REMOTE MISSIONS
COVID19 Operation

Lessons to be learned

November 2020

IFRC
Rapid Response

CONTENT

ANNEXES:

+C**IFRC**
Rapid Response

Remote Missions during COVID-19 Operation
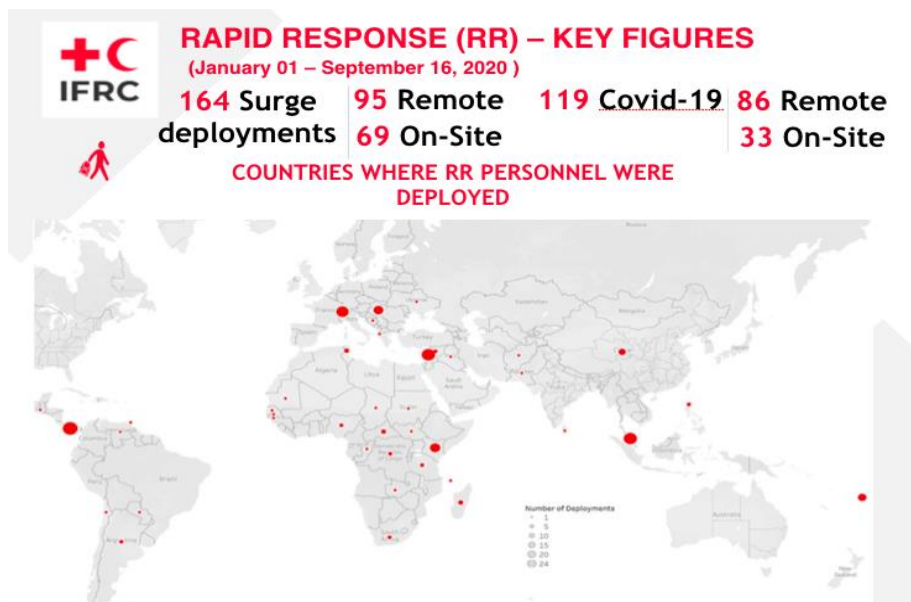# Lessons "to be" learned
Report 04/11/2020

The IFRC Surge team carried out an analysis of the remote missions as a modality to support response to disaster and crisis. This review was carried out in order to identify the lessons learned, capitalizing on existing opportunities and overcoming existing challenges for future missions. The objective of this review is to institutionalize the lesson learned for future remote missions.

This review is complimentary in concept and format to the work commissioned by the **Australian Red Cross**, "*Humanitarian Advisory Group. 2020. Distance deployments: Australian Red Cross' Experience with Remote Rapid Response*" which analyzed remote missions in Asia-Pacific. The overview of findings from Asia Pacific are consistent with the global findings and are included in this report, providing a consolidated global perspective on remote missions.

1. Context

The IFRC and it member National Societies had experienced the remote missions modality, extensively in the operation COVID-19 and to a less extent into Tropical Cyclone Harold. With the onset of COVID-19, all international borders were closed by March 2020, forcing remote missions or a work-from-home modality for most staff.[1] During this time, technical support and expertise was being requested to IFRC by National Societies (NSs) globally to support this response that was mainly focused on the following priorities: sustaining health and WASH, addressing socio-economic impacts and strengthening NSs.

Since January 2020, the Surge team in the Regions and Geneve have been supporting all the request received. See Fig. 1 below.
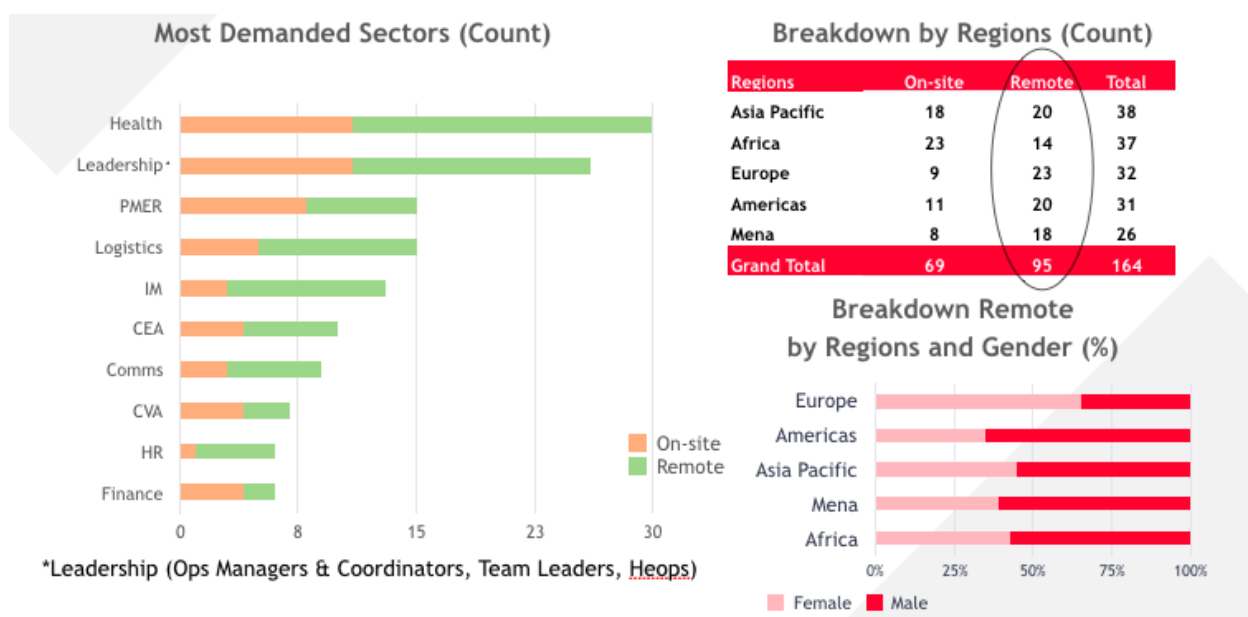

RAPID RESPONSE (RR) – KEY FIGURES
(January 01 – September 16, 2020)
164 Surge deployments   **95** Remote   **69** On-Site   **119** Covid-19   **86** Remote   **33** On-Site
COUNTRIES WHERE RR PERSONNEL WERE DEPLOYED

Fig.1. Rapid response key figures. From January to September, the majority of deployment have been carried out remotely.

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[1] Special arrangements for humanitarian actors might exist but are not reported, as data available may not be representative of all humanitarian exemptions in country. Circumstances where the granting authority is not the official government are particularly challenging to find (ACAPS, 2020).

The COVID-19 operation represents the Movement's largest response to date, with an overall funding request for CHF 3.1 billion. National Societies, IFRC offices, reference centers, resource hubs, coordination bodies, working groups, etc. have been adapting their working modalities. After a few weeks into the operation, many initiatives had been developed to support this: resource hubs, help desks, technical guidance, dedicated platforms, webinars, learning resources, etc. For the COVID response, both domestic and international systems have been activated simultaneously. Sending NSs have been engaged on their domestic response while COVID cases have been gradually moving from one region to another.

As part of the support to National Societies and IFRC Offices, the most demanded role profiles have been health and leadership related with a well-balanced gender distribution. See Fig. 2 below.

Most Demanded Sectors (Count)

Breakdown by Regions (Count)

Regions	On-site	Remote	Total
Asia Pacific	18	20	38
Africa	23	14	37
Europe	9	23	32
Americas	11	20	31
Mena	8	18	26
Grand Total	69	95	164

*Leadership (Ops Managers & Coordinators, Team Leaders, Heops)

Breakdown Remote by Regions and Gender (%)

Fig. 2. Most demanded sectors and breakdown by region and gender.

Given public health related measures, travel restrictions, organizational and governmental measures introduced with the onset of COVID-19, operations could not continue without planning for new risk considerations. Remote missions were not the main modality used by the IFRC surge system nor by other humanitarian organizations prior to 2020. Accounting for 58% of all IFRC missions in 2020 from January to September, remote missions have become a trend that humanitarian organizations have adopted to provide continuity of operations.

2. Objective and Scope

This review will extract the challenges and opportunities of remote missions and using the lessons learned, will recommend ways to optimize IFRC's surge system, building a more effective and efficient way to support the request with remote missions. Methodology used for this review can be found in the Annex 2.

The added value of remote missions has not been something widely studied within the humanitarian sector. There are some sectors specific remote guidance available for humanitarian actors in education[2], in cash[3] and in nutrition[4]. From available secondary research on the topic, many of the articles recommend that actors chose to scale up operations and modalities already in place, which included an increased shift to digital assistance (including in cash programming) as well as shifts to remote data collection and heightening partnerships with in-country actors and technology outlets.

While there are not as many resources available at this time for the humanitarian sector, many business have prepared tools and trainings for remote workers that could be applicable to the humanitarian sector.[5] One to highlight is the Go Coach webinar that was offered via Zoom and established 5 key competencies for remote workers. These competencies are: building trust, communication, employee engagement, change management and empathy/emotional intelligence.[6] The IFRC learning platform remains an available resource for remote humanitarian workers on technical content related to COVID-19.[7]
Further IFRC tools, guidance and training developed for those currently deployed remotely are available in Annex B.

Given the COVID-19 is the largest operation in its history, and brought with it, a new support modality (remote missions), IFRC took on the review to better understand and learn how the above context and shifts impact rapid response personnel and missions. This review follows from the findings of previous lessons learned exercises carried out by different teams for the COVID-19 as well as available secondary analysis[8].

3. Main findings for remote missions.

Finding 1: Remote mission is a new support modality for most of the experienced rapid response members deployed. The majority of respondents surveyed and interviewed have held more than 10 international deployment (physical deployment), but the remote mission modality was new for 95%.[9]

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[2]UNESCO (2020). *Half of world's student population not attending school: UNESCO launches global coalition to accelerate deployment of remote learning solutions.* Available here https://reliefweb.int/report/world/half-world-s-student-population-not-attending-school-unesco-launches-global-coalition

[3] CaLP (2020). *COVID-19 and CVA: how are operational actors responding?* Available here https://reliefweb.int/report/world/covid-19-and-cva-how-are-operational-actors-responding

[4] Save the Children (2020). *Guideline for remote support on nutrition during COVID 19 pandemic version 1.0.* Available here https://reliefweb.int/sites/reliefweb.int/files/resources/Guideline%20for%20remote%20support%20on%20nutrition%20during%20COVID%2019%20pandemic%20V%201.0%20_FIN.pdf

[5] Training Industry (2020). *Training Companies Offering Free Products and Services During the Coronavirus Pandemic.* Available here https://trainingindustry.com/training-companies-offering-free-coronavirus-products-and-services/?utm_medium=email&utm_campaign=trainingindustry&utm_source=weekly

[6] Go Coach (2020). *Management Training Series: Remote Employee Management Training.* Available here https://zoom.us/webinar/register/WN_jYsLzZ_fSZGweqFhP6ddYw?utm_sg=gcrr403386&utm_source=linkedin&utm_medium=

[7] IFRC Learning Platform (2020). *COVID.* Available here https://ifrc.csod.com/ui/lms-learner-search/search?pageNumber=1&query=COVID

[8] Particularly, from the research available currently, remote missions bring new challenges and new needs that should be captured in order to shape and improve the future IFRC surge system. In early April 2020, ACAPS noticed a reduction in access by responders to the affected population by 60 per cent. ACAPS notes this impact caused a shift in the extent and type of activities provided by responding organizations, including: 1) a reduction in non-essential service 2) a shift to building rapid response capacities at the local level and 3) a prioritization given to cash assistance. However, we cannot forget the lessons learned from past epidemics, such as the SARS outbreak (2003), Ebola outbreak in West Africa (2014) and DRC (2018). From these operations, we know that an emphasis on community engagement is a critical component needed for any public health response and secondly, business continuity in other life-saving health operations (ie measles, vaccinations, HIV/AIDS, etc) cannot be forgotten if we want to reduce secondary losses.

[9] 60% of respondents had only completed 1 remote mission. 95% of respondents had completed 1-5 remote missions.

Finding 2: More than 80% of rapid response personnel interviewed felt they met strategic objectives[10] though they reported concerns due to their lack of capacity to monitor accountability and standards.

Not all profiles and missions were equally suited to remote working. Even within a technical role profile, some tasks could not be completed as they would be for a in an in-person deployment (i.e. a cash distribution is much harder to support remotely than providing technical review on Financial Service Providers). In general, receiving stakeholders (IFRC and NS) want to see a continuation of remote deployments, but this is dependent on the responsibilities being requested in the ToR and additional mission requirements.[11]

Finding 3: Rapid response personnel in remote support mission and their line managers required specific skills and competencies to optimize working remotely. The review recommends the top 5 competencies from the competency framework for remote workers as well as two additional behavioral indicators.

Finding 4. Line managers were considered strong for 75% of respondents. The performance of the rapid response personnel was more effective when coordination and communication mechanisms were well set up, work plan were stablished, progress was properly monitored, work-life balance was promoted, monitored and maintained.

Finding 5: Remote support missions required specialized support services considerations from administration, finance, travel arrangement, staff health and HR.

In Asia Pacific, remote missions provided an average savings of 52% from an in-person deployment[12] but there are additional financial and contractual considerations to take into account. While the difficulty in securing COVID insurance coverage noted earlier in the response for some Movement partners has been resolved, new clarifications in per diems and HR policies for remote workers are needed. Considering in Asia Pacific, rapid response deployment are not receiving any type of remuneration, as in other regions like Africa or Americas, the per diem received by the regionally deployed rapid response personnel was considered as a financial supplement that can make the deployment a bit more attractive.

In regions such as Africa, regional rapid response personnel were most impacted as NS volunteers receive a monthly allowance, but this is not eligible for NS staff. Without per diem, there may be less motivation to apply for the remote mission in the future. On the sending NS side, many entities have a separate salary and per diem policy which impacted motivation for some personnel to apply for a remote mission. Sending NS noted some issues with hiring of remote delegates due to taxation laws (personnel cannot be contracted if duty station is not based internationally) and this should be taken into consideration when establishing pools for those eligible for working remotely.

Finding 6: Remote deployments can, but do not always, contribute towards localization objectives.

Where a role has been tailored to the needs or skill gaps of a NS, remote missions can support localization objectives, but the *Australian Red Cross Distance deployment study* regarding remote rapid response note

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[10] In Asia Pacific, 100% of rapid response personnel and managers reported their contribution as relevant to what the operation sought to achieve (Humanitarian Advisory Group. 2020. Distance deployments: Australian Red Cross' Experience with Remote Rapid Response).

[11] Success was seen globally and at a range of levels – National Society (Vanuatu & Fiji RC), Regional (APRO – ops, pandemic preparedness, logistics) and global (pandemic preparedness).
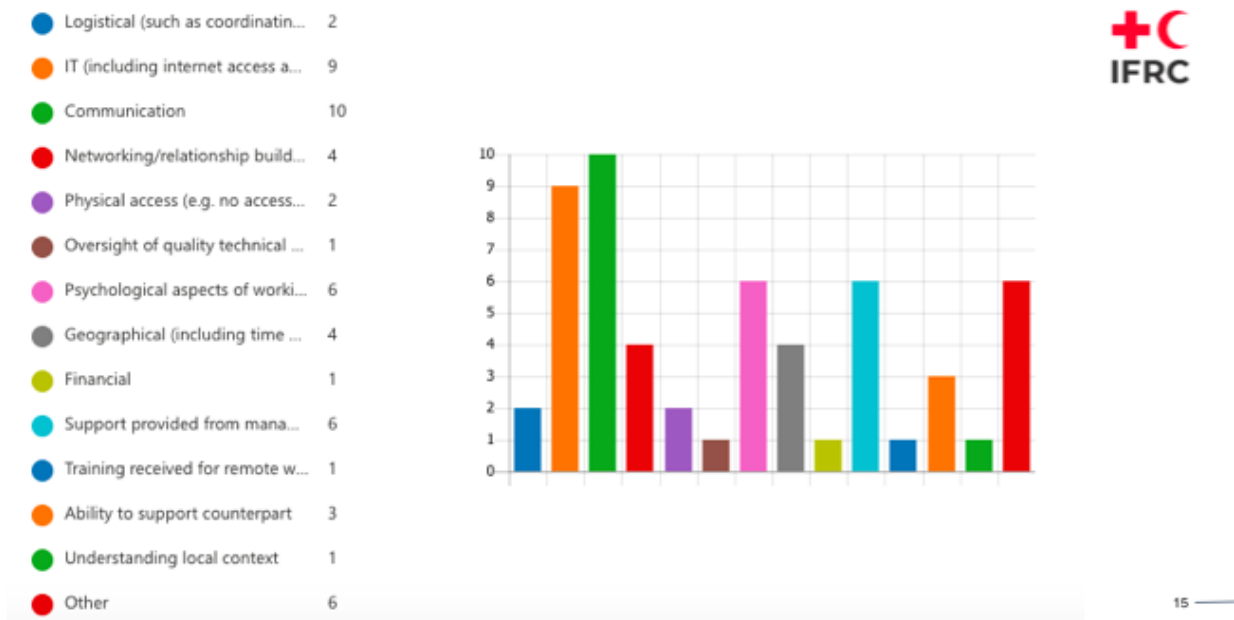
[12] Humanitarian Advisory Group. 2020. Distance deployments: Australian Red Cross' Experience with Remote Rapid Response.

there is a delicate balance to not undermine local capacity and some rapid response personnel found the process of strengthening local capacity more nuanced in a remote mission.[13]

4. Enabling factors and challenges emerging from the remote mission lessons learned review:

The top answers reflect both the perspective of the rapid response personnel deployed and the receiving office entity unless a clear distinction in perspective is noted.

4.1. Enabling factors

● Logistical (such as coordinatin...	2
● IT (including internet access a...	9
● Communication	10
● Networking/relationship build...	4
● Physical access (e.g. no access...	2
● Oversight of quality technical ...	1
● Psychological aspects of worki...	6
● Geographical (including time ...	4
● Financial	1
● Support provided from mana...	6
● Training received for remote w...	1
● Ability to support counterpart	3
● Understanding local context	1
● Other	6

Fig. 3. Enabling factors survey to the remote rapid response personnel and receiving offices

As we can see in the chart above the top 5 enabling factors were:

a) Effective communication: rapid response personnel noted the importance of taking initiative and having proactive and versatile communication methods (work in formal systems, like Microsoft Teams coupled with information communication channels like skype, WhatsApp, Facebook messenger or others). The receiving IFRC office, particularly in the Americas and MENA, noted it is critical that rapid response personnel deployed are able to communicate in the local language.

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[13] Australian Red Cross is developing a Continuum of HR Resourcing which plots the increments of external support different types of HR engagement provide, from zero to a full time in-country delegate, encouraging consideration for the role of peer to peer support in this model. (Humanitarian Advisory Group. 2020. Distance deployments: Australian Red Cross' Experience with Remote Rapid Response.)

b) Effective IT: both rapid response personnel and receiving IFRC offices noted that Microsoft Teams and it's functionalities is sufficient for the work needs under the current COVID-19 circumstances.

c) Ease of working from home: receiving IFRC offices noted with the travel restrictions, remote missions allowed for increased availability of rapid response personnel to IFRC surge alerts. Even with the increased need in home countries, some rapid response personnel were available to support a mission in a part-time basis.[14] Although at the early stages of the operation many profiles were unavailable due to domestic response, in the following months there was an increase in number of people available.

d) Support provided by line management: nearly three quarters of rapid response personnel noted strong support from their line manager. All receiving IFRC offices noted that senior leadership buy-in was supportive towards the modality. The line manager should be dedicating more structured and additional time to the rapid response personnel as compared to a physical deployment.

e) High level of Movement and IFRC knowledge of systems and procedures: it was recognize that in order to perform well in a remote mission it was even more relevant to have familiarity with the IFRC system and procedures than in physical deployments.

4.2. Challenges
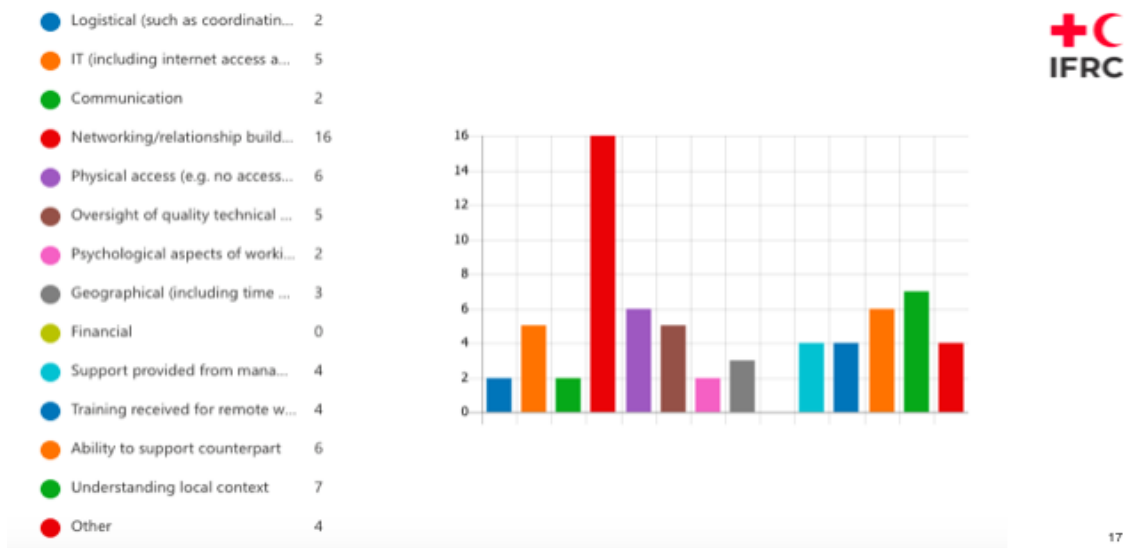
Fig. 4. Challenges encounter by the remote rapid response personnel and receiving offices

As we can see in the chart above the top challenges were:

a) Relationship building: nearly three quarters of the respondents noted that when relationships (including with line management, receiving IFRC office colleagues, National Society counterparts) were not pre-existing, the mission was more difficult. It was more challenging to create informal discussions online to build trust, share information and foster effective relationships. Additionally, this also impacted the objectives in

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[14] This report noted that remote missions worked well and 80% achieved strategic objectives, but only 72% felt they were relevant.

ToR, which took longer to achieve than an in-person mission.

b) Understanding local context, language and tasks: more emphasis and time is needed between a line manager and delegate to clarify the terms of reference, job objectives, work plan, local context and tasks required to action the deliverables.

c) Ability to support counterpart: Rapid response personnel and receiving IFRC offices noted that if a role was not clearly defined and process well set up, it was too difficult to enhance the capacity of their counterpart and support staff. Additionally, without a method to enhance capacity of a local counterpart, implementation and monitoring became a challenge.

d) Lack of physical access for assessments: From the perspective of rapid response personnel and line management, effective assessment, planning and monitoring, including financial implementation and accountability proved difficult without physical presence and understanding local context and National Societies.

e) Learning and adapting to IT and other IFRC systems: some of the IFRC systems that had not been used in the past by the rapid response members (i.e. IT system, financial systems like Business Objectives and APPLE) made a remote mission more challenging for some. In Asia Pacific and Africa, slow internet connections from low bandwidth was noted as an additional concern. Additionally, where line managers were not able to adapt to online communication methods needed to engage remote workers, frustrations within the team were heightened.[15]
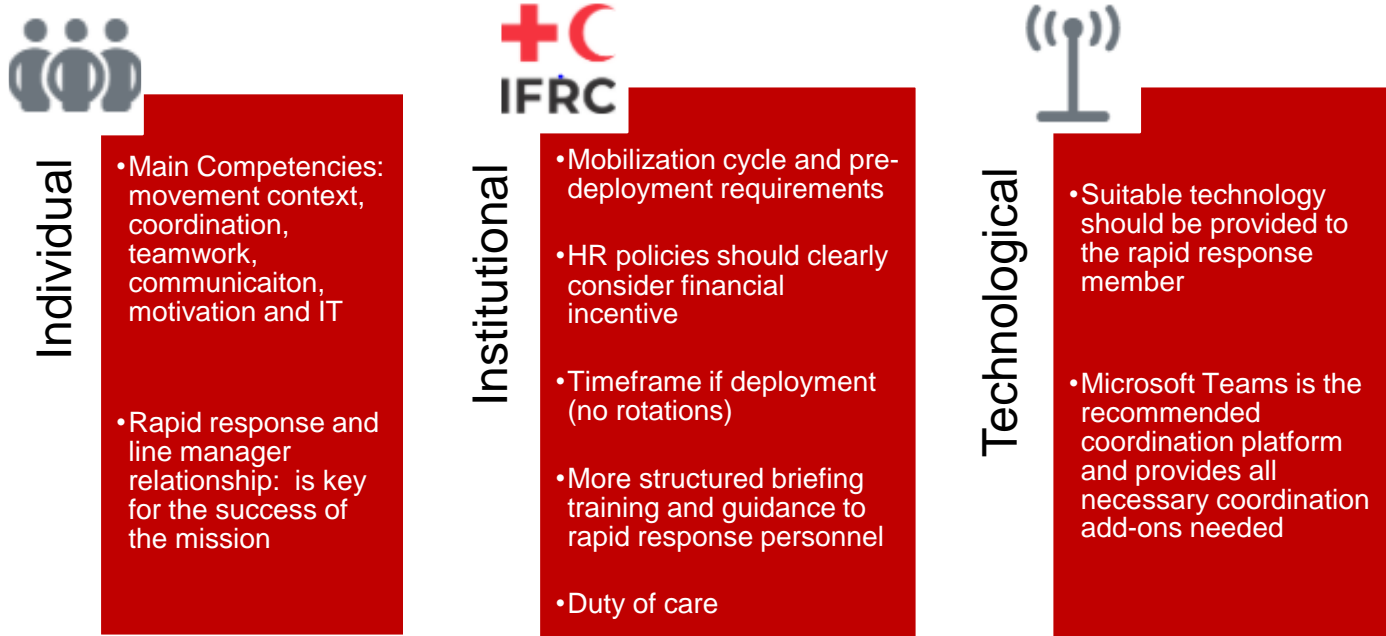
f) Time zone was noted as a challenge when multiple time zones reported into one team as was seen in the case for MENA and Africa regions. In general, one time zone difference per team was manageable, but difficult to have team meetings or accomplish work quickly if multiple time zones involved.

5. Key considerations for remote missions

The below considerations are emphasized as part of this review, specifically for remote support missions as opposed to the physical deployments. These considerations are to be taken into account and attention should be paid to, when remote missions are requested, open, developed and closed.

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[15] Humanitarian Advisory Group. 2020. Distance deployments: Australian Red Cross' Experience with Remote Rapid Response.

Individual
- Main Competencies: movement context, coordination, teamwork, communicaiton, motivation and IT
- Rapid response and line manager relationship: is key for the success of the mission

Institutional
- Mobilization cycle and pre-deployment requirements
- HR policies should clearly consider financial incentive
- Timeframe if deployment (no rotations)
- More structured briefing training and guidance to rapid response personnel
- Duty of care

Technological
- Suitable technology should be provided to the rapid response member
- Microsoft Teams is the recommended coordination platform and provides all necessary coordination add-ons needed

6. Recommendations

The surge team in the Regions and Geneva have already started to implement some of the below recommendations to ensure the learning is properly institutionalized, ensuring that remote mission modality are strengthened as a surge support to the membership and IFRC offices in the future.

R1. Ensure requests for support take into account the appropriateness for the role-profile to be remote or in-country using key considerations (including expected competencies and ToRs). This review suggests that there we are not taking enough advantage of the remote support that can be provided to IFRC offices (Country, Country Cluster and Regional offices). It is also important to notice that there have not been enough experiences with regards to remote mission with direct support at National Society level.

R2. Promote strong national counterparts in place for most remote mission role profiles. The review finds that strategic objectives are possible to be met, however, this is best done and most relevant with a strong national counterpart for each remote mission role profile given the difficulties in physical access to the field for assessments, implementation, monitoring and accountability. This is also important for overcoming additional challenges noted in building trust, speaking local languages, and understanding local context.

R3. Ensure ToR, job descriptions and/or work plan documents are written specifically with remote deployment in mind. It is important to recognize that remote tasks may take longer than in-person and considerations for this should be taking into planning timeframes by the line manager and rapid response personnel. Additional time should be set in a weekly schedule for information check-ins and relationship building between line manager, technical counterparts, corporate (support) services colleagues and other NS counterpart and/o IFRC colleagues. Where possible, in-person briefings or follow-up visits can complement a remote mission.

R4. Ensure role profiles being proposed for remote deployments, and line managers who will supervise remote HR have the experience and competencies to perform the role. Line managers should dedicate additional and more structured time to the rapid response remote support. It requires much more time and dedication to manage a person remotely than in person, especially in an emergency context.

R5. Increase wider dissemination of available online working tools, software's and training and identifying a centralized database to host these tools, including specific guidance for rapid response personnel and line managers. This include increasing the awareness of the services offered by IFRC IT and other externals on the use of the existing collaborative tools (Mteams, sharepoints, smartsheet, Monday, Slido, slack or others).

R6. Ensure admin, finance, HR and IT are providing the necessary support in terms of learning to the rapid response personnel during peace time. This could be done through sectorial tailor made, problem based learning initiatives, preparing inputs in IFRC induction or general trainings to assist with remote briefings or others. Onboarding to IFRC is particularly important in a remote mission for support services systems in Finance and HR (Business Objectives, APPLE, IFRC HR systems). This type of onboarding is more challenging, and time consuming remotely and could best be overcome by pre-including key points in a standardized training.

R7. Create guidance for coaching, mentoring and shadow missions with remote missions in mind. Where physical access to the field is not needed or restricted, the IFRC surge modality could be adapted for tailored needs. Coaching, mentoring or shadow missions can add benefit to other roster members by allowing for hands-on training for future missions and in the process. Coaching missions whereby a seasoned IFRC profile in support services assisted a less experience profile in a remote mission provided an additional layer of risk management and quality assurance to the operation.

R8. Increase IFRC's capacity and ability to effectively coordinate remotely. Increase training for rapid response profiles to coordinate remotely (on line) with the NSs, ICRC, Government and UN agencies.

Annexes.

A) **Methodology and limitations**

A literature review was completed (both scientific and institutional). This review was necessary to link concepts to build the research objective. A qualitative research was conducted using people-centered, contextual and inductive approaches. In the initial phases, a handful of exploratory interviews were conducted to better target the research questions and establish a list of people to interview.

The rapid response members were selected based on role profile, gender, mission region, and whether they had also previously completed an in-person deployment. Individuals from sending NSs were selected based on the number of rapid response members shared to IFRC operations through COVID and Tropical Cyclone Harold operations. Individuals from receiving IFRC offices were selected to cover line management and support services across the global organization.

The review is complimentary in concept and format to the work commissioned by the Australian Red Cross, which analyzed remote missions in Asia Pacific. During the process, meetings were held with the consultant

hired by Australian Red Cross, Humanitarian Advisory Group, to ensure coherence in methodology and analysis of trends in the findings. The overview of findings from Asia Pacific are consistent with the global findings and are included in this report, providing a consolidated global perspective on remote missions. Both reports will be made available to Movement partners, many of whom have also supported remote missions.

The methodology used for this review included:

- A secondary review with the following documents, External reports and guidance documents on remote missions, COVID-19 Real-Time Learning Report, Competency framework, Remote mission guidelines, Terms of reference, Deployment requests, Performance appraisals and end-of-mission reports.
- A survey to 78 individuals across rapid response members, National Societies, and IFRC staff with 48 respondents
- 46 semi-structured interviews
- 7 Focus Group Discussions (with a total of 32 people)
- Building an analytical framework where information was placed per themes identified

Limitations: The analysis focuses is largely focused on COVID-19, and as a result provides specific recommendations for that context. Most of the deployments have been to IFRC structures, hence there is a lack of evidence with regards to National Society direct support remote missions.

B) Remote working resources

Best practices (the IFRC Surge team is not responsible of the content on the below resources, links and content):
➢ Remote Working
   o How to remotely work (HBR)
   o Lean Coffee
   o Gitlab full guide on remote working for staff, managers and processes.
   o Jono Bacon On remote working
   o Loop's guide to remote work
   o Slack guide – remote working and online events.
   o Worldpress guide – online events and remote working

➢ Facilitator and ambassador training in advance
   o Example – Mozilla Facilitator training
      ▪ Mozilla Facilitator handbook
   o Example – Network Resources session design guidance
   o Online Facilitation handbook (excellent)
   o Frog on remote events example
   o Course on Facilitation paid (online)
   o Identifying tools to use (marketing and communications)

➢ Agenda planning
   o Prepare agenda and sessions based on ADIDS format – to be interactive online and cocreate
   o Wordpress Meeting Etiquette
   o Lessons learned from organizing our first virtual conference

- o   [Harvard Business Review – what it takes to run a great meeting](#)
- o   [Liberating Structures](#)
- o   [ON24 – types of virtual events](#)
- o   [Tips for successful online meetings](#)

➢ How to build community and collaborate online/ online events/ online classes
- o   [Coronavirus Tech community](#)
- o   [How to build rapid online classes](#)
- o   [Community Roundtable – webinar building community (1hour)](#)
- o   [Free – Digital Engagement handbook (Community Roundtable)](#) - discount code GoDigital
- o   [Online network building](#) (Full Circle)
- o   [Community Roundtable on building successful online communities](#)
- o   What is a [Community of practice](#)
- o   [Engaging programming](#)
- o   [Distributed Collaboration model](#)
- o   [World Cafe](#) and [World Café (global)](#)
- o   [Online meeting and gathering guidance](#)
- o   [Event organizer guidance.](#)
- o   [Youth Mentoring lab](#)
- o   [Setting up online classrooms](#)
- o   [Get open Social – free offer help](#)

➢ Easy to use technology for all digital access and collaboration types
- o   Zoom ([really great community virtual zoom guide](#))
- o   Webex
- o   Uberconference (it is restricted in some countries)
- o   https://hopin.to/
- o   https://miro.com/signup/ (online visual collaboration)
- o   https://mural.co
- o   Nesta's research – comprehensive https://trello.com/b/vf3cXUVG/collective-intelligence-tools
- o   [Padlet](#)
- o   Crowdcast
- o   https://remesh.ai/
- o   [Quill](#) plus [ShareDB](#) - collaborative spaces (coronavirus tech handbook migrated here)

➢ Vendors
- •   [Techchange](#) (rapid online courses) (Scales to 100s)
- •   Start.coop and [Filene.org](#) (event hosting) (small)
- •   [Fabriders](#) (community and event hosting) (small)
- •   [Karen Dupuis –](#) Social Design (events, online courses) (Small)

➢ Additional examples on remote working model and methodologies:

Organization	Event	Description
IFRC Red Climate summit	see here for videos, links and other pieces we used for the Climate Red Summit	https://future-rcrc.com/wp-content/up-loads/2020/10/How-to-Host-a-Virtual-Summit-proof-05.pdf
IFRC Sims/Missing Maps	SIMS weekly checkins	IFRC and NS staff (online breakout groups with zoom)
Data Literacy Consortium (IFRC, Center for Humanitarian Data, and Fabriders	LINK	Online session, zoom, breakout groups, facilitator training (Heather Leson – IFRC)
Cisco offers webex for premium for "free"	LINK	
Mural – online collaboration tools		LINK
Google Cloud	Free for google cloud – enterprise events up to 250 people with streaming to 100 000	LINK
Google hangouts	Premium features for 'free	LINK
Tech Change	Guidance	LINK
Red Hat Summit	Events	LINK
ICANN	LINK	Online sessions
David Orban – podcast Make online conferences real	LINK	Singularity
Huawei Online conference	LINK	
ComfyCon	LINK	
EduDrones	LINK	Via Patrick Meier https://twitter.com/shemapsau
Island Innovation Summit	LINK	
Remote Con	LINK	Via Roxanne Moore (from Lausanne) https://twitter.com/marcelsalathe
Hacks and Hackers	LINK	
Nethope online virtual meetings guidance (video)	LINK	LINK
Photonics Online Meetup	LINK	
Higher Ed and Climate Change conference	LINK	
Comparative and International education society	LINK	

➢ Additional resources on **Remote monitoring guidance from** Distance deployments: Australian Red Cross' Experience with Remote Rapid Response[16]**:**

- o CartONG, https://blog.cartong.org/wordpress/wp-content/uploads/2020/04/IM-covid19-impact- on-monitoring-and-accountability_CartONG.pdf
- o Coffey International, MERL in a time of COVID-19: A resource tool, 2020.
- o Donini, A., and Maxwell, D., From face-to-face to face-to-screen: remote management, effectiveness and accountability of humanitarian action in insecure environments, International Review of the Red Cross, 2013.
- o GSDRC, Approaches to remote monitoring in fragile states, 2018.
- o Humanitarian Learning Centre, Remote monitoring in SDC: challenges and opportunities, Humanitarian Learning Centre, Institute of Development Studies and SDC, 2019.
- o IASC resources relating to accountability and inclusion, https:// interagencystandingcommittee. org/covid-19-resources-relating-accountability-andinclusion
- o ODI, https://www.odi.org/sites/odi.org.uk/ les/resource-documents/odi-mladaptivemanagement- wp569-nov19_0.pdf
- o WHO, https://www.who.int/emergencies/diseases/novel-coronavirus-2019/technicalguidance/risk- communication-and-community-engagement.

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[16]Humanitarian Advisory Group. 2020. Distance deployments: Australian Red Cross' Experience with Remote Rapid Response.