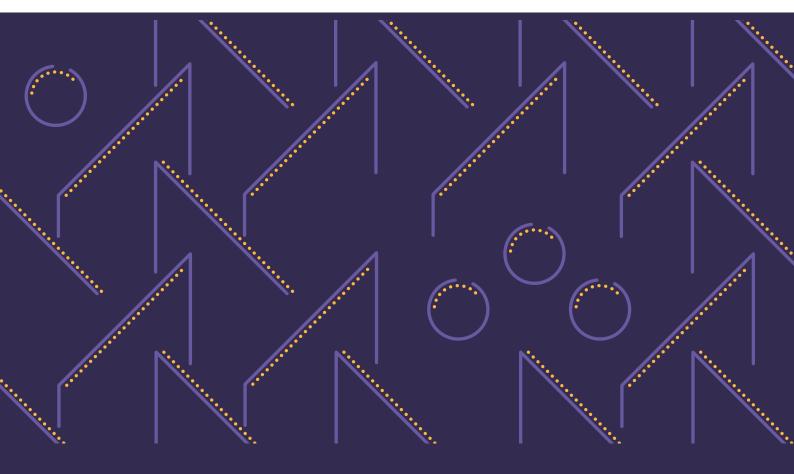
INNOVATION CHALLENGE HANDBOOK

INCLUSIVE PREPAREDNESS CHALLENGE

Supporting the humanitarian community to explore how inclusive preparedness can enable inclusive humanitarian response





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ACKNOWLEDGEMENTS

We wish to thank all those who contributed to the development of this Innovation Challenge, including the following members of our <u>Technical Working Group</u> on the inclusion of people with disabilities and older people, our Gap Analysis Steering Committee, our Challenge reference group:

Dr Alex Robinson (Nossal Institute for Public Health) Dr Amita Bhaktar (Independent WASH Consultant) Andrew Kavala (MANEPO) Diana Hiscock (HelpAge) Thomas Palmer (Islamic Relief Worldwide) Raissa Azzalini (Oxfam) Raya Al Jadir (Journalist and Activist) Rose Achayo Obol (NUWODU) Simon Okwii Peter (Disability advocate and lawyer) Sulayman A. Ujah (Disability Community Federal Capital Territory) Waqar Puri (STEP)

ADDITIONAL THANKS FOR COMMENTS FROM:

Deepak Malik (HelpAge) Jane E.Rovins (Disaster Reduction & Resilience (DRR) Solutions, Ltd) Christian Modino Hok (CBM Global)

Thank you also to our Challenge support partner, Science Practice.

ABOUT ELRHA & THE HUMANITARIAN INNOVATION FUND (HIF)

We are <u>Elrha</u>. A global organisation that finds solutions to complex humanitarian problems through research and innovation. Our <u>Humanitarian Innovation Fund</u> (HIF) aims to improve outcomes for people affected by humanitarian crises by identifying, nurturing and sharing more effective and scalable solutions.

Our area of focus on the inclusion of people with disabilities and older people explores the barriers to and supports opportunities for the inclusion of older people and people with disabilities in humanitarian action. We believe that humanitarian innovation has much to contribute to this agenda and to generating more effective and inclusive humanitarian action.

We strive to ensure that our work is problem-led and evidence-based. Following two rapid reviews of inclusion in <u>WASH interventions</u> and <u>GBV programming</u>, we funded two Challenges in 2019 to explore the barriers identified (the <u>projects</u> are ongoing). We also commissioned a Gap Analysis on the inclusion of people with disabilities and older people in humanitarian action. The first part of this <u>Gap Analysis</u> presents the findings of a systematic academic literature review and grey literature review. The second part will provide additional findings from consultations, interviews and case studies and will be published towards the end of summer 2020.

BACKGROUND

Our ambition for this Challenge is to support the humanitarian community to explore and better understand how inclusive preparedness enables inclusive humanitarian response by gathering experiences and perspectives from people with disabilities and older people.

To decide the focus for this Challenge, we worked with the research team leading the Gap Analysis, as well as our Technical Working Group (TWG) to determine what the main focus should be. Inclusive preparedness emerged as an important and neglected area of humanitarian action.¹

To refine the focus of the Challenge, we held further consultations with TWG members and with a reference group that included people with disabilities and people with humanitarian experience. This allowed us to develop our thinking around the evidence gap for inclusive preparedness and what we want to achieve through this Challenge.

We want this Challenge to generate a strong baseline of understanding on how inclusive preparedness enables inclusive response before we consider supporting innovation in this area.

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This Handbook provides information about the <u>Inclusive Preparedness Challenge</u> and the types of projects we are looking to fund.

To apply for the Challenge, please complete and submit an Expression of Interest (EoI) via our Common Grant Application platform.

- Already have an account? Login to start an application.
- Don't have an account? <u>Sign up</u> to open an account and start an application.

The meaningful participation of older people and people with disabilities in humanitarian action also emerged as a priority from our Gap Analysis and TWG discussions. Therefore, we are also launching a second Innovation Challenge on innovative mechanisms for increasing the meaningful participation of older people and people with disabilities in humanitarian action.

THE PROBLEM

The <u>Sendai Framework</u> for Disaster Risk Reduction states that civil protection, humanitarian and preparedness actors, particularly governments, have a responsibility to ensure that disaster risk reduction and preparedness programmes are inclusive of persons with disabilities and older people. Preparedness measures are shown time and again to be more cost effective and to save more lives than reactive response measures.² Nevertheless, the majority of humanitarian aid continues to be directed towards response, with the proportion allocated to disaster prevention and preparedness making up only 5% of total spending.³

Preparedness consists of a range of activities and it can be difficult to fund adequately because it sits between the traditionally separate spheres of 'humanitarian' and 'development' work.⁴ Preparedness can be understood as "the knowledge and capacities developed by governments, response and recovery organisations, communities and individuals to effectively anticipate, respond to and recover from the impacts of likely, imminent or current disasters."⁵ For this Challenge, we are interested in preparedness for responding to disasters, rather than recovery or longer-term resilience building.

Despite the benefits of preparedness,⁶ people with disabilities and older people are frequently excluded from humanitarian preparedness activities even though they are among the most at risk, vulnerable and marginalised during and after humanitarian crises.⁷ Evidence has shown that only 15% of people with disabilities in communities affected by crises had participated in disaster management activities, and that 72% of people with disabilities did not have a personal preparedness plan in the event of a disaster.⁸ Though there are limited examples of good practice,⁹ the rights, knowledge and agency of people with disabilities and older people are too often overlooked during preparedness activities.

People with disabilities and older people face barriers to inclusion which include cultural, attitudinal, physical, communication and legal/policy barriers.

- 4 ODI (2014) "Dare to Prepare: financing emergency preparedness" p. 2
- 5 UNDRR (2020) "Terminology"
- 6 Idris (2019) "<u>Cost-effectiveness in humanitarian work: preparedness, pre-financing and early</u> <u>action</u>" p. 3
- 7 Holden et al. (2019) "<u>Disability Inclusion Helpdesk Report No. 9</u>" p. 1
- 8 UNISDR (2014) "Living with Disability and Disasters: UNISDR 2013 Survey on Living with Disabilities and Disasters" p. 13
- 9 Pacific Disability Forum (2013) "Fiji Disability Inclusive Community Based Disaster Risk Management Toolkit"

² Idris (2019) "<u>Cost-effectiveness in humanitarian work: preparedness, pre-financing and early</u> <u>action</u>" p.2

³ Ibid, p. 2

While these barriers have been highlighted in toolkits and case studies,^{10,11} recommendations to address them have not yet been incorporated into mainstream humanitarian preparedness. The limited meaningful participation of people with disabilities and older people in preparedness activities increases the risk that they will be excluded and overlooked in humanitarian response, and consequently be disproportionately affected by the impacts of crises.

When humanitarian preparedness does include people with disabilities and older people, it often does this in a siloed way even though there is potential for collaboration to improve inclusion outcomes for a diverse group of people. Another issue is viewing older people or people with disabilities as homogenous groups. In reality, older people or people with disabilities represent a huge diversity of people, types of impairments and lived experiences. For example, we know that psychosocial disabilities are more likely to be overlooked than physical disabilities.¹² It is also worth noting that in many settings, organisations for people with disabilities (OPDs) are more likely to exist and have higher capacity than older people's associations (OPAs).

In addition to there being limited examples of good practice for inclusive preparedness, our Gap Analysis also found that there is little quality evidence available on how inclusive disaster preparedness enables inclusive response.¹³ While there is some evidence available on the effectiveness of preparedness more broadly,^{14,15} the metrics used don't often reflect the perspectives of people with disabilities and older people. Common metrics include reduced loss of life and assets, or financial and time savings.^{16,17} Any new research on how inclusive preparedness enables inclusive response should build on and complement existing evidence.

The perspectives and experiences of people with disabilities and older people are essential to understand how inclusive preparedness enables inclusive response. Collecting these perspectives requires participatory and humancentered approaches. A better understanding of this impact will be valuable for the humanitarian sector as it will ultimately highlight where additional efforts – and innovation – are most needed; whether it's to support improved inclusive preparedness that enables inclusive response, to generate more evidence on existing approaches and gaps, or to drive increased uptake of good practice.

- 10 HelpAge (2019) <u>"Age Inclusive Disaster Risk Reduction A Toolkit"</u>
- 11 Humanity and Inclusion, CBM and the International Disability Alliance (2019) "<u>Inclusion of</u> <u>Persons with Disabilities in Humanitarian Action</u>"
- 12 UNHCR (2020) "Emergency Handbook Persons with disabilities"
- 13 Robinson. A, Manjula. M, Logam. L (2020) <u>"Gap Analysis: the Inclusion of People with Disability</u> and Older People in Humanitarian Response". Elrha
- 14 Ibid, pp. 2-3
- 15 UNISDR (2008) "Disaster Preparedness for Effective Response"
- 16 Ibid, pp. 2-3
- 17 UNISDR (2008) "Disaster Preparedness for Effective Response"

THE CHALLENGE

We are looking to support the humanitarian community to explore how inclusive preparedness can enable inclusive humanitarian response, from the perspectives and experiences of people with disabilities, older people and representative organisations.

This Challenge aims to fund innovative projects that:

- Use research methods that are highly participatory and inclusive to generate new and deeper understanding of how people with disabilities and older people are included in humanitarian preparedness, what barriers they face and how this impacts their inclusion in humanitarian response. Assessing the extent to which inclusive preparedness enables inclusive humanitarian response will also require creative research approaches.
- Review, synthesise and analyse available evidence to understand the effectiveness and limitations of existing inclusive preparedness approaches in a given context.
- Build on the participatory research and evidence review to produce recommendations and opportunities for innovation for a range of relevant stakeholders such as humanitarian organisations, government agencies or OPAs and/or ODP and have a strong strategy for ensuring their uptake.
- Have strong, meaningful partnerships between representative organisations (OPDs and OPAs) and humanitarian actors. The involvement of OPDs and OPAs is key to enabling inclusion and they often have valuable expertise for the humanitarian community.
- Focus on a specific humanitarian setting. Preparedness and response will be directly shaped by the local geography, type of humanitarian crisis, and important contextual factors such as social norms, religion, demographics and political situation. See HUMANITARIAN SETTING in <u>Glossary</u>.

FUNDING AVAILABLE

We have a total budget of **300,000 GBP** available for this Challenge.

From this, we envisage funding a selection of projects with varying budgets, generally between 50,000 and 75,000 GBP. Please consider the range provided as suggestive and align proposed budgets and timelines with your project's ambition.

Each project is expected to last **between 12 and 20 months. All project-related activities must complete by 30 September 2022.** Please see the <u>Challenge timeline</u> section for further details.

The total duration of projects should cover all proposed activities and deliverables, as well as preparing and sharing project outcomes and learnings. We are unable to offer any project extensions, so applicants should be conservative in their planning and leave space to allow for flexibility should changes or delays occur, where possible.

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Please note that the funding amount requested at Eol stage can be indicative. Detailed budget plans will be requested at the Full Proposal stage. Please see the <u>Application and evaluation process</u> section in this handbook for details on the two assessment stages.

ELIGIBILITY CRITERIA

To be eligible to apply for the Challenge, your application must meet the following requirements:

- The lead applicant organisation must be a legally registered entity (ie, civil society organisation including representative organisations, international non-governmental organisation, national non-governmental organisation, academic/research institution, government, private company, Red Cross/ Red Crescent movement, United Nations agency or programme). Applicants are expected to provide relevant evidence (eg, registration document) at the Eol stage.
- Your project must be at the **<u>Problem Recognition</u>** stage of humanitarian innovation¹⁸ and you must be committed to disseminating your findings, including with communities affected by crises.
- Your application must consist of a partnership with at least one operational humanitarian organisation and at least one OPA or OPD working in the place of implementation (either can be the lead applicant). You are not expected to have confirmed partnerships in place for the EoI stage, but will be expected to provide evidence to demonstrate partnerships by the Full Proposal stage, such as a <u>Memorandum of Understanding</u> (MoU) or similar.¹⁹ See <u>assessment</u> <u>criterion</u> 4 – Meaningful partnership with representative organisations – for further details.

Our portfolio of funded innovations reflects the wider bias in the humanitarian sector where funding is mainly allocated to larger, international organisations, likely to be based in places not usually affected by emergencies. To address this imbalance, we are working to better localise our funding and support, and to increase the number of grants we award to organisations with headquarters in regions affected by crisis. With this in mind, we strongly encourage organisations based in regions affected by crisis to apply and to reach out to us with any questions.

Your project must recognise that disability and older age intersect and focus on increasing the meaningful participation of **both older people and people with disabilities**. We recognise that older people and people with disabilities are diverse and may experience distinct barriers to inclusion, but are also confident that exploring and innovating to overcome barriers faced by both people with disabilities and by older people can be beneficial in driving more inclusive practice for a diverse range of people across humanitarian response.

¹⁸ Please see our Humanitarian Innovation Guide for details about these stages.

¹⁹ We know that good partnerships take time and investment and want you to get off to the best start for this project. While an MoU isn't legally binding, it can help agree common ground and we encourage you to use one as a foundation to build an equitable partnership from.

- The proposed duration of and the requested funding for your project must be within the parameters set out for the Challenge: projects should last between 12 and 20 months and require between 50,000 to 75,000 GBP in funding. All project activities should complete by 30 September 2022 (no extensions permitted). See the <u>Challenge timeline</u> section for more information.
- Your project must focus on a **specific humanitarian setting**. We are open to projects in all humanitarian settings and phases of response; we are particularly interested in contexts with cyclical crises (eg, drought– and flood–prone areas, areas affected by cyclones, cyclical conflict) where preparedness plays a key role.

ASSESSMENT CRITERIA

Eligible applications will be assessed based on the following key criteria:

1. BUILDS ON THE EXISTING EVIDENCE BASE

Your project should demonstrably build on existing evidence, guidance and good practice around including older people and people with disabilities in preparedness activities for humanitarian response. Wherever possible, you should use data from existing assessments to avoid duplication and consultation fatigue.

2. PARTICIPATORY & INCLUSIVE METHODS

Your proposed research methods and tools should be participatory and inclusive to enable the meaningful and safe participation of older people and people with disabilities. For example, projects could use design research methods such as those in our <u>User-centred Design Guide</u> and refer to the <u>RDI</u> <u>Network Guidance</u> on inclusive research. Your chosen approach should enable the participation of diverse disability constituencies, including physical, visual, hearing, intellectual and psychosocial impairments. Where relevant, you should also consider engaging with carers and care-givers.

3. EFFECTIVE & CREATIVE RESEARCH METHODS

Your project should propose effective ways of understanding the impact of inclusive preparedness on humanitarian response within your chosen research setting. This should include a stakeholder mapping for both preparedness and response, and might involve creative approaches such as simulations or stress-testing, or conducting research in areas with cyclical crises. People with disabilities and older people, as well as representative organisations, should play an active role in defining the research question and designing the approach. You are expected to make use of data from existing assessments and research wherever possible. If appropriate, you are encouraged to partner with an academic or research institution to ensure that your proposed research method is robust and will generate reliable findings.

4. MEANINGFUL PARTNERSHIP WITH REPRESENTATIVE ORGANISATIONS

We encourage applications from OPAs and OPDs as the lead applicant. If the lead applicant is not an OPD or OPA, the applicant is expected to engage in meaningful and productive relationships with OPAs and OPDs to understand the perspectives and experiences of older people and people with disabilities with regards to their inclusion in humanitarian preparedness. Applicants should detail the foundation for the collaboration and how the OPAs and OPDs will be involved throughout the project.

Your application must include *at least* one organisation representative of people with disabilities or older people as a partner. If the organisation does

not represent the diversity of the population of persons with disabilities or older people, you will be expected to explain how you will build meaningful and productive relationships with a diverse group of older people and people with disabilities and how you will ethically and safely include them in the project. Where a representative organisation does not exist, you should consider how you might stimulate their formation.

5. ETHICS & RISKS

Your project must robustly consider the ethical implications of your proposed activities and methods and how to mitigate any risks. Any barriers to the participation of people affected by crises should also be identified, as well as proposed strategies to address them. It must be ensured that the participation of older people and people with disabilities does not lead to any additional, unintended risks or negative consequences. You will be expected to pay ongoing attention to potential ethical issues throughout the duration of your project, not just at the start.

You will be expected to develop an appropriate ethical framework that adequately identifies and responds to the risks associated with your project, including new risks or issues as they arise. For example, frameworks might set out key actions such as gaining initial approval from ethics committees or institutional review boards, setting up advisory groups or developing a crossorganisational ethics policy. Please see our <u>Humanitarian Innovation Guide</u> and <u>Ethics Framework</u> for more information.

6. INTERSECTIONAL

While disability and older age are the predominant focus of this Challenge, we recognise that disability and older age also intersect with other identity characteristics, such as gender, race, colour, ethnicity, sexual orientation, language, religion, health status, political or other opinion, national or social origin. This intersection can lead to compounding and distinct forms of discrimination and barriers. Your project must recognise and explore these intersections in order to fully understand and address barriers to inclusion.

7. COMMITTED TO DISSEMINATION & UPTAKE

As part of your project, you will be expected to include an engaging dissemination and uptake plan. The aim of this plan will be to maximise the impact of your project and demonstrate your commitment to sharing ongoing findings with key stakeholders – these **must** include communities affected by crisis.

8. TEAM, WORKPLAN & BUDGET

In addition to these key criteria, all shortlisted applications invited to the Full Proposal stage will have their team, workplan and budget assessed to determine the feasibility of their approach and the applicant's ability to deliver a high quality project.

EXPECTED ACTIVITIES & DELIVERABLES

If selected, you will be expected to complete the following activities and deliverables:

DEVELOP RESEARCH METHOD

Your proposed research method should be participatory in nature and centre on the perspectives and experiences of people with disabilities and older people. It should support the development of a new and deeper understanding of the impact of inclusive preparedness on inclusive humanitarian response.

UNDERTAKE RESEARCH IN CHOSEN SETTING

You will be expected to carry out the research in one or more specific humanitarian settings. This stage is expected to involve data collection, analysis and formulation of findings in collaboration with at least one OPD or OPA.

GENERATE FINDINGS & ACTION-ORIENTED RECOMMENDATIONS

Articulate research findings as action-oriented recommendations for the humanitarian sector to explore and inform the development of inclusive humanitarian preparedness that will enable inclusive humanitarian response. Opportunities for innovation should be highlighted where relevant.

ASSESS RESEARCH METHOD

Appraise the effectiveness of the research method and tools used. You will be expected to reflect on key successes and elements to improve to contribute to a wider learning agenda on participatory research in humanitarian response.

DISSEMINATE LESSONS LEARNED & DRIVE RESEARCH UPTAKE

You will be expected to share key findings and recommendations from the research and the appraisal of your method in clear and accessible format(s). While we are open to different dissemination formats, these should be accessible and appropriate for target audiences, including the community affected by crisis, and easy for other practitioners to learn from, use and/or adapt to different humanitarian settings. We expect applicants to consider open-access, peer-reviewed paper(s) as one possible output in order to contribute to a formal body of trusted evidence. Other formats that you may consider include, but are not limited to, community workshops, reports, webinars and blog posts. You are expected to communicate publicly about your research on an ongoing basis, and have your final deliverables available for public dissemination by the end of the grant (ie, 30 September 2022). Any other dissemination activities before/after the end of the grant are encouraged. See <u>Report and Share Results</u> section in the Humanitarian Innovation Guide for more info.

If successful in your application, you will be required to report on your progress via written reports, verbal conversations, communication outputs and/or through possible monitoring visits. Details on the reporting requirements and timings will be shared at the contracting stage, as well as details of our <u>Incident Prevention</u> and <u>Management Policy</u> procedures and feedback mechanisms.

CHALLENGE TIMELINE

APPLICATION



PROJECT PHASE (12-20 MONTHS)

Feb 2021 Projects start Feb 2021-Sep 2022 Project activities ongoing **30 Sep 2022** Projects complete

February 2021 Projects start The projects are expected to start in February 2021.

February 2021– September 2022 Project activities ongoing

30 September 2022 Projects complete Grantees will have between 12 and 20 months to carry out all the activities described in their projects (including any dissemination activities).

All projects must be completed by 30 September 2022 without the possibility of extension.

APPLICATION & EVALUATION PROCESS

To apply for this Challenge, register via our Common Grant Application platform. For more information and guidance on our grant application process see our <u>Application Guidance & Support</u> page.

We know that the global COVID-19 pandemic has impacted 'business as usual' operations in many humanitarian settings, and for many humanitarian organisations and responders. We're confident that the problems set out in this Innovation Challenge are still relevant, solutions are still needed and that progress towards developing them can still be made. We encourage you to share any specific considerations or potential adaptations to your approach in response to the current global context in your application.

The application and evaluation process for this Challenge will include the two stages – **Expression of Interest (Eol) stage** and **Full Proposal stage**.

At the Eol stage, you will be asked to submit details about your project and explain how it meets a selection of the criteria outlined in this handbook. Our ambition is to keep the Eol application stage as succinct as possible while still ensuring we have sufficient information about your project and proposed innovation and the extent to which it aligns with the Challenge criteria. Eol appraisal will include a review against the eligibility criteria outlined in this handbook (see <u>Eligibility</u> <u>criteria</u> section). To help you assess whether this funding opportunity is suitable for you, there will be a guidance video and a FAQ section available on our <u>Challenge</u> <u>website</u>. Please get in touch with our team (<u>hif@elrha.org</u>) to clarify any points not covered by this handbook.

If your application is eligible, you will be invited to submit a **Full Proposal**. This will request additional information including detail on the participatory approach and expansion around partnerships, ethics and learning. You will also be invited to attend a **mandatory webinar on 3 September 2020** that will give general feedback on the Eol stage and more information on the requirements for the Full Proposal (**at least one member** from each selected project must attend).

Full Proposals will first be reviewed by our HIF team to ensure they remain within the parameters of the Challenge. Full Proposals that are within the Challenge parameters will then be evaluated by at least two independent technical reviewers based on the assessment criteria (see <u>Assessment criteria</u> section).

Our HIF team will shortlist the strongest ranked applications following the independent technical reviews. Guided by these technical reviews, our independent Funding Committee will assess the shortlist and make the final funding decisions.

GLOSSARY

ADAPTATION

A stage of the humanitarian innovation process that involves identifying the changes that are required to adapt an existing solution to a new context. Adaptation of a solution entails significant rethinking of certain elements. See more in our <u>Humanitarian Innovation Guide</u>.

HUMANITARIAN SETTING

Refers to different phases of humanitarian response (eg, preparedness, rapid response, protracted emergencies, acute emergencies), site (eg, camp, urban), geography, environmental conditions, type of humanitarian crisis (including natural hazard-related disasters, conflicts, or complex emergencies, either at the regional, national or sub-national levels, within lower- or middle-income countries). Also considers social norms, religion, demographics and political situation in that setting.

HYPOTHESIS

A hypothesis is a statement to be tested, which helps the project team to better understand the assumptions made about a given innovation. Innovations are almost always based on assumptions as there is an inherent level of uncertainty associated with trying something novel or different to achieve better results. Knowing this, hypotheses should be set in order to test the assumptions for an innovation and generate evidence on how and whether it achieves the desired result.

INCLUSION

Inclusion means a rights-based approach to community programming, aiming to ensure persons with disabilities have equal access to basic services and a voice in the development and implementation of those services. At the same time, it requires that mainstream organisations make dedicated efforts to address and remove barriers.²⁰

INTERSECTIONALITY

This means the interaction of multiple factors, such as disability, age and gender, which can create multiple layers of discrimination, and, depending on the context, entail greater legal, social or cultural barriers. These can further hinder a person's access to and participation in humanitarian action, and more generally, in society.²¹

²⁰ IFRC (2015) <u>"All Under One Roof, Disability-inclusive shelter and settlements in emergencies</u>", p. 10

²¹ IASC (2019) "Humanitarian inclusion standards for older people and people with disabilities" p. 253

INVENTION

A stage of the humanitarian innovation process that involves an iterative process that identifies, adjusts and diffuses ideas for improving humanitarian action. See more in our <u>Humanitarian Innovation Guide</u>.

OLDER PEOPLE

Older people are a fast-growing proportion of the population in most countries, but are often neglected in humanitarian action. In many countries and cultures, being considered old is not necessarily a matter of age, but is linked to circumstances, such as being a grandparent or showing physical signs of ageing, such as white hair. While many sources use the age of 60 and above as a definition of old age, 50 years and over may be more appropriate in many of the contexts where humanitarian crises occur.²²

OLDER PEOPLE'S ASSOCIATION (OPA)

OPAs are community-based organisations of older people, aimed at improving the living conditions for older people and for developing their communities. OPAs utilise the unique resources and skills older people have, to provide effective social support, to facilitate activities and deliver services.²³

ORGANISATION OF PEOPLE WITH DISABILITIES (OPD)

OPDs are usually self-organised organisations where the majority of control at board level and at membership level is with people with disabilities. The role of an OPD is to provide a voice of their own, on all matters related to the lives of people with disabilities.²⁴

PEOPLE WITH DISABILITIES

Persons with disabilities include those who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others.²⁵

PREPAREDNESS

The knowledge and capacities developed by governments, response and recovery organisations, communities and individuals to effectively anticipate, respond to and recover from the impacts of likely, imminent or current disasters.²⁶

26 UNDRR (2020) "Terminology – Preparedness"

²² Ibid, p. 254

²³ HelpAge (2009) "Older people in community development." p. 2

²⁴ CBM (2017) "Disability-Inclusive Development Toolkit" p. 163

²⁵ UN CPRD (2006) "<u>Convention on the Rights of Persons with Disabilities (CRPD) Article 1–</u> <u>Purpose</u>"

WE LOOK FORWARD TO RECEIVING YOUR APPLICATIONS!

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Apply for the Challenge via our <u>Common Grant Application</u> <u>platform</u> by 7 August 2020 at 23:59 BST.

For any questions that are not covered by this handbook or our <u>Application Guidance</u> page, please email us at <u>hif@elrha.org</u>, and ensure you reference 'Inclusive Preparedness Challenge' in the subject line.