a test to help you prepare for, mitigate, and respond to risks in order to deliver on your mission	English French Spanish	https://www.disasterready.org/certificate-safety-security
Humanitarian and disaster risk management theory and architecture	A training programme was designed in response to consultations with the international humanitarian community. This involves an online tool to walk through an emergency response, providing an introduction to engaging with the international humanitarian coordination system (available online /offline / low-bandwidth and in English, French and Arabic). The e-learning course has five units: Foundations of Humanitarian Action; The International Humanitarian Architecture; The Cluster Approach; Planning and Funding the Humanitarian Response; and International Law and Humanitarian Standard	Arabic English French	https://www.buildingabetterresponse.org/index.p hp
Sphere e-Learning courses	Sphere's flagship publication, the Sphere Handbook, is one of the most widely known and internationally recognised sets of common principles and universal minimum standards in humanitarian response.	Arabic English French Spanish Japanese	https://learning.spherestandards.org/?lang=english
Sustainable development in humanitarian action	Self paced online training programme by IFRC & ICRC to discover the principles and practices of sustainable development, and how to bring them to life in humanitarian organisations. Course material is free, but it's a paid certification.	English	https://www.futurelearn.com/courses/sustainable-development-humanitarian-action

Training title	Description	Language(s)	Online link
Humanitarian action, response and relief	Self paced online training programme from Coventry Unverty to understand both the principles and practicalities of humanitarian response and learn about disaster management. Course material is free, but it's a paid certification.	English	https://www.futurelearn.com/courses/humanitarian-action-response-relief
Integrated food security phase classification (IPC) – version 2.0	This e-learning course provides an overview of the Integrated Food Security Phase Classification approach, with a focus on tools and procedures for acute food insecurity.	Arabic English French Spanish Chinese Russian	https://elearning.fao.org/ http://www.fao.org/elearning/#/el c/en/course/IPC2
Communication is aid	This course is about communicating with crisis-affected communities. The later modules are interactive, scenario-based challenges and involve learners having to make key decisions to do with communication during an earthquake, a post-conflict situation, and a hurricane/flood.	English	http://www.cdac network.org/learning-centre/e-learning/
Coordinated needs assessment	This six-module course focuses on coordinated needs assessments. Modules cover key concepts; links to decision making; the framework for coordinated needs assessments; the good enough principle; the assessment cycle; and basic principles.	English	https://www.acaps.org/resources / elearning
Cash transfers in humanitarian response	E-learning (Cash Learning Partnership) These five modules about cash transfers in humanitarian response cover: an introduction to cash transfer programming; e-transfers and beneficiary data protection; urban cash transfer programming and livelihoods; introduction to market analysis; and a practical guide to market analysis.	Arabic English French Spanish	https://www.calp network.org/publication/global-framework-for-action/
Water, sanitation and hygiene	Multiple courses on WASH in emergencies including: Introduction to WASH, technical project management in WASH emergencies, information, education and communication in WASH emergencies	English	https://get.disast erready.org/was h/

Training ttle	Description	Language(s)	Online link
Humanitarian shelter and settlements online course	This free course by InterAction and USAID/OFDA provides an overview of the humanitarian community's shelter and settlements activities and examines trends based on past experiences. Learn how humanitarian actors can prepare to face emerging challenges and why shelter should be viewed as more than just four walls and a roof.	Arabic English French Spanish	https://www.disasterready.org/humanitarian-shelters-settlements
Food security and nutrition	Create your free account to access training on food security and nutrition created by leading organizations and agencies in the humanitarian and development sector.	English	https://www.disasterready.org/food-security-nutrition-courses
Staff care and wellbeing	Wellbeing and mental health support are crucial to enable our team members to work effectively in their roles. As Field Managers, it is our moral obligation to ensure the safety and wellbeing of our staff, this is known as our duty of care. This course is designed to improve your well-being knowledge.	Arabic English	https://kayaconnect.org/course/info.php?id=1652
Prevention of sexual exploitation and abuse (PSEA)	This e-learning course is composed of a set of lessons designed to raise your awareness about Sexual Exploitation and Abuse, become familiar with a range of measures to combat Sexual Exploitation and Abuse, understand the impact of Sexual Exploitation and Abuse on victims and the consequences for UN Personnel who commit Sexual Exploitation and Abuse.	Offered in 18 languages.	https://agora.unicef.org/course/info.php?id=7380
BSAFE	BSAFE is the new online security awareness training. It replaces both Basic Security in the Field (BSITF) and Advanced Security in the Field (ASITF). BSAFE is mandatory for all UN personnel, including staff, interns and consultants.	English, Chinese, French, Russian, Arabic, Spanish, Portuguese	https://training.dss.un.org/thematicarea/category?id=6
Introduction to CHS	This course will help you to understand and apply the Core Humanitarian Standard (CHS), and in doing so improve the quality, accountability and effectiveness of humanitarian responses.	French Arabic Swahili Bengali	https://kayaconnect.org/course/info.php?id=260