

actalliance

Guidance Note

Forum

Emergency Preparedness and Response Plan

EPRP Working Group
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Introduction – Why Emergency Response Plans?

The present adjusted templates and guidelines aim to simplify and make the templates more user friendly, but with the same main sections as before.

ACT members` emergency preparedness response plans aim to contribute to timely and efficient responses to an emergency. Preparing and updating the plans help member organisations and ACT Forums to regularly dialogue in coordination with ACT secretariat about what to do when an emergency is likely to strike. EPRPs aim to strengthen the coordination capacities of ACT Forums and are mandatory to access ACT`s humanitarian funding mechanisms.

The ACT EPRP includes the following main components:

- Brief context analysis with focus on identified emergency risks, key coordination information and an overview of main challenges linked to a humanitarian response.
- Identification of main risks where the organisation and/or forum will likely respond to the crisis
- Identification of Early Warning Triggers and Actions to initiate a response in due time
- Overview of organisations` capacities to respond in terms of staff competence and other resources.
- Roles and responsibilities of relevant staff posts in the organisation and in ACT Alliance
- Key contact information of internal and external coordination platforms

There is one template for member organisations, and one template for ACT Forums. Contents is the same, but the ACT Forum template also has a section about roles and responsibilities of forum members, ACT secretariat and others that are relevant to the forum`s humanitarian response. The ACT Forum EPRP summarises information from the individual EPRPs and agreed coordinated actions within the forum. It is expected that member organisations and forums review and update their EPRPs at least annually.

The Head of office (Country Manager or Executive Director) should approve organisational EPRPs while the Forum EPRP is approved by the Forum Convenor.

References and glossary are found at the end of this guidelines.

1. Context Summary

1.1 Brief Context Description

Make it concise and to the point. Limit this page to 1 – 1 ½ page. Note that this is not a complete context analysis, but an overview of most important dimensions linked to your forum members’ humanitarian strategy.

A context analysis is based on identified hazards, vulnerabilities, and the lack of capacity of a country to respond in case of a disaster. You can refer to [INFORM Risk Index \(diagram in Annex\)](#).

Understanding the hazards in the country, its exposure to the hazards, and its vulnerabilities would inform how a country will be affected by a disaster. The higher the risk, the more a country needs to prepare to respond to a disaster.

In your context analysis, the focus should be on the components that directly links to emergency preparedness:

- Hazards: Consider the natural hazards that occur in the country (earthquake, tsunami, flood, cyclones and storm surges, and drought) and human hazards (conflict and its consequences) most likely to happen in the country.
- Information about national/local preparedness and response plans if available. Often this is led by the government through its National Disaster Risk Management agencies and UN.
- Vulnerabilities: (do people have assets and resources such as savings and insurance, that will help them cope if a disaster happens? Or access to these resources?) Will they have access to essential services (utilities, shelter, clean water, medical)? Are they safe or exposed to harm? [Oxfam’s Disaster Crunch Model](#) is a good reference on vulnerability assessment with gender lens.

1.2 Forum member areas of Operation

Members are expected to respond first to the areas affected by the disaster where there is already an existing programme or operations that enables the member to respond quickly.

Please indicate the districts, states, or municipalities.

<i>Location</i>	<i>Members</i>

2. Risk Analysis – How to use the Risk Matrix

Identify the main 3-5 emergencies(hazards) that you assume are most likely to happen and have greatest impact. Discuss how likely they are to happen, and how serious the impact may be. Use the Risk Matrix below as a tool to identify which three hazards you will prioritize. Include the prioritized hazards in the table called Summary of Risk analysis (Table 2.1 in the template). In the risk matrix below, we have included some examples: Type of hazard and how you calculate the risk co-efficient.

Risk Matrix

LIKELIHOOD	5 - Almost certain	Risk coefficient is (5x1=)5	10	Risk coefficient is (5x3)=15	Flooding Risk coefficient (5x4)=20	Risk coefficient is (5x5)=25
	4 - Likely	4	8	Drought Risk coefficient (4x3)=12	16	20
	3 - Possible	3	6	9	Conflict Risk coefficient is (3x4)=12	15
	2 - Unlikely	2	4	Earthquake Risk coefficient (3x2)= 6	8	10
	1 - Rare	1	2	3	4	5
		1 Insignificant	2 - Minor	3 - Moderate	4 - Major	5 - Catastrophic
IMPACT						

Risk coefficient: The Risk Coefficient is calculated by multiplying the figure for likelihood of a hazard (left column, select btw 1 and 5) with the potential impact (bottom, select btw 1-5). The highest risk coefficient will be 25, whereas the lowest is 5, indicating for instance that even though a hazard is almost certain to occur, it will have insignificant impact. You insert the risk coefficient number in table 2.1 (summary of risk analysis)

Process:

- Identify 3-5 hazards(see definition of hazard below) that might affect the country or the communities
- Using the risk matrix, place the identified hazards into the correct box.
- Those hazards in the risk matrix with the highest coefficient and in the red and orange color scheme should be prioritized.

	Red: High-risk condition with highest priority for prevention, mitigation, and contingency planning (immediate action)
	Orange: Moderate to high-risk condition with risk addressed by prevention, mitigation, and contingency planning (prompt action)
	Yellow: Risk condition sufficiently high to give consideration for further prevention, mitigation, and contingency planning (planned action)
	Green: Low-risk condition with additional prevention, mitigation contingency planning (advisory in nature)

2.1 Summary of Risk Analysis

List the three most likely types of hazards in terms of degree of risk. Fill in table according to example belows

List the three most likely Type of hazard in terms of priority (see definition in guideline) Use the risk matrix below. Examples below	Degree of risk	
	Colour	Risk coefficient
Flooding	Red	20
Drought	Orange	12
Conflict	Orange	12

2.2 Detailed Risk Analysis

Fill in requested information for the three prioritized hazards. In the table below we have filled in some examples of how a table may be filled in

HAZARD	Hazard 1: Flooding	Hazard 2: Drought	Hazard 3: Conflict
Geographical area	District/state	District/state	District/State
Likelihood*	Almost certain	Almost certain	Likely
Impact*	Major impact	Major impact	Moderate
Is the hazard recurring or unpredictable? If recurring, what is the expected timing?	Use to happen in August and September	Failure of expected rains the previous two years	Irregular, often during election periods
How will people be affected by the crisis?	Houses destroyed, loss of animals and crops=loss of income	Crop failures, loss of income	Closure of schools Protection challenges for women and children
Who are the most affected people?	Small scale farmers and people belonging to poorest groups	Farmers and low income families	Community leaders Young men taking part in confrontations Women and children Possible displacements
What constrains a humanitarian response? (Access? Security? Governmental rules/sanctions)	Conflict between ethnic groups in the area affected	Difficult access due to government restrictions on movements	Security constraints Logistics
Secondary hazards**, if any.	In the past, there has been cholera outbreaks in some of the overflowed locatios	Malnutrition	Financial crisis, terrorism

* Apply wording in the risk matrix (e.g. 5=almost certain)

** Secondary hazards may be for instance outbreak of cholera.

3. Early Warning Systems

3.1 Early Warning – Triggers and Actions

Fill in one table for each of the three hazards you have prioritized, ref. examples below. Adjust to your context. See examples below. Further explanations under the table.

Early Warning Triggers and Actions is about how organisations as early as possible before a hazard strike can start preparing how to respond. Sources for early warning information may be observations from the communities, news media or social platforms, meteorological authorities or other. When a predictable hazard is approaching (as often is the case with flooding), the organisation should assign a staff to closely monitor the development as part of preparedness.

Early warning systems are means by which people receive relevant and timely information in a systematic way prior to a disaster in order to make informed decisions and take action. The word “system” is used to refer to the interplay between several elements aimed at facilitating communication and prompt response to protect and aid those in need. Linked to floods in some countries, organisations may have a role both to communicate to communities that a flood is about to come, and to help evacuate people to safe places, if necessary. It is an integrated system of hazard monitoring, forecasting and prediction, disaster risk assessment, communication and preparedness activities systems and processes that enables individuals, communities, governments, businesses and others to take timely action to reduce disaster risks in advance of hazardous events.¹

Triggers are the pre-agreed indicators to tell that a threshold has been breached, implying that the hazard (or disaster) is eminent, and will require a decision and action from the organisations. Triggers provide advance notice, and allow people, communities and governments to prepare for a forthcoming hazard.

Examples of triggers:

Flood: Meteorological forecast of substantial more rain than normal over the next two weeks

Conflict: Government informs that military forces will annex controversial land

Anticipatory action (also known as early action or forecast-based action) means taking steps to protect people before an impending crisis in order to reduce the impact through a combination of risk analysis, early warning and/or forecasts, and pre-agreed financing. It must involve meaningful engagement with at-risk communities and agreeing on various actions to take prior to a predicted hazardous event. Anticipatory actions aim to prevent or mitigate predictable humanitarian impacts before a specific shock or before acute humanitarian needs manifest, and anticipatory action differs from early response which refers to actions undertaken immediately after a disaster occurs². See examples of Anticipatory Actions in [annex](#).

¹ <https://www.undrr.org/terminology/early-warning-system>

² <https://www.calpnetwork.org/resources/glossary-of-terms/>

Example 1: Hazard: Flooding

Triggers (Indicators action)	Sources to monitor information	Action	Person Responsible
Prediction of unusually heavy rains next two weeks	Meteorological authorities	Monitor the situation closely. Call for meeting in ACT Forum crisis group to decide what to do	Appointed focal person in member organization
Water in rivers substantially overflow riverbanks into fields	Observations in communities	Pre-agreed Anticipatory actions activated (for instance evacuation measures) Prepare for a response	Humanitarian focal person Community preparedness teams?
Heavy rain predicted to continue	Meteorological authorities	Conduct needs assessment and prepare the alert	Humanitarian focal person or ACT Forum coordinator

Example 2: Hazard: Drought

Triggers (Indicators action)	Sources to monitor information	Action	Person Responsible
Unusually low rainfalls predicted for the next months	Meteorological authorities	Call ACT Forum group for meeting	Appointed focal person
Diminishing water tables, drying of wells, disappearance of vegetation coverage	Community observations	Pre-agreed anticipatory actions activated? (For instance distribute drought resistant seeds)	Act Member response team on the ground
Increased number of dead animals due to lack of water and fodder	Community observations	Conduct needs assessments and prepare the alert Gather situation reports	Humanitarian focal person

Example 3: Hazard: Typhoon

Triggers (Indicators action)	Sources to monitor information	Action	Person Responsible
Announcement of category level 3 typhoon	Meteorological authorities	Monitor and inform the ACT forum	Act Forum Coordinator
Geographical area of landfall identified	Meteorological authorities	Anticipatory action activated? Prepare for a humanitarian response	Humanitarian focal person
Typhoon landfall	Meteorological authorities	Conduct needs assessment and prepare the alert	Humanitarian focal person or ACT Forum coordinator

4. ACT Forum Capacity

4.1 ACT Forum humanitarian response track record

List max 5-7 examples of emergency responses by Forum members. Prioritize the emergencies where two or more members had a coordinated response, for example, appeals raised.

<i>Year</i>	<i>Emergency</i>	<i>ACT members responding in the emergency</i>	<i>Sectors</i>

4.2 Rapid Needs Assessment

Humanitarian assessments and related analysis provide the foundation for ACT Alliance humanitarian projects. Assessment and analysis are the first critical step in ACT Alliance humanitarian projects and provide the evidence base required for effective humanitarian response decision-making. As such, during and immediately following the issuance of an ACT Alert, the Requesting Members and/or Forum should prioritise conducting needs assessments, analysis, and other relevant information gathering. Rapid needs assessments of disaster-affected populations determine the magnitude of unmet needs and ultimately inform priorities for ACT Alliance humanitarian assistance. Assessments inform decisions regarding budget, response objectives, technical sector priorities, and targeting. Collect sex, age and disability disaggregated data to inform context-specific intersectional analyses and guide humanitarian planning, implementation, and monitoring processes. (From [ACT Alliance Humanitarian Operations Manual](#))

4.3 Cash and Voucher Assistance

Please list members with experience in cash and voucher programming. (Add rows if needed) See definitions below for types of Cash and Voucher Assistance

<i>#</i>	<i>Organization</i>	<i>Types of Cash Assistance (restricted, unrestricted, conditional, community cash programming)</i>

The World Humanitarian Summit in 2016 recommended to increase Cash and Voucher Assistance in humanitarian responses, and this is encouraged by several donors. Recommendations are based on the experience that people in need overall are best positioned to decide what they need. However, cash and voucher assistance demand that organisations have competence to facilitate this.

Definitions

Restricted – restrictions pertain only to how transfers are utilized. A restricted transfer requires the beneficiary to use the assistance provided to access specific, pre-determined goods or services. Vouchers are by default restricted transfers as the range of goods and services and/or the retailers or service providers from which they are accessed are pre-determined. Example: beneficiaries are provided with a transfer to buy specific food items.

Unrestricted – Unrestricted transfers can be used entirely as the recipient chooses i.e. there are no restrictions on how the transfer is spent. Example: the beneficiary receives 50 USD to use in whatever way they see fit.

Conditional – Conditionality pertains only to prerequisites or qualifying conditions that a beneficiary must fulfil in order to receive a cash transfer or voucher; i.e. activities or obligations that must be

fulfilled before receiving assistance. A condition must be fulfilled before the transfer is received. Example: a beneficiary must attend school or build a shelter before receiving the cash transfer.

Unconditional – Unconditional transfers are provided to beneficiaries without the recipient having to do anything in return in order to receive the assistance.

Multipurpose (grants or transfers) – are defined as a transfer (either regular or one-off) corresponding to the amount of money a household needs to cover, fully or partially, a set of basic and/or recovery needs. They are by definition unrestricted cash transfers. The multipurpose grant or transfer will contribute to meeting the Minimum Expenditure Basket (MEB) but can also include other one-off/recovery needs.

There may be either community cash programs or individual cash programs. Community cash grants implies to invite communities (who have already conducted their own participatory analysis of opportunities and threats) to apply for grants that allow them to implement projects aimed at strengthening community resilience.

5. Forum Resources

Are there any resources that the members of the forum can share and be made available during an emergency response to other forum members? Human resources, material and logistic resources, volunteers? (Choose from the drop-down list)

Member organisations can write more than one line.

Example

<i>Member</i>	<i>Resource type</i>	<i>Provide details</i>
DSPR	Property and equipment	One warehouse for goods
DSPR	Technical staff	Surge capacity for one Logistics officer
CARD	Technical staff	One staff for rapid needs assessment team
	Choose an item.	
	Choose an item.	

6. Coordination

6.1 ACT Forum Coordination

Roles and responsibilities

Define roles and responsibilities within the forum and ACT Alliance (e.g., ACT secretariat) during a humanitarian response. See Forum Roles and Responsibilities in case of an emergency and examples in [annex](#).

#	ACT structure and emergency working groups	Who is involved?	What is their responsibility?(roles, sample examples under the table)
1	ACT Secretariat	Humanitarian Programme Officer Communications	-To receive information (Alerts, Appeals, RRF, SitReps) sent by ACT members and to share this. -Review and publish alerts, Appeals and RRFs. - Support national forum -Consult the ACT Alliance on possibilities for funding. -Activate the RST in consultation with Forum Coordination.
2			

3			
4			
5			

Examples on roles to agree on responsibilities for: Call operational response team(or corresponding) for crisis meeting, ensure coordination with external units (government, UN), maintain communication with ACT Secretariat, activate ACT Rapids Support Team (if established), ensure that joint rapid needs assessment is done, ensure that alert, and, if agreed, appeal is developed with all necessary information, ensure security measures in place for ACT staff, monitoring and reporting.

Response timeline

Fill in according to example below. Adjust responsibility according to what is most feasible for your ACT Forum.

Immediately after onset of emergency		
#	Activity	Responsibility
	- Forum convener to call for an emergency meeting with Forum Members - Set up a skype call with the ACT Secretariat	Forum Convener and Forum Coordinator
Within 24 hours		
	- Members to share information with other members through the Forum Coordinator and ad hoc meetings - Sending an alert to ACT Secretariat - Preliminary assessment for likelihood of RRF or Appeal	ACT forum Members and Forum Coordinator
Within 48 hours		
	- Forum Coordinator to maintain follow-up with the ACT Secretariat - Sharing of information, resources and preliminary findings with Forum Coordinator to be shared with ALF Members - Forum Coordinator to consult with ALF Members on the likelihood of response through RRF or Appeal	ACT forum Members and Forum Coordinator
Within 72 hours		
	- Start preparing coordinated needs assessment by ACT Members/Emergency WG - Draft plans for responses by members	ACT forum Members and Forum Coordinator
Within 5 days		
	- If decision is taken to go for an appeal, start preparing RRF/ appeal proposals (to be submitted by day 5 to the ACT Secretariat) - Another meeting might be necessary to discuss the appeal design	Emergency Appeal WG and Forum Coordinator
Within 7 days		
	- Submit appeal	Emergency Appeal WG
Within 4 weeks		
	- Review appeal proposal and publish it as needed	Forum Coordinator and ACT Secretariat

Fill out the table above providing details on which activities will be carried out when by whom. Please see Annex XX as an example.

6.2 External Coordination

Humanitarian coordination mechanisms

List all coordination groups that forum members are participating.

Identify important coordination mechanisms where your forum's participation is needed and who will participate in them.

Coordination group/platform	Coverage (Local, national or international)	Coordination Lead (organisation and person's name)	Member(s) attending

7. Contact Details

Note: Contact details to be filled in the table below are for people who you will be relevant to coordinate with or receive support from in a humanitarian response

7.1 ACT Forum

#	Organization	Role	Name	Phone #	Email address
1					
2					
3					
4					
5					

7.2 External contacts (ACT, Government)

#	Role / Name	Organization	Phone #	Email address
1	ACT Forum Convenor			
2	ACT Forum Coordinator			
3	ACT security focal point, etc			
4	Relevant government unit			
5	Relevant government unit			

7.3 UN Clusters system and other networks

Is your organization participating in cluster meetings? Yes No

Name of coordination group / platform	Lead (NGO, UN, Gov't, Donor, etc.)	Coverage (Local, national, or international)	Contact details	Who attends meeting from your organisation

8. Annexes

Useful definitions

Emergency preparedness: Knowledge and capacities developed in advance by governments, organisations, communities, or individuals to better respond and cope with the immediate aftermath of a disaster, whether it be human-induced or caused by natural hazards.

Hazard: A hazard is a process, phenomenon or human activity that may cause loss of life, injury or other health impacts, property damage, social and economic disruption or environmental degradation. Hazards may be natural, anthropogenic or socionatural in origin.

Human-made hazards are either technological (e.g. industrial accidents with environmental impact) or sociological in nature. The latter encompass such divergent phenomena as civil wars, high-intensity crime, civil unrest as well as terrorism. Especially armed internal conflict yields catastrophic results for populations and economies and is almost always accompanied by humanitarian risk on a larger scale, caused by the breakdown of supply lines, absent harvests, refugee flows as well as an overall deterioration of health services.³

Vulnerability: The characteristics determined by physical, social, economic and environmental factors or processes which increase the susceptibility of an individual, a community, assets or systems to the impacts of hazard ("Susceptibility: the state or fact of being likely or liable to be influenced or harmed by a particular thing.)

Risks: The combination of the consequences/ impact of an event or hazard and the associated likelihood of its occurrence.

Risks answers the following questions:

1. What can happen?
2. How likely is it to happen?
3. What will be the consequences if it happens?

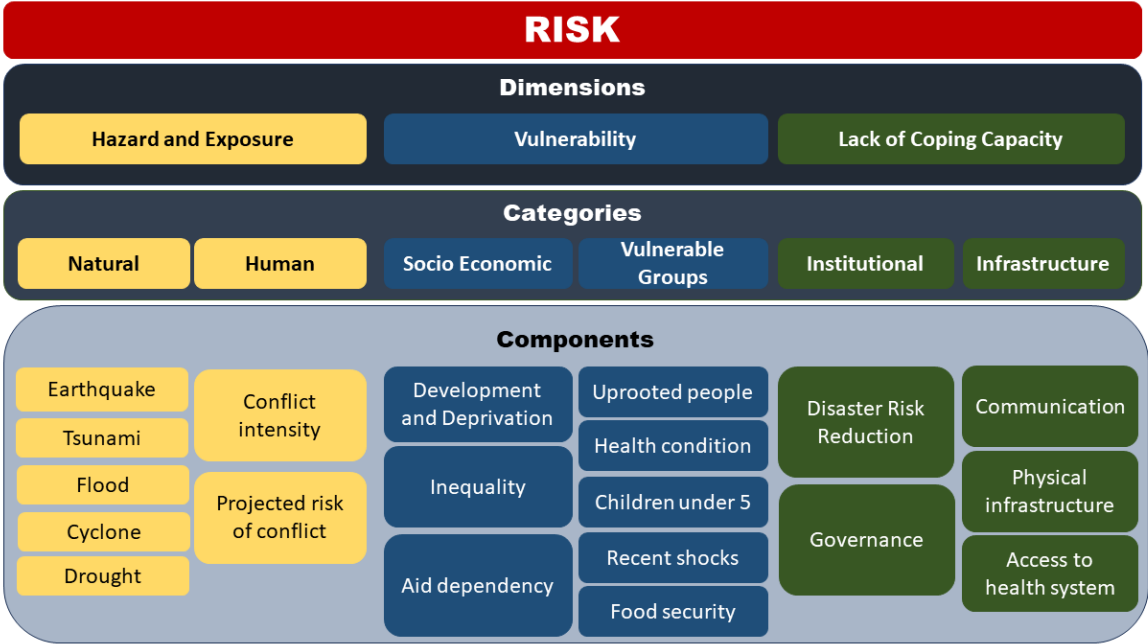
Disaster: A serious disruption of the functioning of a society, causing widespread human, material, or environmental losses which exceed the ability of the affected society to cope using its own resources.

Resilience: The ability of a system, community or society exposed to hazards to resist, absorb, accommodate, adapt to, transform and recover from the effects of a hazard in a timely and efficient manner.

Contingency plans vs preparedness planning (EPRPs) : Whereas preparedness planning aims to establish general preparedness capacity to respond to the three most likely hazards, contingency plans are specific on how to respond to each of the identified risks. One contingency plan pr risk.

³ INFORM Risk Index definition

INFORM Risk Index



Source: INFORM Risk Index <https://drmkc.jrc.ec.europa.eu/inform-index/INFORM-Risk>

Anticipatory Action

Examples of Relevant Anticipatory Actions:

Organisational:

- Appoint a staff to monitor the situation after warning that a hazard may happen
- Call for meeting with crisis management team (if exists) – or call for meeting with key staff that will be involved in a response
- Identify staff that can carry out a needs assessment, if the hazard happens
- Pre-positioning of resources in hard to reach areas
- Prepare for an ACT Alert

In the field:

- Disseminate early warning messages to communities
- Provide first aid kits, food and drinking water to evacuation sites
- Hygiene promotion to reduce risk of disease outbreak
- Distribution of drought adapted seed
- Clearing of water drainage systems
- Evacuating people located in vulnerable areas before flooding event
- Cleaning of evacuation centers (de-chlorination) and put up tents
- Cash and Voucher Assistance (CVA) can be used in anticipatory action to help reduce the impacts of a predicted hazard on homes, livelihoods, and health. To be effective, this requires preregistration of recipients, functioning markets and having a transfer mechanism and Financial Service Provider in place who can potentially register new clients within 2–3 days. Examples of Anticipatory Actions to mitigate Drought (from UNOCHA/Ethiopia)
- Activate GBV crisis teams/rapid response teams and prepare to establish simple safe spaces (like tents) when vulnerable women can meet
- Education: Ensure water provisions in schools (for instance tanks and trucking)

Roles and responsibilities in ACT Coordination

Roles and Responsibilities in case of an emergency		
Structure	Composition	Responsibility
ACT Secretariat	-Regional Program Officer -Assistant Regional Program Officer -Communication Unit	-To receive information (Alerts, Appeals, RRF, SitReps) sent by ACT members and to share this. -Review and publish alerts, Appeals and RRFs. - Support national forum -Consult the ACT Alliance on possibilities for funding. -Activate the RST in consultation with Forum Coordination.
	-Forum Chair	- Receive early warning information and call forum meetings when necessary. -Lead the workflow process (see example in annex II) in case of a disaster.
Operations Response Team	-Forum Vice-Chair	-Support ACT Forum chair in forum coordination. -Undertake coordination tasks on the request of the forum chair.

	-Forum Coordinator	<ul style="list-style-type: none"> -Ensure that all the collected information is updated and available. -Ensure cooperation with OCHA staff responsible for contingency planning, through participation to adhoc meetings and exchange of emails on level of preparedness. -Maintain communication with the ACT Secretariat before and after a disaster for information sharing, alerts, fundraising and possible activation of ACT Rapid Support Team (RST). - Ensure that joint rapid needs assessments are done on time and by using the ACT Alliance rapid assessment tools. - Ensure that the Alert, Preliminary Appeal, and Appeal are sent in the correct form with all necessary information and on time to ACT Secretariat. -Lead preparation and deployment of needs assessment teams, including sector specialists, and report all relevant information to the forum. -Lead joint monitoring and evaluation activities
	-Forum communication officer	<ul style="list-style-type: none"> - Handle media visits and ensure continuity in the articulation of the emergency. -Lead the work of Forum journalist and photographer (when applicable). - Generate fast, interesting, high-quality and accurate articles and images from the ground. In particular human interest stories. -Provide regular data through ACT situational reports (sitreps). -Plan for visual/ written coverage during in the six months following the peak of the crisis. -Work with the secretariat to disseminate content through members' and ACT websites, the ACT MediaBank and global media.
	-Forum Security officer	<ul style="list-style-type: none"> -Ensure security measures in place for ACT staff - Receive security information and report all relevant information to the forum. - Provide regular analysis on the security situation.
Forum members	-ACT members working in disaster or supporting other ACT members/partners disaster response.	<ul style="list-style-type: none"> -To participate to meetings convened by the forum chair. -Coordinate with OCHA structures as well as other INGOs (through in-country coordination mechanism) to ensure maximum efficiency of assessment efforts and initial response given. -Share relevant information and before and after disasters. Contribute to the ACT Forum decision making process as described in the flowchart. -Contribute as much as possible by sharing resources and knowledge. -Preparation and implementation of the Appeal. -Fundraising before and after disasters. -Participate in joint needs assessments -Assess the need for response and formulate recommendations for the design of the response. - The focal points inform the respective alliance members
Sector specialist	-ACT members who have strong capacities in a particular sector.	<ul style="list-style-type: none"> -In coordination with the forum coordination, to deploy specialists during needs assessment and project preparation phase.