LEARNING NEEDS ASSESSMENT REPORT FOR COVID-19 RESPONSE

JUNE 2020

ACKNOWLEDGEMENTS

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ABBREVIATIONS

CBO	*Community Based Organization*
COVID-19	*Corona Virus Disease 2019*
CP	*Child Protection*
CSO	*Civil Society Organization*
CSR	*Corporate Social Responsibility*
DM	*Disaster Management*
DRR	*Disaster Risk Reduction*
GBV	*Gender Based Violence*
LNA	*Learning Needs Assessment*
MDRR	*Mainstreaming Disaster Risk Reduction*
MoHFW	*Ministry of Health and Family Welfare*
NGO	*Non-Governmental Organization*
IAG	*Inter-Agency Group*
INGO	*International Non-Governmental Organization*
REDR INDIA	*Registered Engineers for Disaster Relief - India*
SHG	*Self Help Group*
UT	*Union Territory*

EXECUTIVE SUMMARY

This LNA survey was conducted by RedR India to understand the impact of COVID-19 on the NGOs and CBOs working in the Development and Humanitarian sectors, the response operations that are being undertaken and the capacity building requirements of organizations to effectively respond.

Based on the findings, RedR India and the wider developmental and humanitarian sectors will plan for the capacity building activities that can be conducted, in order to help organizations, carry out their COVID-19 Response operations, as well as regular programmatic operations in a more structured and effective manner.

The survey received responses from a total of 93 individuals working in various capacities from at least 85 organizations, with 96% of the participants being from India and remaining 4% being participants based in Nepal, South Sudan and Cambodia. The highest percentage of responses from among the Indian States and Union Territories was received from West Bengal and Maharashtra (11% each), followed by Delhi (10%) and Tamil Nadu (9%). The highest proportion of participants were Directors (40%), followed by Managers (25%).

A majority of the participants (52%) stated that existing programmes/projects have been put on hold and programme focus has been shifted to COVID-19 Response due to the pandemic. 19% of the total participants reported that the programme focus of their organizations has shifted to COVID-19 response, and 17% of the total participants said that their existing programmes/projects have been put on hold, due to the COVID-19 situation. Only 4% of the participants reported no change to ongoing programmes despite the COVID-19 situation. 92% of the participants that took the survey stated that their respective organizations were involved in COVID-19 Response either directly or indirectly, while 8% said that their organizations are not involved.

Participants informed that their respective organizations have been engaged in multiple activities under the COVID-19 Response. It was reported by 73% of the total participants that they have been engaged in Awareness Generation of Communities on COVID-19, while 69% of the total participants stated that their organizations have been involved in the distribution of relief items including food, water and hygiene kits. Similarly, 41% of the total participants informed that they have been involved in conducting training sessions for volunteers on COVID-19 Response and 35% of the total participants have been engaged in coordination activities for COVID-19 Response.

Based on emerging needs in the current context, the participants informed that their respective organizations have planned multiple activities for COVID-19 Response. The primary activities carried out by sector actors are:
- **Awareness Generation Activities in the communities on COVID-19**
- **Relief Distribution of Essential Items is being planned.**
- **Training of Volunteers on COVID-19 Response**
- **Livelihood Support Programmes**

The COVID-19 Response led or planned by organizations, have a huge challenge in terms of resource capacities available within the organizations. In the survey, 74% of the total participants stated that they lack financial resources, whereas 34% of the total participants stated that there is dearth of technical resources with their organizations for COVID-19 Response activities. Almost a third of the participants highlighted that they feel an inadequacy of skilled human resource to plan and implement the programmes/projects.

Since a pandemic of this nature is being experienced by organisations for the first time, there is a wider realization amongst organizations on the limitation of their respective staff capacities to the emergent scenario. It was highlighted by 98% of the total participants that it is necessary to improve and develop staff capacities, considering the operational and programmatic challenges posed by COVID-19.

Regarding the capacity building needs of participants in the context of their ongoing COVID-19 Response operations, the following were listed as priorities:

- **Safety and Security of Staff, Frontline Workers and Volunteers**
- **Protection, Protection Principles, Child Protection and Gender Based Violence (GBV)**
- **Humanitarian Principles and Practice**
- **Needs Assessment**
- **Coordination**
- **Inclusion**

The participants also indicated the following as high priority capacity building needs for regular programmes:

- **Monitoring and Evaluation**
- **Needs Assessment**
- **Project Management; and**
- **Logistics and Supply Chain Management**

Amidst the changing mode of capacity building service delivery, digital/online mode has come very handy in these rapidly changing times. Most of the organizations have been able to run whatever operations they managed, due to online access and connectivity of their staff. It is remarkable that 90% of the total participants reported that their organizations have access to required digital learning platforms to support their work. More than half of the participants stated that facilitated online courses would be the most suitable type of digital learning for their organizations/staff, while 47% of the total participants stated the same about live webinars, followed by 42% of the total participants who said blended elements of live and self-paced learning would work best.

The LNA categorically indicates that aid agencies and capacity building actors need to adapt and find remote learning solutions that work for their teams and organisations. This should focus on blended learning approaches to the extent possible. The learning topics of priority are clearly demarcated between needs for the current context and those that can improve functions and capabilities both now and in post COVID-19 context.

Introduction

The COVID-19 pandemic has impacted individuals and communities all over the world including India. The range of civil society actors across humanitarian and development agencies are also severely impacted by this pandemic, requiring them to rapidly adapt their programmes and ways of working to continue providing much needed assistance to the most vulnerable sections of the society.

Humanitarian actors in India have stepped up their responses to the additional needs caused by the pandemic. Critical COVID-19 Response interventions are: a) enhancing the protection of the most vulnerable groups; b) securing the continuity and expansion of essential services - health, food supply, water, sanitation, hygiene and education; and c) ensuring risk communication, social cohesion and addressing migration.

Over the years, the artificial line dividing development, humanitarian and risk reduction work has eroded steadily. COVID-19 has precipitated this transition and presents to all actors, regardless of their mandate and origin, a call to action to protect development gains, ensure humanity by addressing the humanitarian imperative and, an opportunity to strengthen and improve development by making it risk informed.

> *"This pandemic is unlike anything we have dealt with in our lifetime. This is not business as usual. Extraordinary measures are needed."*
>
> **-MARK LOWCOCK
> EMERGENCY RELIEF COORDINATOR, UNITED NATIONS**

Local and International NGOs and Community Groups, including Faith-based Organizations, have continued to play a vital role in the response delivery, expanding outreach and links with development interventions, that some were already executing. Individual and collective leadership and volunteer actions have also been extended to support communities.

In order to ensure effective programming and implementation amidst COVID-19 context, both Humanitarian and Development sector, require adaptation and understanding on respective capacities. This Learning Needs Assessment was conducted by RedR India to understand the impact of COVID-19 on the NGOs and CBOs working in the Development and Humanitarian sectors, the response operations that are being undertaken and the capacity building requirements of organizations to respond more effectively.

The LNA will help inform RedR India and the wider developmental and humanitarian sector to plan for the capacity building activities that can be conducted, in order to help organizations carry out their COVID-19 Response operations, as well as regular programmatic operations in a more structured, targeted and effective manner to meet and protect the wellbeing of those most in need. The quality of work and services provisioned by CSOs, UNOs and Governments, as leads, will determine the short to medium term outcomes for people and populations.

Background

The coronavirus COVID-19 pandemic is the defining global health crisis of our time and the greatest challenge we have faced since World War II[1]. The pandemic outbreak in India has had an unprecedented impact on the health and well-being of vulnerable groups like children, women and elderly. As of 3rd July, 2020, there are 6,25,543 cases of Covid-19 in India. Of this, 2,27,439 are active cases while 3,79,891 have been cured or discharged. So far, 18,213 people have succumbed to the disease[2].

The four lockdowns since 25th March, 2020 (up to 31st May, 2020) undertaken for prevention and management of COVID-19 spread in the country have brought forth mixed results, wherein, on one hand experts have commended the action of government on controlling the spread, and on the other hand vulnerable sections of society (daily wage earners, migrant labourers, domestic workers, women, children etcetera) have found loss of income[3], loss of education opportunities[4] and rise in domestic violence[5].

Civil society has traditionally augmented the efforts of government in dealing with various socio-economic challenges in various domains through their small-scale efforts with funding from donors and governments (National/State). During the current COVID-19 crisis, to address the acute and urgent needs, the CEO of NITI Aayog has written to all Chief Secretaries urging them to instruct the local administration at the district level to utilise the physical and human resources made available by NGOs and CSOs.

Amidst the lockdown, and various preventive measures in place (based on national guidelines issued by MoHFW), the civil society found itself responding to the pandemic with the available resources and efforts to rapidly adapt programmes to ensure relevance of action.

Objectives

The survey aimed to collect information from NGOs/INGOs/CSOs along with CSRs/ Foundations/Volunteer Groups working in the Humanitarian and Development sectors on learning, needs and preferences, along with the current gaps experienced in the ongoing COVID-19 Response. It is expected that the findings from this survey will help RedR India and the wider humanitarian and development sector agencies to ascertain the capacity building needs of organizations and their partner staff and volunteers in their on-going work in COVID-19 Response and for adaptations to their regular practice.

Methodology

The survey questionnaire was designed on the basis Core Humanitarian Capacity Framework[6]. This survey was circulated online to multiple State IAG networks, the Sphere India Coalition, RedR India Roster and Partners, and on social media. The survey was open for online response between 15th April to 15th May, and a total of 93 responses were received. The data analysis was done on three primary thematic areas:

1. **Impact of Covid-19 on Programs of NGOs/Humanitarian Organizations;**
2. **Response to COVID-19 undertaken by NGOs/Humanitarian Organizations; and**
3. **Capacity Building Needs of NGOs/Humanitarian Organizations.**

1 https://www.undp.org/content/undp/en/home/coronavirus.html
2 https://www.mygov.in/covid-19/ (accessed on 03rd July, 2020)
3 https://www.thehindu.com/data/data-80-of-urban-workers-lost-jobs-during-coronavirus-lockdown-_survey/article31569572.ece
4 https://www.hindustantimes.com/india-news/migrant-children-at-risk-of-dropping-out-of-school-after-moving-back-to-_hometowns-experts/story-nzx5STywMTqPEwfHDjihUJ.html
5 https://indianexpress.com/article/lifestyle/life-style/lockdown-rise-of-domestic-violence-how-to-tackle-situation-if-locked-with-abuser-national-commission-for-women-6406268/
6 https://www.alnap.org/system/files/content/resource/files/main/cbha-objective-1-final-report.pdf
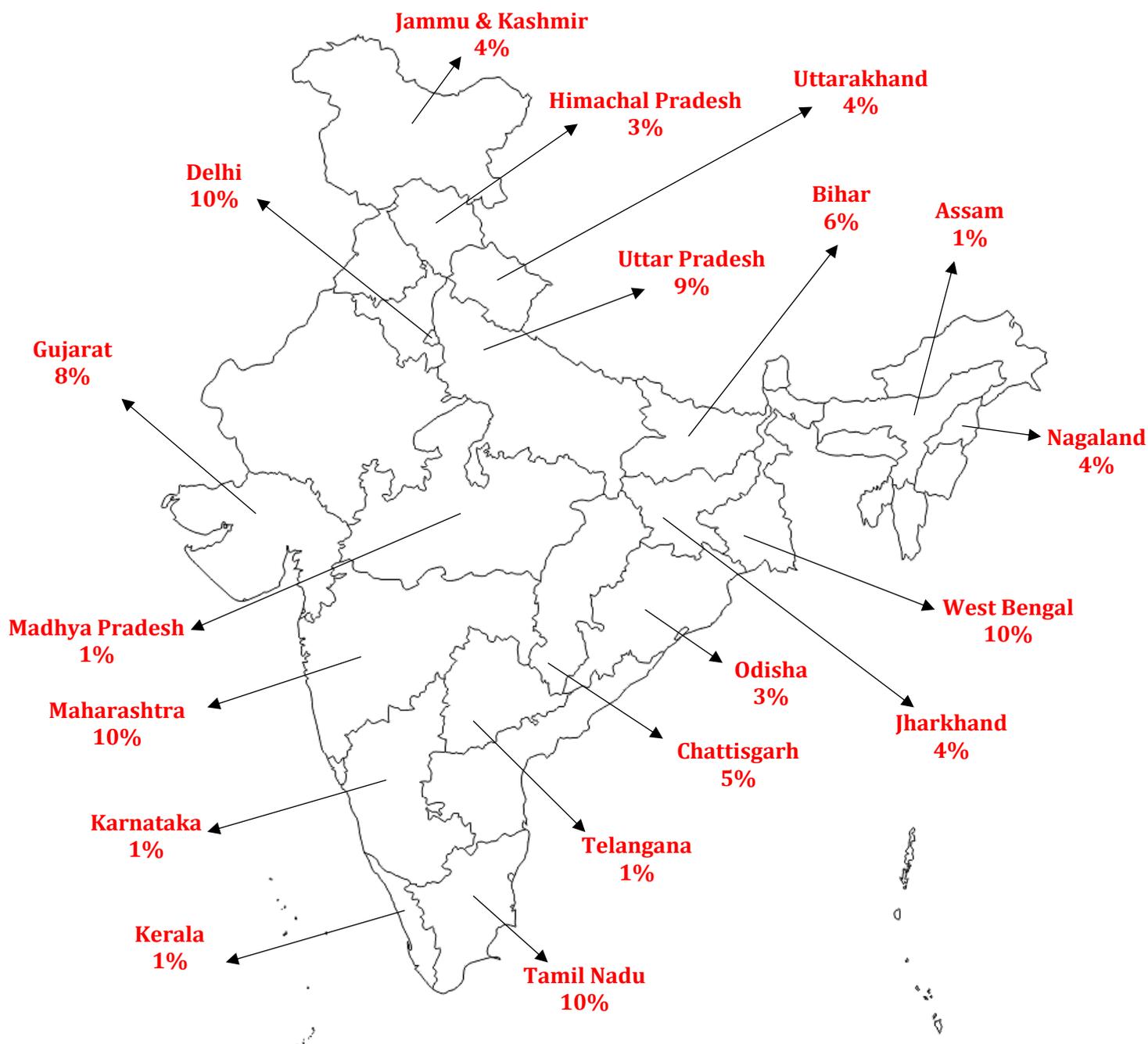
LNA FINDINGS AND ANALYSIS

Figure 1: Participants from Indian States and Union Territories

LNA PARTICIPANT PROFILE

As shown in Figure1, the majority of participants for the survey were from within India, while a few responses were received from participants based out of other countries such as Cambodia (1%), Nepal (2%) and South Sudan (1%). The highest percentage of responses from among the Indian States and UTs was received from West Bengal and Maharashtra (11% each), followed by Delhi (10%) and Tamil Nadu (9%). Only 24% of the LNA participants were women participants, and this is probably reflective of the trend within leadership and management across CSOs/NGOs. The participants of this survey were from different levels (organizational hierarchy) of various humanitarian/development organizations across the country.

From Figure 2, it can be understood that, the highest proportion of participants were Directors (40%), followed by Managers (25%). The participants who were categorized under 'Other' (15%) include Technical Directors, Centre Heads, and Board Members (President, Secretary, Chairman, etc).
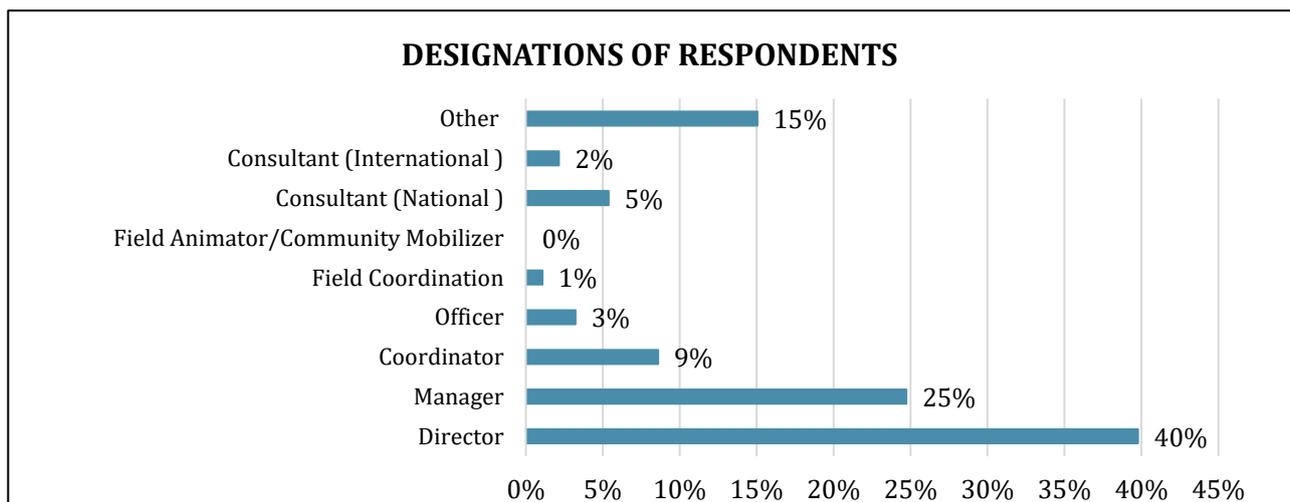
DESIGNATIONS OF RESPONDENTS

Other — 15%
Consultant (International) — 2%
Consultant (National) — 5%
Field Animator/Community Mobilizer — 0%
Field Coordination — 1%
Officer — 3%
Coordinator — 9%
Manager — 25%
Director — 40%

Figure 2: Designations of Participants

Further, Figure 3 shows that the majority of participants who are Directors are from the Indian states of Bihar, Uttar Pradesh and West Bengal (4% each of the total participants), and Maharashtra and Odisha (3% each of the total participants). This could be attributed to the large numbers of organizations working in these states, given their disaster profiles and lower development indices. The majority of participants who are Managers are from the Indian states of Tamil Nadu (4% of the total participants) and Delhi (3% of the total participants). Delhi beingthe national capital is where many of the major I/NGOs working in the country are headquartered.
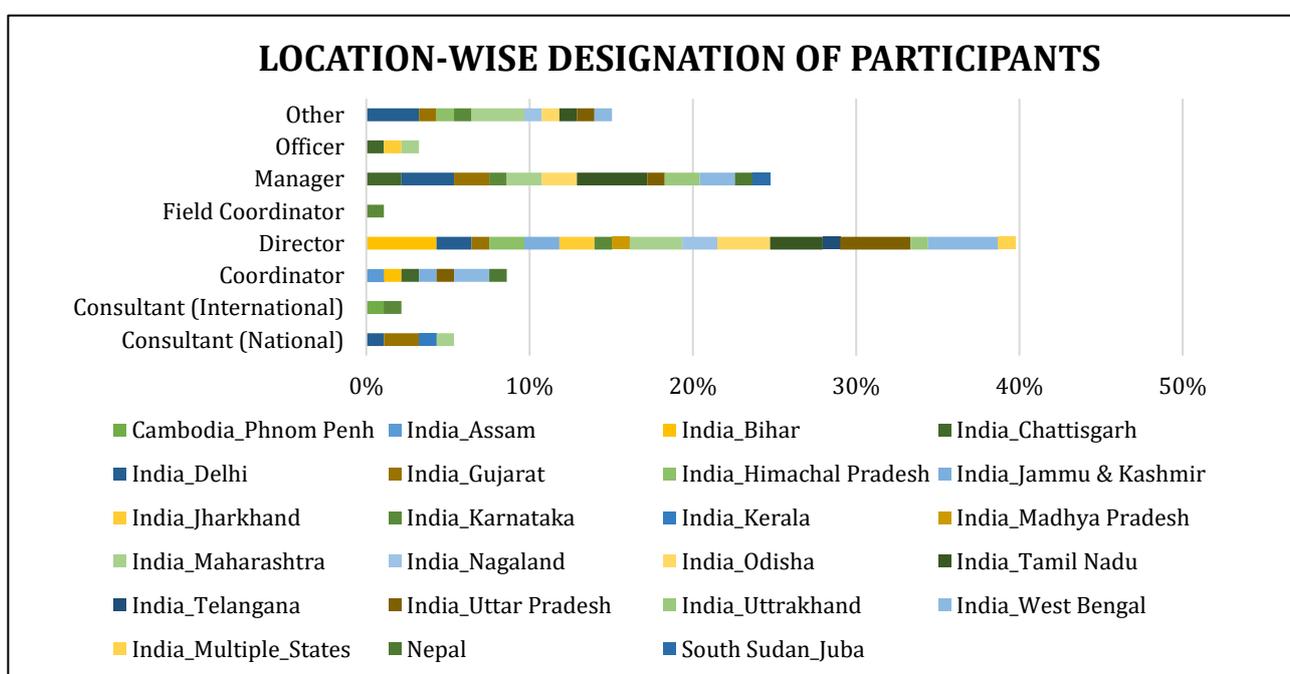
LOCATION-WISE DESIGNATION OF PARTICIPANTS

Other
Officer
Manager
Field Coordinator
Director
Coordinator
Consultant (International)
Consultant (National)

Legend:
- Cambodia_Phnom Penh
- India_Assam
- India_Bihar
- India_Chattisgarh
- India_Delhi
- India_Gujarat
- India_Himachal Pradesh
- India_Jammu & Kashmir
- India_Jharkhand
- India_Karnataka
- India_Kerala
- India_Madhya Pradesh
- India_Maharashtra
- India_Nagaland
- India_Odisha
- India_Tamil Nadu
- India_Telangana
- India_Uttar Pradesh
- India_Uttrakhand
- India_West Bengal
- India_Multiple_States
- Nepal
- South Sudan_Juba

Figure 3: Location-wise Designations of Participants

The LNA received responses from a diversity of participants, both in terms of their roles, and the locations where they/their organizations operate, as well. This widespread participation is very helpful in portraying the broad impact scenario of COVID-19 on development and humanitarian action, throughout the entire country, the response activities being planned and undertaken, and the capacity building needs that have emerged.

IMPACT OF COVID-19 ON PROGRAMMES/PROJECTS OF ORGANIZATIONS

COVID-19 has impacted organizations in the non-profit sector in a wide variety of ways, resulting into ongoing projects (many of which require scaling up) reviewed, some being overhauled and a few others being called off altogether.[7] As is evident from Figure 4, majority of the participants (52% of the total participants) stated that because of the pandemic, existing programmes/projects have been put on hold and programme focus has been shifted to COVID-19 Response. While 19% participants reported that the programme focus of their organizations has shifted to COVID-19 Response, 17% said that their existing programmes/projects have been put on hold, due to the COVID-19 situation. A mere 4% reported that there has been no change to ongoing programmes despite the COVID-19 situation.

Some of the 'Other' responses (8%) given by participants regarding impact to their work as a result of COVID-19 included organizations going ahead with current programmes along with COVID-19 Response work, restrictions on field work due to the lockdown and the consequent inability to travel, and conversion of face-to-face meetings with Government Officials to online mode and associated difficulties.
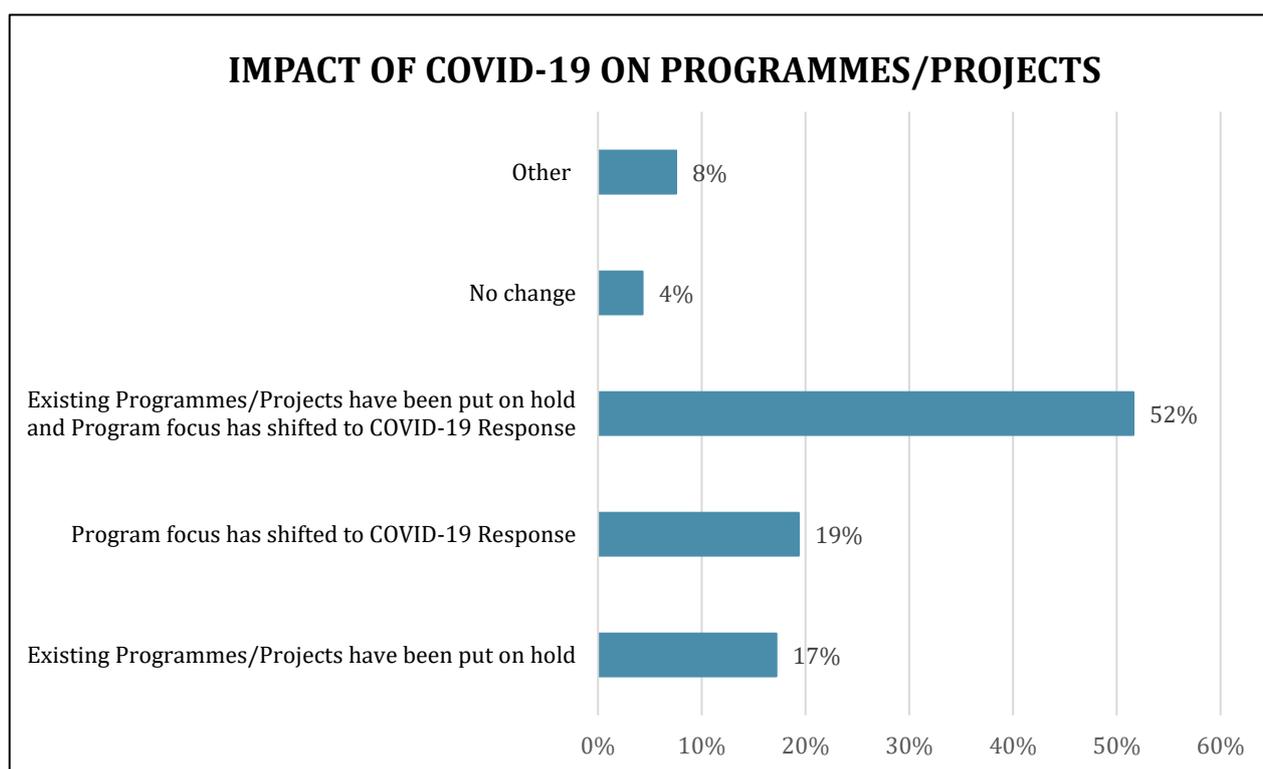

Figure 4: Impact of COVID-19 on Programmes/ Projects of Organizations

"Collective consciousness is the need of the hour."

**-DIRECTOR,
NGO BASED IN ODISHA**

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[7] https://www.downtoearth.org.in/blog/governance/covid-19-and-the-curious-case-of-development-sector-un-partnerships-70726

COVID-19 RESPONSE UNDERTAKEN BY ORGANIZATIONS

92% of the participants who took the survey stated that their respective organizations have been involved in COVID-19 Response operations, either directly or indirectly. Following the COVID-19 pandemic starting in India, the focus of NGOs and CSRs has been on immediate relief activities, from providing supplies to migrants to giving targeted support to end-beneficiaries.[8]

With their given resource capacities, organizations have been engaged in multiple activities, and the survey results, as given in Figure 6, also clearly show that. The majority of participants, i.e. 69% of the total participants stated that their organizations have been involved in the distribution of relief items including food, water and hygiene kits, while 73% of the total participants informed that their respective organizations have been engaged in activities for Awareness Generation of Communities on COVID-19. As is clear from the above figure, organizations have also been engaged in conducting training sessions for volunteers on COVID-19 Response (41% of the total participants) and engaged in coordination activities for COVID-19 Response (35% of the total participants). The participants with 'Other' responses (14% of the total participants) included Primarily preventative activities undertaken in the communities, Data Management for COVID-19 Response, Help extended to stranded daily wage workers from North-Eastern and other Indian States, Stray animals' Feeding, Small scale Manufacturing of Face Masks and Distribution and Advocacy.
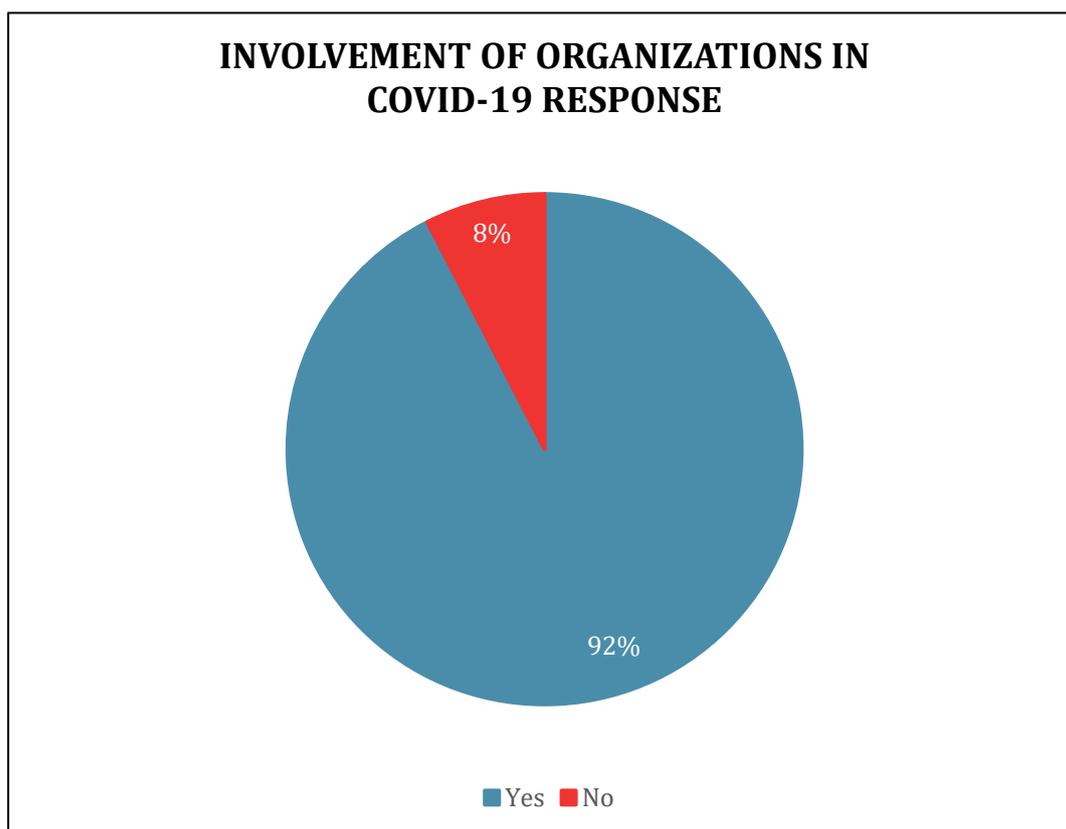
INVOLVEMENT OF ORGANIZATIONS IN COVID-19 RESPONSE

8%

92%

■ Yes ■ No

Figure 5: Involvement of Organizations in COVID Response (Directly/Indirectly)

"We have been developing and disseminating content for young children and parents on hand hygiene, managing social-emotional stress at such times, and learning at home."

**- DIRECTOR,
ORGANIZATION IN DELHI**

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[8] https://avpn.asia/blog/the-impact-of-covid-19-on-csr-funding-for-indian-ngos/

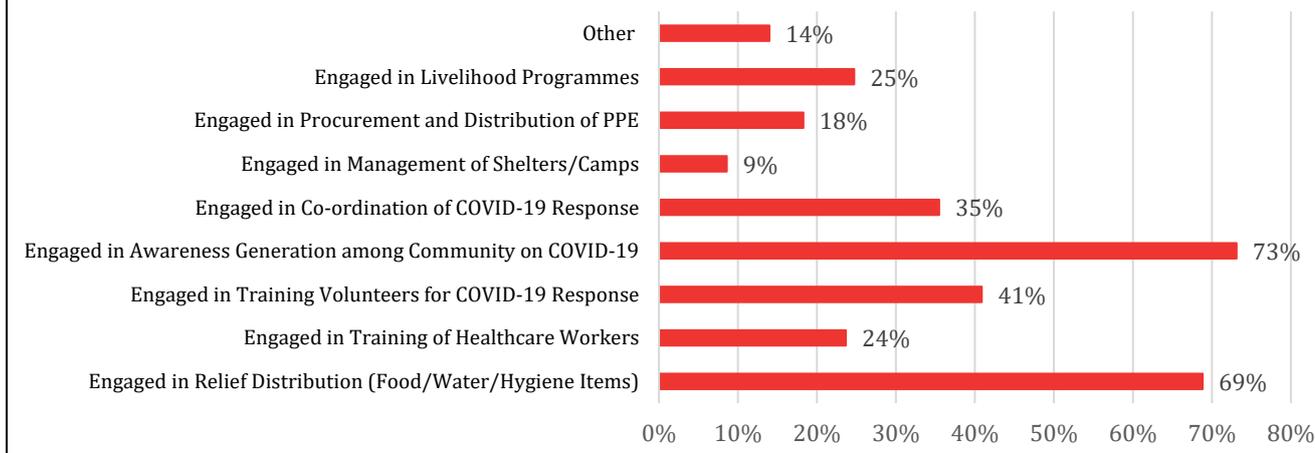## ACTIVITIES UNDERTAKEN FOR COVID-19 RESPONSE

Figure 6: Activities Undertaken for COVID-19 Response by Organizations

Regarding the activities that are being planned by various organizations for COVID-19 Response, it is clear from Figure 7 that these include Awareness Generation in Communities on COVID-19 (as stated by 82% of the total participants), Relief Distribution of Essentials (as stated by 68% of the total participants), Training Volunteers on COVID-19 Response (as stated by 54% of the total participants), and Conducting Livelihood Support Programmes (as stated by 46% of the total participants). While 33% and 30% of the total participants respectively said that the sustenance of Health/Nutrition/WASH services and training programmes for health care workers, were being planned by their organizations, 'Other' responses (14%) included the following:

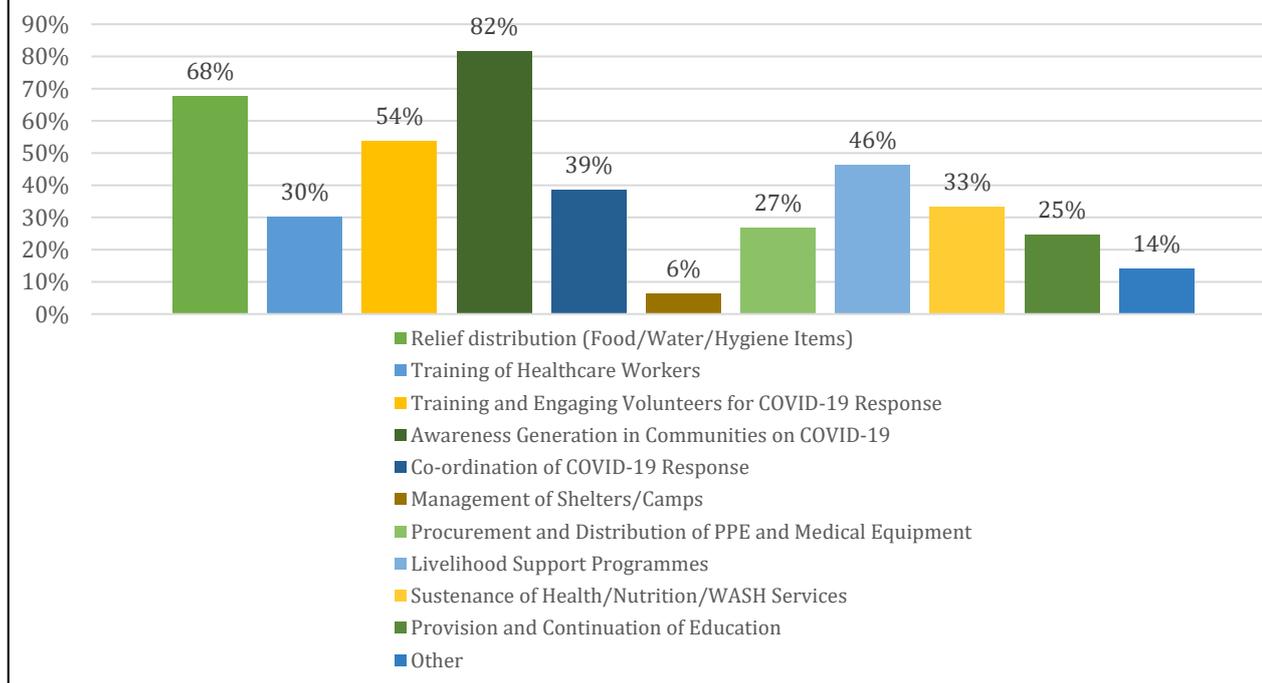## ACTIVITIES BEING PLANNED FOR COVID-19 RESPONSE

Figure 7: Activities Being Planned for COVID-19 Response by Organizations

- **In-depth mapping of the emergent migrant crisis to support civil and public stakeholders' humanitarian interventions with evidence-based, real-time recommendations.**
- **Education and awareness building of Sanitation workers and providing them with proper hygiene kits.**
- **Taking care of Persons with Disabilities.**
- **Conducting a Needs Assessment on issues, gaps, and concerns, pertaining to people with disabilities in India in the context of COVID-19 Preparedness and Response.**
- **Setting up of a Helpline.**
- **Preventing wildlife trade and environment protection.**
- **Learnings documentation.**

As a result of the pandemic and the sudden change in the focus of their operations, organizations are faced with the challenge of carrying out their response operations without having adequate resources. Figure 8 shows that 74% of the total participants highlighted lack of financial resources to carry out COVID-19 Response, while 34% of the total participants stated lack of technical resources with their respective organizations to effectively respond.
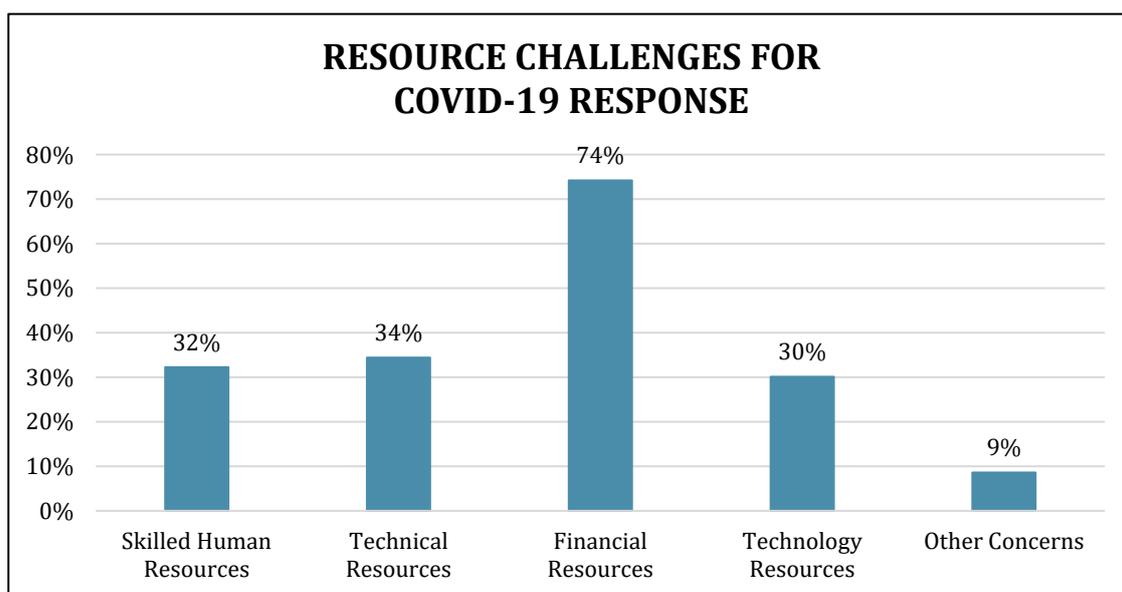

Figure 8: Resource Challenges for COVID-19 Response of Organizations

Almost, a third of the total participants informed that there is an inadequacy of skilled human resources to plan and implement the programmes/projects. In addition to that, a small percentage (9% of the total participants) stated 'other' concerns such as direct access to the field, unavailability/mobility constraint of vehicles for transportation of material, getting government approvals for undertaking response activities and lack of adaptive management skills to continue for a sustained period of time.

"We are planning activities for Education and Awareness Generation of sanitation workers, and providing them with proper hygiene kits."

**-DIRECTOR,
ORGANIZATION IN BIHAR**

Financial Resources is a major issue currently for most of the organizations involved in COVID-19 Response. Figure 9 sheds light on this by showing that 68% of the total participants' organizations have not managed to secure the funding for their COVID-19 Response operations. The remaining 32% of the total participants who stated having the funds for their respective organizations[9] COVID-19 Response activities, have secured it mainly from their own corpus fund (56% of the total participants), followed by some being hopeful of approval of submitted proposals (46% of the total participants), and some for whom their donors have agreed for the necessary funds (37% of the total participants).

Some of the participants (18% of the total participants) in 'Other' category highlighted innovative mechanisms they have been employing for funds, which include leveraging existing partnerships, memberships, public donations, donation from friends and family, local community contribution/locally collected donations/local sponsors, crowd funding, channelizing funds from existing programme with donor approval and managing activities with own funds.

It is commendable on part of CSOs, that despite the resource challenges being faced, they have been undertaking COVID-19 Response operations within their existing capacities, as it is indeed crucial to "act now" in order to provide aid to those in need, and prevent/minimize the spread of COVID-19 among communities.[10]
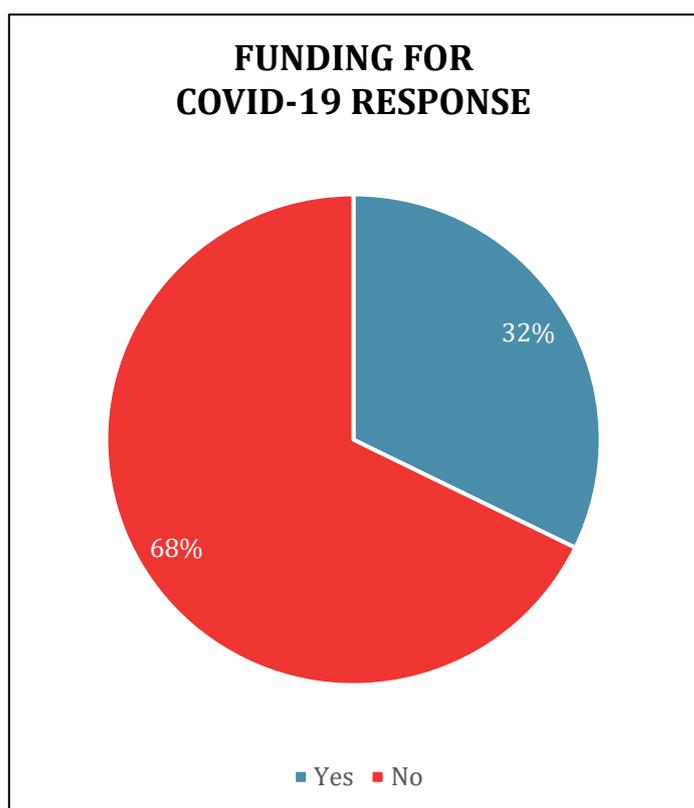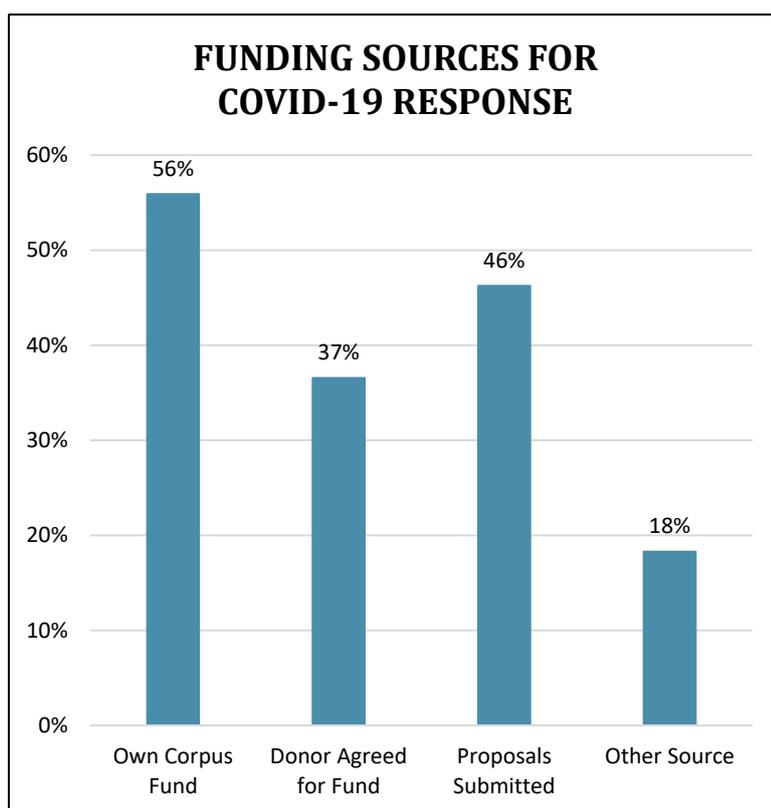

Figure 9: Funding for COVID-19

Figure 10: Organizations' Funding Sources for COVID-19 Response

"We need to act now to avoid the worst impacts of our efforts to control the pandemic."

**- ANTÓNIO GUTERRES,
SECRETARY-GENERAL OF THE UNITED NATIONS**

[9] https://www.un.org/en/coronavirus/we-need-act-now-avoid-worst-impacts-our-efforts-control-pandemic
[10] https://www.iact.ngo/2020/03/17/covid-19-the-humanitarian-community-must-act-now/

CAPACITY BUILDING NEEDS OF ORGANIZATIONS

As is evident from Figure 11, 98% of the total participants feel that there is a necessity for building staff capacities in the current context. Given the novelty and uniqueness of COVID-19, organizations across the world are challenged with trying to tackle the operational and programmatic challenges posed by the pandemic, which makes it all the more essential to build and hone organizational capacities. Staff's lack of the required technical/non-technical skills can adversely affect the robustness of response operations of organizations.

Whether it is to do with understanding the application of humanitarian standards in COVID-19 response operations, or conducting needs assessments, or safely distributing relief material to communities, or taking the right measures for overall safety and security of frontline workers (to name a few), improving or developing staff capacities is definitely the need of the hour. By ensuring this need is met, organizations would be further well-equipped to play their part in effectively handling the crisis, and achieve the larger goal of lessening the numbers of lives lost. In the figure above, the ranking of participant responses on priority capacity building topics is reflected.

NECESSITY FOR IMPROVEMENT/DEVELOPMENT OF STAFF CAPACITIES
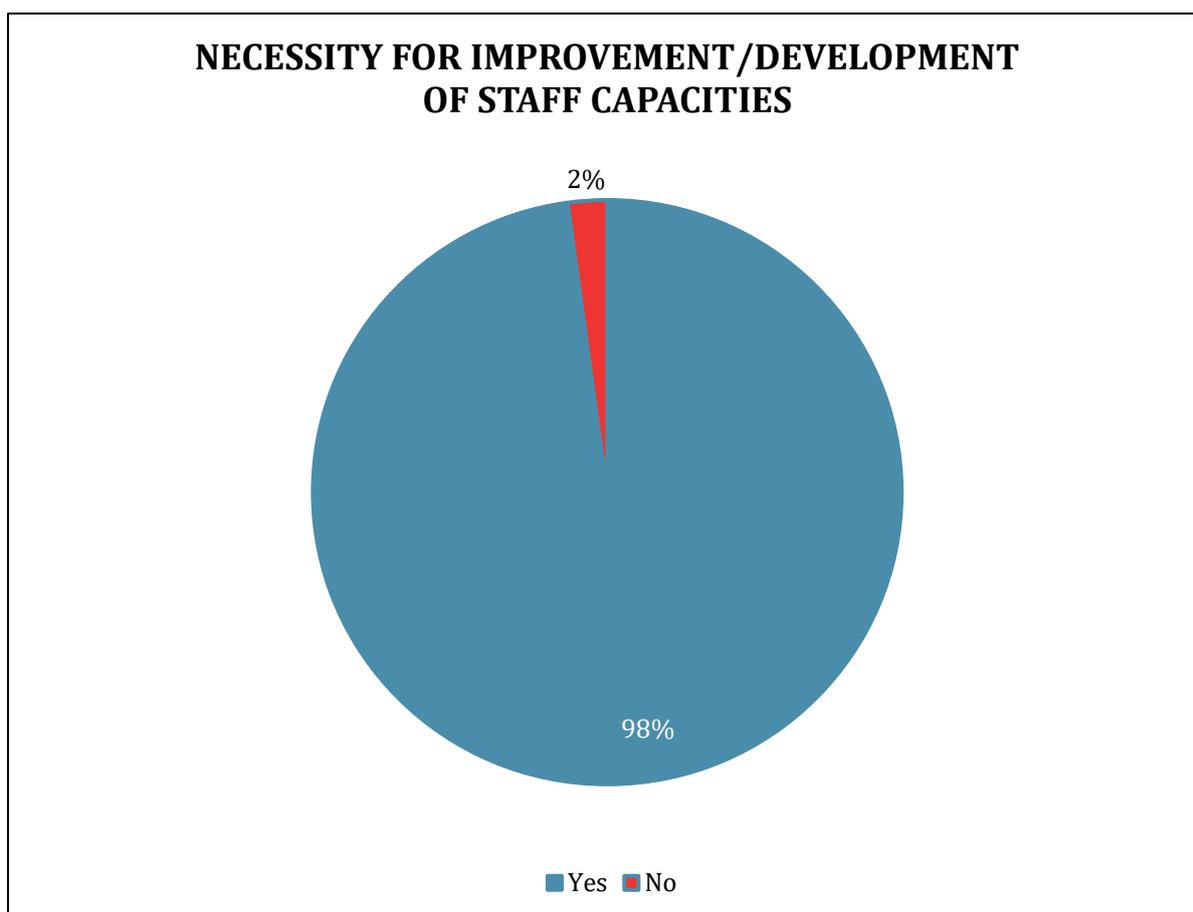
2%

98%

■ Yes ■ No

Figure 11: Necessity to Improve/Develop Staff Capacities in the Context of COVID-19

"All around the globe, humanitarian crises are being magnified by the current pandemic."

**DR. BALWANT SINGH,
EXECUTIVE DIRECTOR, SPHERE**

Foremost priority, has been stated by 48% of the total participants for the need for capacity building on the broad theme of 'Safety and Security' that includes the personal safety of front-line workers, volunteers, and staff who are responding at field in affected areas, and also encompasses the topic of psychosocial care of these staff, which is much needed, considering the long hours of work that they are putting in away from family and friends, and the added stress of being in the midst of large numbers of people falling ill. Another 32% of the total participants consider this a high priority capacity building need, while 17% of the total participants think this only needs to be given medium priority.
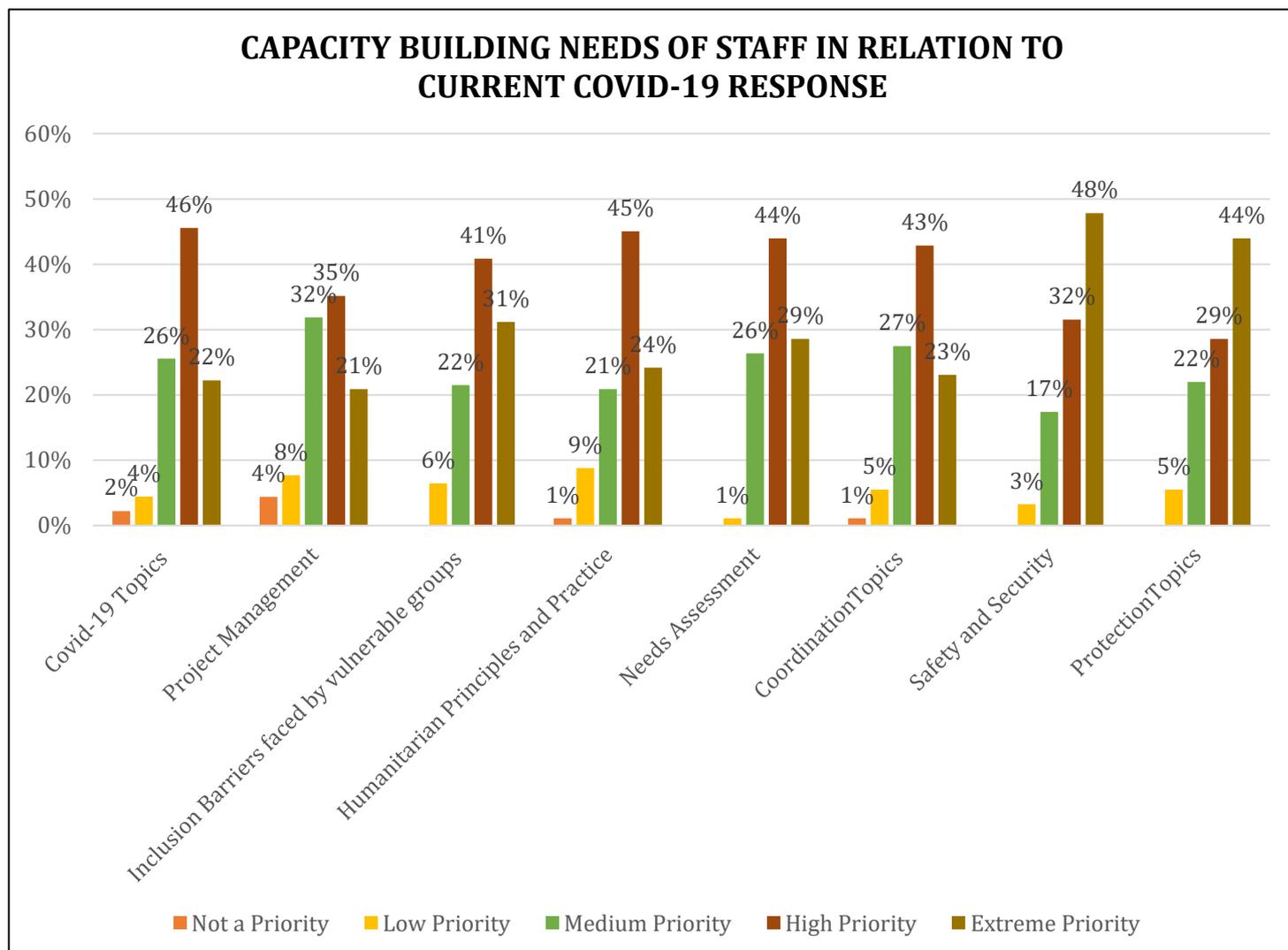

Figure 12: Capacity Building Needs of Staff in Relation to Current COVID-19 Response

Regarding the capacity building of staff on the subject of 'Protection' and its sub-themes such as Protection Principles, Child Protection (CP) and Gender Based Violence (GBV) in particular, 44% of the total participants feel it is a requirement of extreme priority. Child Protection issues and GBV, for instance, increase during every type of emergency-whether economic crises, conflict or disease outbreaks.[11] It is therefore of utmost importance that staff are well-informed on these subject areas while planning response operations and implementing the same on field. 29% of the total participants feel that this is a high priority capacity building requirement, while 22% of the total participants only think of it as a medium priority, and 5% of the total participants consider it only a low priority.

[11] https://www.undp.org/content/undp/en/home/librarypage/womens-empowerment/gender-based-violence-and-covid-19.html

On COVID-19 topics, 46% of the total participants feel that it is a high priority capacity building requirement for their staff, while 22% think of it as an extreme priority. Given that COVID-19 is in fact the context in which participants are operating, it is only understandable why this theme demands so much importance. It is imperative that staff of all organizations involved in COVID-19 Response must stay aware and updated on the myths and facts of COVID-19, the ways of going about Community Engagement during a pandemic, methods of conducting Hygiene Promotion in Communities and also ensure effective Risk Communication.

Capacity building on the theme of 'Humanitarian Principles and Practice' is considered a high priority requirement by 45% of the total participants and an extreme priority requirement by 24% of the total participants. Application of humanitarian standards would enable organizations to provide an evidence-based, reliable, consistent and predictable framework for responding to the COVID-19 pandemic.[12] Some of the participants (21%) have stated it is a medium priority capacity building need for them, while 9% have said it is a low priority, and only 1% of the total participants feel it is not a priority in their respective organizations.

The capacity building of staff on 'Needs Assessments' has been reported to be a high priority requirement by 44% of the total participants, and an extreme priority requirement by 29% of the total participants. In the context of COVID-19, it is indeed important to refresh or improve the capacities of all staff engaged in the planning, designing and conducting of Needs Assessments on its components such as Terms of Reference, assessment activities, data collection techniques, information collation, analytical frameworks and report writing, and also learn the do's and don'ts of conducting Needs Assessments in COVID-19 affected areas. While 26% of the total participants consider this a medium priority capacity building need, only 1% of the total participants think of it as low priority.

'Coordination' or Humanitarian Coordination involves bringing together humanitarian actors to ensure a coherent and principled response to emergencies, with the aim to assist people when they most need relief or protection.[13] Even in the case of COVID-19, there is a need for all these actors to complement one another and work together to serve communities. This therefore becomes an equally crucial topic that all organizations involved in the response work need to stay abreast of. While 43% of the total participants consider this a high priority capacity building requirement, 23% of the total participants think of it as an extreme priority. Further, 27% of the total participants consider it only a medium priority, and 5% think of it as a low priority. 1% of the total participants do not consider this to be a priority at all, when it comes to the current capacity building needs of their staff.

'Inclusion' is again a very important aspect of impartial and accountable humanitarian assistance. Any humanitarian response that adopts an inclusive approach in the designing, implementing, funding and monitoring of activities takes into consideration vulnerability in all its forms, and ensures it reaches the most marginalised people (including children, youth, older people, people with disabilities, ethnic groups and others marginalised due to their social status).[14] With regard to the capacity building of their staff on the theme of inclusion and overcoming the barriers faced by vulnerable groups accessing aid, 41% of the total participants consider it to be a high priority requirement, 31% consider it an extreme priority, 22% consider it a medium priority, and only 6% consider the same to be a low priority.

The delivery of humanitarian aid and assistance in the midst of COVID-19 is not a simple matter and capacity building on Project Management and Remote Management would play a vital role during these times. In the current context, all aspects of project management including initiation, planning, implementation, monitoring and evaluation have to be done bearing in mind the challenges of the lockdown imposed and the social distancing norms that are being followed everywhere.

[12] https://www.spherestandards.org/covid-ghrp/
[13] https://www.humanitarianresponse.info/en/coordination#:~:text=Humanitarian%20coordination%20involves%20bringing%20together,most%20need%20relief%20or%20protection.
[14] http://www.inclusioncharter.org/

CAPACITY BUILDING NEEDS OF STAFF IN RELATION TO REGULAR HUMANITARIAN AND DRR PROGRAMMING
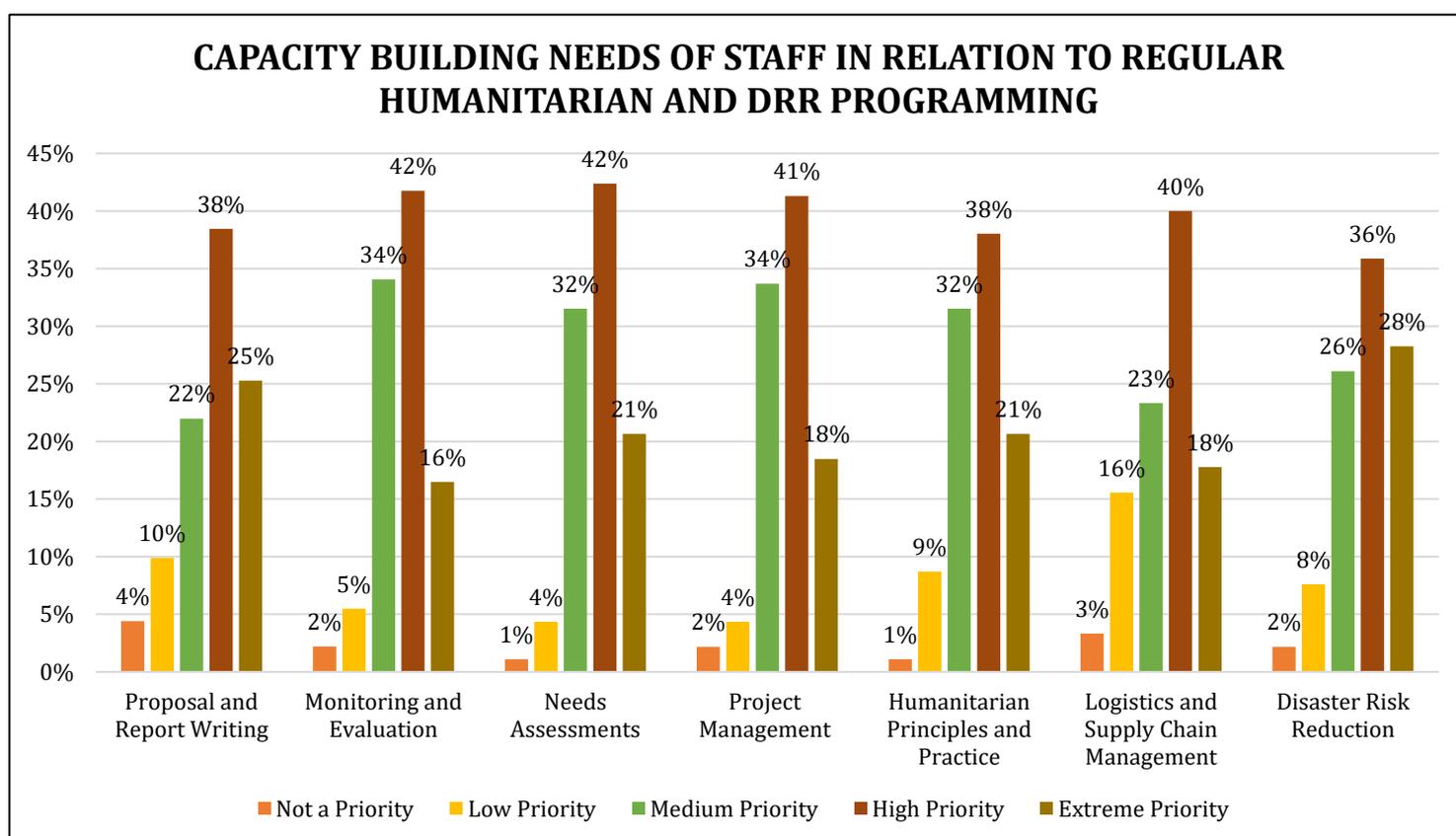

Figure 13: Capacity Building Needs of Staff in Relation to Regular DRR and Humanitarian Programming

35% of the total participants consider this a high priority capacity building need, while 21% of the total participants think of it as an extreme priority. 32% of the total participants have rated medium priority for the same, while 8% of the total participants think it is only a low priority capacity building requirement, and 4% of the total participants do not consider this a priority at all.

Participants also ranked priorities for their capacity building needs in relation to regular Humanitarian and DRR Programming of their organizations, as is evident from Figure 13. 42% of the total participants consider 'Monitoring and Evaluation' (M&E), which are crucial to management processes that enable organizations to track the progress of their activities and facilitate effective decision making, to be a high priority capacity building need for their staff, while 16% of the total participants have given the same an extreme priority ranking. Programme staff who are involved in M&E must be well-equipped with the knowledge and skills on Remote Management, M&E tools, drafting monitoring plans, collecting and analysing data and writing M&E reports. In the context of their regular DRR and Humanitarian Programming, 34% of the total participants consider this a medium priority capacity building requirement, while 5% of the total participants consider it a low priority requirement, and 2% of the total participants think of it as not a priority.

Regarding the capacity building of staff on 'Needs Assessments', its objectives and the right ways of going about it, 42% of the total participants consider it a high priority. Needs Assessment is an important and continuous process throughout the humanitarian programme cycle, as it provides the evidence base for strategic planning, as well as the baseline information upon which situation and response monitoring systems will rely.[15] This could be the reason as to why 21% of the total participants consider capacity building of their staff on this to be of extreme priority. However, 32% of the total participants only consider this a medium priority, and 4% have ranked it a low priority capacity building requirement. Only 1% of the total participants do not think of it as a priority for the capacity development of their staff.

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[15]https://www.humanitarianresponse.info/en/programme-cycle/space/page/assessments-overview#:~:text=Needs%20assessment%20provides%20the%20evidence,throughout%20the%20humanitarian%20programme%20cycle.

Priorities were also ranked by participants for the capacity building of staff of their respective organizations on 'Project Management' and its components including project life cycle, project identification and design, project initiation, project planning, project implementation, project monitoring and evaluation and end of project transition. While 41% of the total participants and 18% of the total participants gave it a high priority and extreme priority ranking respectively, 34% of the total participants gave the same only a medium priority ranking. 4% of the total participants think that this theme is a low priority capacity building requirement in the context of their organization's regular DRR and humanitarian programming, and 2% of the total participants consider it not a priority for the same.

The role of 'Logistics and Supply Chain Management' is massive when it comes to responding to humanitarian emergencies, and all programme/project staff and volunteers involved in the same are expected to be on top of the various processes associated with it such as procurement, warehousing, transportation, distribution planning, coordination and management of goods, people, and resources before and during response. 40% of the total participants consider this to be a high priority capacity building requirement for their staff, while 18% consider it an extreme priority. Interestingly, 23% of the total participants seem to think of it only as a medium priority, while 16% of the total participants consider it a low priority, and 3% of the participants do not consider it a priority. These numbers could perhaps be due to the reason that the teams responsible for the logistics and supply chain management of the organizations of these participants are already well-trained on the theoretical and practical knowledge for going about the same.

Participants also feel that capacity building of the staff on specific skills related to 'Proposal and Report Writing' is important. This encompasses a range of topics that include components of a good proposal, understanding donor requirements, report structuring and components, and tools for planning and preparation, to name a few. While 25% of the total participants' think this needs to be given extreme priority when it comes to capacity development of staff in the context of their regular DRR and humanitarian programming, 38% of the total participants consider it a high priority. However, 22% of the total participants consider it a medium priority, 10% of the total participants only consider it to be a low priority, and it is not at all considered a priority by 4% of the total participants.

21% of the total participants and 38% of the total participants also feel that capacity building of staff on 'Humanitarian Principles and Practice' is an extreme priority and high priority need respectively in their organizations, which is understandable considering the high relevance of applying principles and standards in all humanitarian practice and risk reduction activities. For capacity building on this theme, however, 32% of the total participants only consider it a medium priority need, and 9% only consider it a low priority need. 1% of the total participants have ranked the same as not a priority, for their organizations.

'Disaster Risk Reduction' or DRR, and its associated themes such as Mainstreaming Disaster Risk Reduction in Social Sectors, Disaster Management Planning, Contingency Planning, Organisational Preparedness, Community Based Disaster Preparedness, are all crucial processes for all organizations involved in disaster management. Regarding the capacity building needs of staff on DRR in the context of their humanitarian programming, 28% of the total participants consider it a top priority, 36% of the total participants consider it a high priority, and 26% of the total participants consider it a medium priority. While 8% of the total participants consider this to be a low priority capacity building need, it is not considered a need by 2% of the total participants.

Given the lockdown and restrictions on movement and access as a result of the pandemic organizations currently have no choice but to shift to digital mode to carry on business as usual. In this regard, 90% of the total participants reported that their organization staff are able to access the required digital learning resources and training to help support their work without any difficulty. Only 6% of the total participants stated that they are unable to do so, and 3% elaborated on the same stating it is so because of the following reasons:

- **Ability of only Managerial Staff to avail these resources.**
- **Lack of access to smooth internet functions or proper laptops/good smartphones to take part in meetings/sessions via video calls.**
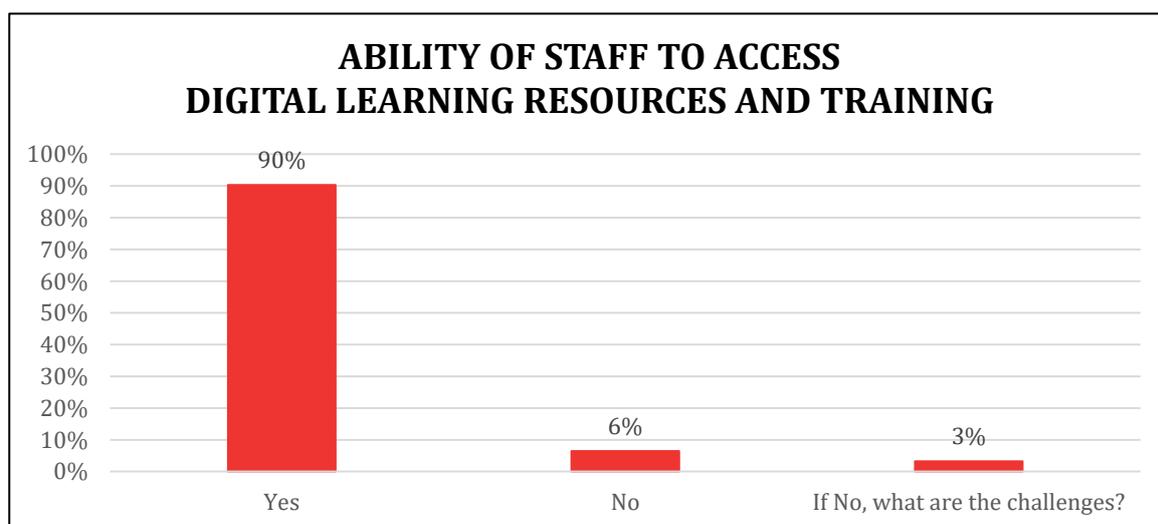

Figure 14: Ability of Staff to Access Digital Learning Resources and Training

Further, regarding the type of digital learning that would be most suitable for their organizations/staff, a majority of participants (51% of the total participants) feel that facilitated online courses would be most useful, followed by live webinars (47% of the total participants), and blended elements of live and self-paced learning (42% of the total participants). Some other participants (34% and 32% of the total participants respectively) also stated that pre-recorded webinars and self-paced online courses may also work well for their organizations/staff.
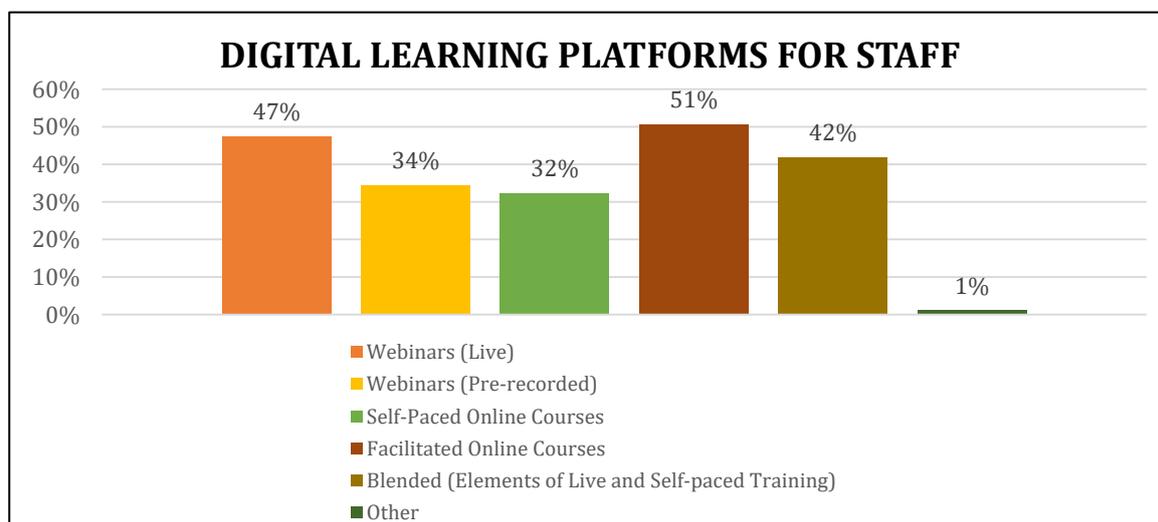

Figure 15: Type of Digital Learning Most Suitable for Staff

WAY FORWARD

The LNA provides an understanding of the nature of change, adaptations and learning evolution that are being faced by CSOs in the new normal. The survey findings indicate that building staff capacities of humanitarian and development organizations across India, on a range of skills and thematic areas, will enable these organizations to overcome the challenges being faced in the event of the current pandemic (and any other future crisis), and sustain their relief and response programmes. Participants, in their responses, have not only expressed urgency for the requirement of capacity/skill-development/improvement, but also suggested that the improvement/development of these skills and capacities in the current scenario would require both virtual learning as well as handholding sessions.

The responses show us that capacity development sessions on themes including Safety and Security of Staff while on field, Protection and its sub-themes such as Gender Based Violence and Child Protection, Application of Humanitarian Principles and Standards, Needs Assessment, Monitoring and Evaluation, and Proposal and Report Writing would need to be conducted for different groups of participants via facilitated online courses, considering the current context.

The LNA indicates that the sector and capacity building actors would need to draw up suitable plans which can be informed by the following recommendations:

Capacity Building Programming

1. Conduct at scale, customised training sessions that cater to the needs of their employees, both in the context of COVID-19, and in relation to their regular DRR and Humanitarian Programming. This needs to include adaptations to the new normal.
2. Leverage technology and partnerships to deliver and enhance reach of capacity building to actors across the spectrum.
3. With increased levels of positive transition towards localised action coupled with restrictions in mobility, learning content and its delivery needs to be multilingual to enhance reach and effectiveness.

Emergent Topics for Capacity Building

1. Develop learning content for online capacity building blended with coaching as possible on Financing for Humanitarian and DRR Actions
2. Similar content for Project Management – Alternate Strategies and Remote Functioning
3. Inclusion, Protection and Targeting for Programmes

Contextual Adaptation

1. Look at more regionalised and contextual programming and capacity building needs when developing projects and interventions.
2. Build in mechanisms for blended learning that involves self-learning, webinars, assignments, real time exercises as part of a longer-term approach to updating capacity building for the sector.

ANNEXURES

Annexure 1: Names of Organizations of Participants

No.	Name of the Organization	No.	Name of the Organization
1	Rudra Development Foundation	44	Terre Des Hommes Foundation
2	Shree Sai Unemployed Engg. Society Ltd	45	SEWA BHAWAN HOSPITAL
3	Gmark Technology Pvt Ltd	46	Indo Global Social Service Society
4	ASN WASTE MANAGEMENT SERVICES PVT LTD	47	Village Foundation
5	RedR India	48	Lohardaga Gram Swarajya Sansthan
6	Sesame Workshop India	49	ELFA International
7	Mahila Housing Trust (MHT)	50	Shri Ram Sena Hindustan
8	Urban Health and Climate Resilience Center of Excellence	51	Bhartiya Kisan Sangh (BKS)
9	AWOKE India Foundation	52	Raigarh Ambikapur Health Association
10	PADEK CAMBODIA	53	UTSARGA RURAL AND URBAN SOCIETY
11	RuChiNi ESP	54	ARPAN
12	Oxfam India	55	Sanskar Pratisthan PCMC
13	Doers	56	HEALDS
14	SAMARTHANAM TRUST FOR DISABLED	57	Team Samvedna
15	The Humanity	58	FEMA (Foundation for Friendly Environment and Medical Awareness)
16	National Institute of Health & Family Wefare	59	Gopabandhu Seva Parisad
17	Tearfund	60	ACTED
18	CARE India	61	UTSARGA RURAL AND URBAN SOCIETY
19	Victory India National Org	62	Endipandeat Consultant
20	CRY	63	BENEVOLENT INTEGRATED RURAL DEVELOPMENT SOCIETY
21	CASA (Church's Auxiliary for Social Action)	64	OFFER - Islamic Relief Worldwide India
22	Msaco	65	Calcutta Society for Professional Action in Development
23	Suryodhya Foundation	66	Mind Blowers Club
24	RCDC	67	Dantan Manav Kalyan Kendra
25	Samudaik Kalyan Evam Vikas Sansthan	68	HCL Healthcare
26	Paschim Sridharkati Janakalya Sangha (PSJS)	69	Total Geological Solutions
27	Mithinga Waste Management Private Limited	70	PEACE FOUNDATION
28	Christian Aid	71	WE FOUNDATION
29	PGVS/ Inter Agency Group UP	72	MADHYA RAMKRISHNAPUR GRAMIN UNNAYAN SAMITY
30	HGS	73	RAWS India
31	World Vision India	74	Center for Public Health and Environment Education
32	Unicef	75	Akimbo Society
33	Odisha Rising Foundation	76	Society for Training, Action, Research and Rehabilitation (STARR)
34	CECOWOR	77	Handicap International
35	Gorakhpur Environmental Action Group	78	Magna Carta Foundation
36	Rotary District 3190	79	Seeds
37	Nehemiah Consultancy Services	80	Jai Baba Kamlahiya Aradhana
38	Save the Children	81	Indigenous Cultural Society
39	Community Development and Research Organisation	82	Nature Environment & Wildlife Society (NEWS)
40	Guru Harkrishan Jeevanjot Society Kashmir	83	CEEOINDIA
41	GLRA India	84	Sphere India
42	Integrated Volunteers Network	85	People's Science Institute
43	Kinderhilfswerk		

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Mission

A world in which sufficient competent and committed personnel are available and responding to humanitarian needs.

RedR India

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