



COORDINATOR'S MANUAL

National Response Teams (NRT)



INTRODUCTION

The present training course is the result of extensive research throughout the different teaching experiences in National Red Cross Red Crescent Societies around the world. Lessons have been learnt and the challenge has been to harmonize the course and share values that we all hold, while at the same time respecting local differences in culture and norms.

The training course provides tools for achieving the basic competencies that members of all National Response Teams, wherever they are, should have in order to carry out their roles and ensure high-quality services to communities affected by disasters or crises.

To improve their response and capacities when facing a crisis or disaster, all National Red Cross Red Crescent Societies must have well-trained and experienced human resources along with standardized selection criteria and harmonized methodologies to ensure that the same degree of professionalism exists in their National Response Teams (NRT),

In each National Society, the NRT is an integrated work team. The human resources that make up the team are technically prepared and updated to plan, coordinate, facilitate or execute actions in favour of the most vulnerable in the prevention, mitigation, preparation and response to crisis or disaster. At the same time, they preserve the principles and values of the International Movement in their respective territorial scope.

A number of things have meant that the global harmonized curriculum for NRT teams needs a continuous learning process. New teaching tools, including the use of technology; the requirement to improve performance and accountability in international response operations; implementation of the competency framework and the inclusion of competencies in the different IFRC global and regional surge tools; all lead to this requirement.

Very special thanks to the Reference Centre for Institutional Disaster Preparedness (CREPD) where staff shared their knowledge and experience to form the basis of the course, and to all volunteers and staff from the National Societies around the world, to the IFRC Regional Offices, for having made possible the completion of this work.

National Societies Preparedness
Disaster and Crisis Department
International Federation of Red Cross and Red Crescent Societies

COORDINATOR

1

Preparation of the training course

The guidelines presented below correspond to a GROUP OF 24 PARTICIPANTS, 30 AS A MAXIMUM, with a team of four instructors and two other people for logistical and secretarial support.

1. General checklist for the preparation of the training course

Aspects for consideration	Recommended days to complete this requirement before the training course
a) Course planning: agreements or top-level meetings. Authorization for the training course and dates of execution.	180
b) Preparation of budgets, quotations and responsibilities.	150
c) Integration of the team of facilitators.	120
d) Selection of participants	60
e) Invitation to participants and submission of preliminary work.	30
f) Selection and inspection of facilities.	45
g) Reproduction of materials.	30
h) Local coordination meetings.	30
i) Sending invitations for opening or closing ceremonies.	20
j) Verification of the availability of equipment and facilities.	20
k) Review meetings (team of facilitators). Assign lessons, schedule adjustments and other preparations.	15

I) Review of available supplies and materials in general.	10
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2. Minimum need of personnel

Type of personnel	Quantity	Notes
1. Coordinator	1	He/she must be qualified as a course facilitator and must master the entire training process and its logistics. There are no assigned lessons, but he/she should be able to replace any facilitator if necessary.
2. Facilitator	4	It is desirable that the facilitators stay throughout the training course. At least one (1) facilitator should be with each working group at all times.
3. Responsible for logistics and supplies*	1	He/she must know the whereabouts of all the supplies, how the equipment is operated and have full control of administrative arrangements and rules applicable to the event.
4. Secretary in charge	1	He/she prepares the directory, takes relevant photos and prepares diplomas and recognitions.

* Support personnel may be required for functions such as transportation, food or security.

3. Meetings and preparations in general

Meeting or preparation	Notes
1. Before the training course. Team of facilitators.	30 days before the training course.
2. During the training course. The work of the day and the schedule for the next day will be analysed at the end of every day.	Analysis will be of: 1) The performance of the facilitators 2) Observed performance of the participants. 3) Review of the evaluation of the day (positive feedback and things to improve). 4) Lessons, assignments and tasks for the next day.
3. After the training course. With the organizers and the team of facilitators. An analysis of the event and the monitoring within the framework of a programme.	It is assumed that the training course is planned and executed within the framework of a programme and not as an isolated event.

4. Criteria for the selection of participants.

Profiles of those that can apply:

- Volunteers from National Societies
- Coordinators, directors and technical staff, national and local, from the Relief and/or Risk Management Offices of National Societies.
- Facilitators, instructors or personnel assigned for staff training.
- Staff members from National Societies.
- Employees of the Ministry of Health (or others), Civil Protection or humanitarian organizations.

Procedure of submission of training candidates:

- Verification of compliance with the expected participant profile.
- List of candidates, together with their registration sheet and resumé, to be submitted to the designated NS office in charge of selection. It is recommended to request/submit more proposals than the number of seats allotted in order to have a choice of candidates.
- Selection of candidates, based on profiles (see point 5.).

Regulatory conditions:

- Selection of candidate(s) should take into consideration:
 - Gender balance
 - Compliance with the established profile
 - Experience in the CV/resumé.
- Only candidates who comply with the above will be selected.
- Participants must complete the preliminary work (previous reading questionnaire) and the general documentation requested (personal documents, certificates, letter of approval from branch manager/authorities) and online courses.

5. Profile of participants

For the selection of participants, the following requirements are recommended, but each National Society might adapt them if considered unavoidable.

Academic background:

- University or high school level education (secondary degree).
- First aid (present certification).
- Fluency in local language.
- Second language: English, Arabic, Spanish, Portuguese, French (preferred).

Experience:

- Proven experience in local or international disaster management.

- At least two years of verifiable experience in Disaster Risk Management.
- Application of policies, principles, rules and regulations in disaster response.

Individual characteristics:

- Of legal age
- Excellent interpersonal relationships
- Knowledge, skills and abilities in the area of communication
- Leadership.
- Proactive
- Flexible
- Creative
- Used to working under pressure

Self-learning techniques used:

- Capacity for analysis and synthesis
- Individual work
- Teamwork
- Use of technological tools (ICT)

Health:

Vaccination card: according to country/region regulations.

Note: Any medical certificate must be handled by the Human Resources Department of the National Society and should not be shared with the team of facilitators.

6. Preliminary work

Online courses

Once selected for the training, participants must complete the following courses on Federation Learning Platform, by entering the following address:

<http://www.ifrc.org/learning-platform>

More courses or languages might have come available since the creation of this guide. Visit the course catalogue to find out more.

The World of Red Cross and Red Crescent	EN			
Strategy 2020	EN	ES	FR	AR
Code of Conduct	EN		FR	
Sphere Handbook in Action (revised version)	EN		FR	
Principles and Rules for Red Cross and Red Crescent Humanitarian Assistance	EN			
Project/Programme planning (PPP)	EN	ES	FR	
Introduction to monitoring and Evaluation	EN	ES	FR	
Basics of Livelihoods	EN	ES	FR	AR

Stay Safe - Personal Security	EN	ES	FR	
Stay Safe - Security Management	EN	ES	FR	
Child Protection at the IFRC	EN	ES	FR	
101: Corruption Prevention	EN	ES	FR	AR

Pre-course assignment

Related folder: 00 Coordination documents > Pre-course assignment

The preliminary work consists of participants reading the documents and completing the training package questionnaire ("PCA 1 - Pre-course Assignment" file) ahead of the training. The below listed reading documents are also located in the above-mentioned folder.

The completed Pre-course assignment questionnaire must be submitted upon arrival at the introductory lesson of the training course. Alternatively, it might be sent in via email ahead of time. This is an individual task.

Reading documents:

1. Code of Conduct
2. Seville agreement and complementary measures
3. Principles and Rules of the Red Cross and Red Crescent for Disaster Relief
4. Sendai Framework 2015—2030
5. Strategy 2020 and Strategy 2030
6. Humanitarian Diplomacy Policy
7. Disaster Preparedness Policy
8. Emergency Response Policy
9. Post emergency rehabilitation policy
10. Integrating Disaster Risk Reduction Policy
11. Volunteer Policy
12. Gender Policy
13. Framework for Community Safety and Resilience
14. WatSan Policy
15. Health Policy
16. Psychosocial support policy
17. Food security policy
18. Report on the use of armed protection for humanitarian assistance

Evaluation criteria of the Pre-Course Assignment

- Timeliness - delivery prior to deadline
- Professionalism in the presentation of the document (order and cleanliness).
- Completing the questionnaire (enter the number of correct answers for each participant in the "ADM 8 Consolidated Evaluation" Excel file in the "Coordinator documents > Administration" folder).

7. Agenda

See “ADM 1 Agenda” Excel file in the “Coordinator documents > Administration” folder).

8. Chart for the assignment of lessons

LESSONS	Instructor	Assistant
ESSENTIAL COMPONENTS		
1. Introduction		
2. Code of Conduct		
3. Understanding the disaster risk		
4. Response Systems		
4-1 National Civil Protection mechanism		
4-2 National Society		
5. Mission preparation and performance		
6. Administration for effective management		
7. Methodologies for emergency management: EOC		
8. Protection, Inclusion and Gender		
9. Health in emergencies		
10. Mental Health and Psychosocial support		
11. Water, sanitation and hygiene promotion		
12. Logistics in emergencies		
13. Emergency distributions		
14. Emergency shelter and household Items		
15. Introduction to livelihoods		
16. Cash and Voucher Assistance		
17. Community Engagement and Accountability		
18. Restoring Family Links		

19. Emergency assessments		
20. Reports, monitoring and dissemination		
21. Information Management		
22. Plan of action		
23. Simulation		
CONTEXT- SPECIFIC COMPONENTS (OPTIONAL)		
Title		
Title		
Title		

9. Certificate template.

You can use your National Society's certificate template. Nonetheless, should you need a certificate template, see file "*Certificates*" PowerPoint in the "*Coordinator documents > Administration*" folder).

NOTE: The preparation of the certificate will vary according to the institutions hosting the activity and you may edit the templates

9.1- Successful completion:



National Society

International Federation of Red Cross and Red Crescent Societies
grants the following certificate for its participation and approval of:

National Response Teams

Awarded to:

Lixxxa Yvexxa Fiejoo Caxxxxxxs

In recognition for the successful completion of the course,

2Xth Month to 03rd Month 202X, City – Country

XXXXX XXXX XXX
National Society
President

XXXXXXX
PNS – If applicable
Delegate

XXXXX XXXXX
IFRC
Position

9.2- Unsuccessful completion (recognition of participation)



National Society
International Federation of Red Cross and Red Crescent Societies
grants the following certificate for its participation of:

National Response Teams

Awarded to:

Lixxxa Yvexxa Fiejoo Caxxxxxxxs


In recognition for the assistance of the course,
2Xth Month to 03rd Month 202X, City – Country

XXXXX XXXX XXX
National Society
President

XXXXXXX
PNS – If applicable
Delegate

XXXXX XXXXXX
IFRC
Position

9.3- Type: C (Facilitation): for persons facilitating the training course


National Society
International Federation of Red Cross and Red Crescent Societies
grants the following certificate for participation in:

National Response Teams

Awarded to:

Caexxa Vixxxxxxs

In recognition for your support as a facilitator of the course,

2Xth Month to 03rd Month 2020, City – Country

XXXXX XXXX XXX
National Society
President

XXXXXXXX
PNS – If applicable
Delegate

XXXXX XXXXX
IFRC
Position

10. Attendance letter template.

<p>Host institution logo</p>
<p>To whom it may concern:</p> <p>It is hereby certified that _____ attended the National Response Teams Training Course, held on _____ from _____ to _____ of the year _____.</p> <p>This note is issued for such purposes as the interested party may deem convenient, which does not certify a pass in the Training Course.</p> <p>Signature _____</p> <p>Name _____</p> <p>Position _____</p>

NOTE: The National Coordinator of the NRT Programme will determine whether to award a certificate of attendance at the Training Course in cases where the participant does not pass.

11. Materials that are part of the NRT course

Material	Main user	Notes
1. Coordinator's manual (CoM)	Coordinator	This material can be delivered to the group of facilitators, although it will be mainly used by the person coordinating the training course.
2. Lesson plans (LP)	Facilitator	Materials are used to guide the facilitators in each session, as well as to supply answers for exercises and final simulation.
3. Handout distribution (HD) <ul style="list-style-type: none"> • Daily Facilitators' check • Simulation scripts • Scenarios • Others 		
4. Visual aids (VA)		
5. Participant's workbook (WB)	Participant	
6. Pre-course assignment (PCA)		
7. Reference manual (RM)		
<ul style="list-style-type: none"> • Handout distribution (HD) • Exercises • Daily Facilitators' check 		Distributed each session as needed.
8. Additional bibliography		Possibly shared through USB or memory stick due to the large amount of material.

NOTE: The above list does not rule out the use of bibliographic sources or additional materials that can be delivered before and during the training course, assuming prior analysis by the team of facilitators.

COORDINATOR

2

Requirement of the NRT Training Course

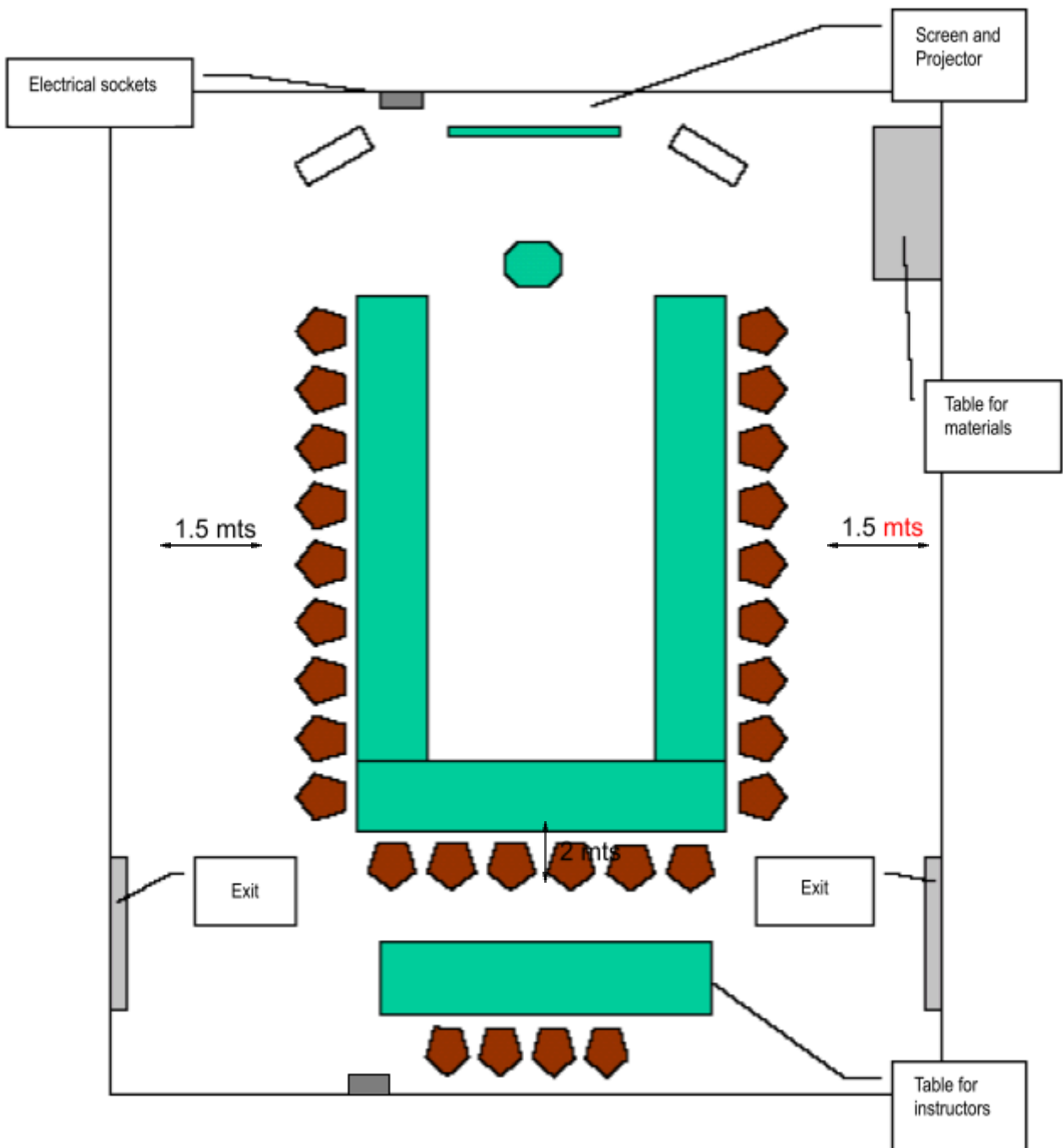
The following requirements are described for a group of 24 participants, 30 as a maximum number, and a team of four facilitators and two other people for logistical and secretarial support.

It is important to choose facilities that are quiet, so that participants can concentrate on the training course. Somewhere away from central locations would be ideal, but not too far to retrieve any missing material or call on an essential service such as emergency medical attention. The minimum requirements for the NRT training course are set out below:

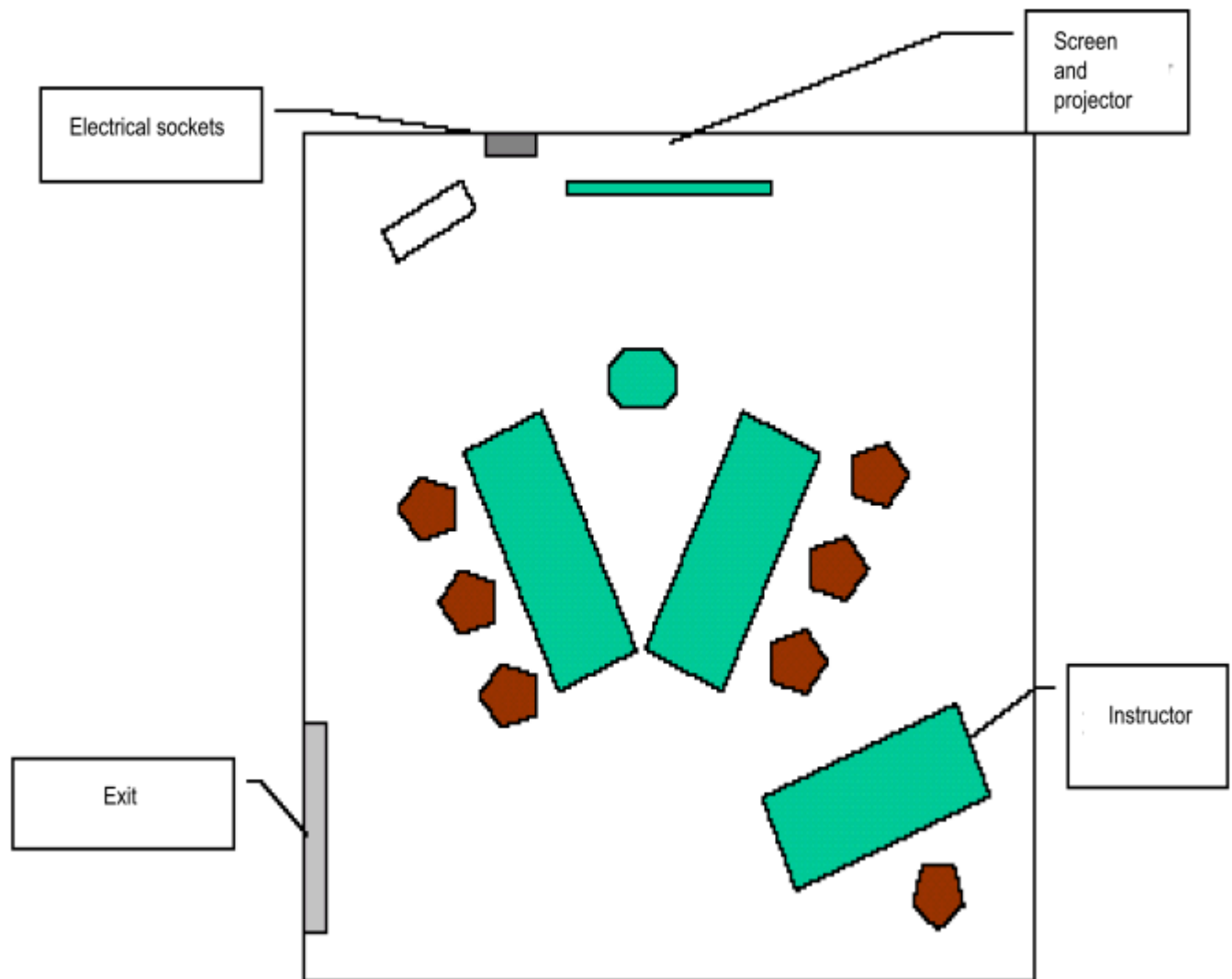
1. Facilities and furniture

Training facilities	Required quantity	Notes
Main rooms	1	<p>Room with "U" shaped setup. Sufficient space for the use of chairs, tables, equipment. Space is desirable at the back of the room for an additional table for attendees.</p> <p>Seats should be provided for 24 people with space for the use of folders. The ideal space is usually 9 x 15 m.</p>
Meeting rooms	2	<p>Small rooms arranged with tables, chairs and projection equipment (see equipment below). If three rooms in total are not available, prepare one room with the main room also being used as a group room.</p> <p>All rooms must have acoustic insulation, as well as the other usual characteristics in work facilities (comfort, hygiene, temperature and lighting).</p> <p>The minimum space is usually: 5 x 6 m.</p>

Scheme for the arrangement of furniture. Main room of 9 X 15 m.



**Scheme for the arrangement of furniture. Meeting rooms for groups of 6 to 8 people.
Minimum recommended area: 6 X 6 m**



Training facilities	Required quantity	Notes
Secretary's and Coordination Office	1	Office that can be locked or that has adequate security measures. All facilities must have at least two electrical sockets

Other facilities	Required quantity	Notes
Eating facilities	1	Preferably outside the main room.
Accommodation		For all the staff. It is desirable that the instructors have adequate space and lighting for work at night.
Toilets		Separate for men and women, meeting the necessary hygienic measures.

Furniture	Required quantity	Notes
Tables		U-shaped setup for main room and meeting rooms.
Chairs	35	Minimum for work facilities. Make sure they are ergonomic (for participants and facilitators)
Tables for equipment	3	To place projection equipment.
Furniture for eating facilities		Food should preferably be eaten in different areas other than those intended for training.

2. Equipment, materials and supplies

It is essential to test the functioning of all the equipment before the training course. All facilitators must know how to operate the equipment efficiently.

Checklist

Training materials

- 24 pens
- 24 pencils
- 150 sheets of bond paper 30 x 40 inch (flipchart)
- 4 reams of bond paper - letter size
- 30 x "certificate" paper (according to the NUMBER of participants)
- 25 permanent markers (basic colours, black, blue, red, green)
- 20 water markers (basic colours, black, blue, red, green)
- 50 coloured paper - letter size (for psychosocial support, MACEO)
- 15 masking tape (1 and 2 inches/2.5 and 5cm)
- Tacks (optional)
- 30 CDs for all the workshop material to each participant, facilitators and for the file
- Labels (bullets for CD, with schedule)
- Ink for colour printer, black
- Grease pencil (optional)
- 4 phones with Android system

Office equipment

- 1 pencil sharpener
- 1 computer with peripherals (secretarial work)
- 1 printer
- 1 scanner
- 1 photocopier

- 6 rulers (100 cm).
- 1 two and 1 three-holes punch
- 3 staplers
- Clips
- Staples
- Post-it notes (to label the Sphere Handbook)
- 3 scissors
- 1 laptop with speakers (for projection)
- 1 multimedia projector
- 5 electrical cords
- 3 power strips or devices to connect several devices
- 1 three-wire converters (adapters to sockets)
- 3 easels
- 1 digital camera
- 1 first aid kit
- 1 laser pointer
- 1 screen
- 4 communication radios (portable for simulation)

Preparation of materials

Participant's manual (according to the number of participants)

- Instructor's manual (at the discretion of the organizers, one or two)
- Sphere Handbooks (if possible one per participant, if not, four for the tests)
- NRT field manual (1 per participant)
- Preliminary work (printed or digital to be sent before the training course to the participants)
- Reference documents from Red Cross Red Crescent Movement
- Badges (according to the format proposed)
- 3 sets of maps for the simulation according to the created scenario

- Transparent plastic to line the maps
- Printed folder covers
- Printed folder spines
- Videos: ensure are available to show in sessions

Detail of photocopies by documents

Description	Quantity
Participant's workbook (WB)	According to number of participants
Lesson plan (LP)	2
Handout distribution (HD)	According to number of participants
Pre-course assignment (PA)	According to number of participants

Remember that the above-mentioned materials are copied according to the number of participants, and some of them such as the evaluations are copied during the workshop.

Description of the classroom

The classroom must meet the following requirements:

- Main room for participants (between 24—30)
- Availability to set up the tables in “U” shape (minimum distance of 1.5 meters between the chairs and the wall)
- A table for the participants' materials
- A table for the facilitators
- A table for the facilitators to use with course materials
- Permanent water and coffee (optional as considered by the National Society)
- Three rooms for final test (taking into account the one used to teach the training course)
- Comfortable room temperature for participants (not too cold, not too warm)
- Facilities for food and refreshments
- Food logistics (meeting schedules)
- Sound equipment (microphones, if the main room requires them)
- Curtains if the room is very bright
- The classroom must be located in the same facility as the bedrooms

*** Suggested personnel ***

- A person for logistics.
- A driver

- Facilitators (foreign and national) minimum six permanents.
- A secretary
- National event coordinator

The personnel numbers are recommendations; however, the National Society should use the resources available to it.

Other items considered by the National Society

- T-shirts
- Badges
- Acknowledgements
- Among others

These materials will depend on their availability within the National Society

Materials to be delivered to the teams before the simulation

- 1 simulation room (for setting up the EOC)
- 3 tables for participants
- 1 table for the evaluator
- 10 chairs
- 2 metre or 100 cm rulers
- 6 permanent markers of different colours
- 25 sheets of bond paper - letter size
- 30 sheets of 30 x 40-inch bond paper (foil)
- 1 masking tape (2 in/5cm)
- 1 scissors
- 1 stapler
- 1 post-it (adhesive paper)
- 1 communication radio for simulation
- NRT field manual (1 for each participant if available)
- 1 easel

It is important to remember that there are three teams, and these materials must be prepared for each team. It is suggested to deliver the materials to a representative of each team.

Personnel required for the simulation
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Purpose: To support the final simulation of the training course and to develop complex situations for the exercise, allowing the level of understanding and application of tools of

the participants to the NRT course to be evaluated, as well as their capacity to handle various situations that arise in a disaster.

Profile:

- Member of the institution
- Permanent at the institution for at least three years.
- Knowledge in the field of disaster preparedness (in relief areas)
- Creative
- Dynamic
- Respectful

Characters, roles and locations				
No	Role	Location	Quantity	Description
1	Simulation coordinator	Control desk	1	<ul style="list-style-type: none"> • This role is usually taken by the training course coordinator. • Knowledgeable in the field of disaster preparedness (in relief areas). • Supervision in the preparation of simulation materials. • Monitoring of the simulation process (times, adjustments, etc.). • Has authority to interrupt the simulation if a real case of emergency arises. • Tool to be used: simulation script and scenario.
2	Evaluator	Evaluation table in rooms used by simulation teams	3	<ul style="list-style-type: none"> • Control the sending of messages based on the script. • Observance of the performance of the team and verification of the scope of objectives based on the evaluation form. Complete the evaluation form and deliver it at the end of the simulation. • He/she can interrupt the simulation in his/her team in order to guide the training course back towards the right situation (when the participants have truly lost the sense of the simulation, or the simulation as such generates controversies and friction among the participants). • He/she cannot teach, help or recommend and can only interfere in the extreme case mentioned above.

				<ul style="list-style-type: none"> • With knowledge in the field of disaster preparedness (in the relief areas) • Evaluation of the results of the press conference. • Tool to be used: simulation script, scenario, evaluation sheet.
3	Journalist	Control	3	<ul style="list-style-type: none"> • Make visits to the different EOC of the simulation (3). • Request information according to the simulation script. • Request information that is not in the script of the simulation. This implies that evaluators must have creativity to propose situations that put the participants in difficulty, with the objective of evaluating their abilities in the resolution of complex situations. • Participate in the press conference prepared by the teams. This activity is considered in the script of the simulation. Specific questions must be asked at this point regarding particular topics of the workshop and the scenario, for example, how much water was needed for the affected, among others. • Apply journalistic pressure to the participants, using the ingenuity of those who play the role of the press agent. • Tool to be used: simulation script.

The characters can be reduced, and their roles can be duplicated according to the resources of the National Society, although the ideal is to create an environment as close to reality as possible so that the participants can take decisions under pressure.

COORDINATOR

3

Assessment system, plenary presentations, resolution of test and performance in the simulation

Introduction

The assessment system includes individual performance and is part of a process that must be handled comprehensively. The team of facilitators must keep adequate control of the whole process both at the group level and in the decisions that are made for each participant. This implies an individual effort (of each facilitator) and a group effort (of the team).

The guidelines that should be analysed in the facilitators' team before the training course are listed below.

1. Assessment system

The evaluation system of the NRT General Training Course includes the following components:

Component	Registration and grading	Notes
a. Participation and teamwork	Each participant must comply with 100 per cent attendance. Likewise, his/her integration in the corresponding work team and his/her spirit of cooperation will be observed. This component requires assessment by the team of facilitators. Participation includes work during tests and plenary preparation days.	In exceptional cases, a person may be absent for a reasonable period of time at the discretion of the team of facilitators.
b. Diagnostic assessment	To determine the level of understanding of the participants at the beginning of the training course so as to adapt the methodology of the course. This evaluation is not weighted: what will be used will be the reference material, and the preliminary work to be delivered to the participants on the first day of the course.	The assessment can also be made from participation in online courses where participants must complete and submit their certification on the first day of the training course.

c. Formative assessment.	This will be carried out during the teaching-learning process, to check the progress of the student towards the achievement of the proposed objectives. It will be used to reinforce positive learning or correct errors instantly, but also so as to adapt the teaching style to the style of learning. Formative assessment can be applied by observing the performance of the participants, feedback from each topic and by means of parallel texts. The purpose is not to assign marks but to help the participant to learn.												
d. Summative assessment.	<p>Summative assessment will be applied at the end of the periods scheduled by the facilitator, with the purpose of certifying the participant's learning. The participant must reach 70 per cent to pass the training course. The evaluation is distributed as follows:</p> <table border="1" data-bbox="500 625 1312 888"> <thead> <tr> <th>Description</th><th>%</th></tr> </thead> <tbody> <tr> <td>Pre-course assignment</td><td>5%</td></tr> <tr> <td>Mentor evaluation</td><td>15%</td></tr> <tr> <td>Session exercises</td><td>60%</td></tr> <tr> <td>Final simulation assessment</td><td>20%</td></tr> <tr> <td>Total</td><td>100%</td></tr> </tbody> </table>	Description	%	Pre-course assignment	5%	Mentor evaluation	15%	Session exercises	60%	Final simulation assessment	20%	Total	100%
Description	%												
Pre-course assignment	5%												
Mentor evaluation	15%												
Session exercises	60%												
Final simulation assessment	20%												
Total	100%												

* An assessment tool has been designed to meet the learning objectives so that the evaluators will have the necessary instruments to collect the information and evaluate performance. See Excel file “*ADM 8 Consolidated Evaluation*” in the “*Coordinator documents > Administration*” folder).

COORDINATOR

4

Documents for distribution

The templates for invitation letters for participants, a welcome letter for participants and an invitation letter for officials who will attend the opening or closing ceremonies of the NRT Training Course are listed below.

1. Template of invitation to an institution

National Red Cross/Red Crescent Society

Month day, Year

Mr/Ms. XXXX SXXX,
National Director of Health Services
In your office.

Dear Mr/Ms SXXX:

We are writing to inform you that the National Red Cross/Red Crescent Society, with the support of the International Federation of Red Cross and Red Crescent Societies, is going to run a National Response Teams course. We are pleased to offer XX places for personnel from your unit.

The training course will take place from *Month day* to *day*, at *place*, in *City*. It is intended for people who have been working in the field of emergencies and disasters and are instructors or have the opportunity to train other people. Using participatory learning techniques, the training course offers participants a methodological and thorough grounding in response.

Participants are required to attend for all the training course's activities and therefore participants will be accommodated in *place*. Accommodation and meals will be covered by the organizers. Your institution must cover the expenses of the trip to *place*, from where we will move the participants to *place*.

Please find herein the details of content and proposed agenda. A preliminary homework (pre-course assignment) is attached, which applicants must complete and submit, along with confirmation of their attendance. Confirmations must be received by *month day*, at *address* or by fax: XXXXXXXX

Yours sincerely,

2. Template of Invitation letter for opening or closing ceremony.

National Red Cross/Red Crescent Society
Training Directorate

Month day, Year

Mayor of *Place*
XXXXXXX XXXXX.
S/D

On behalf of the director of the *National Red Cross/Red Crescent Society*, Mr, Ms XXXXXX, we have the honour of inviting you to preside over the Opening Ceremony of the National Response Teams Training Course to be held at *place*.

The training will be held from *Month day* to *day*, at *place*, in *City* and is aimed at all people who work in the field of emergencies and disasters. The objective of the training is to create multidisciplinary teams at the heart of the National Red Cross Red Crescent Societies who will be trained to use the same systems and procedures during interventions.

This event has the support of the International Federation of Red Cross and Red Crescent Societies. The representative of the IFRC in our country, Mr/s. XXX XXX will be present at the ceremony.

We look forward to hearing from you about your participation in this event on *Month day* at *time* AM for the inauguration ceremony of the training course.

Yours sincerely,

3. Template of information letter to participants that is alongside the preliminary work assignment:

National Red Cross/Red Crescent Society
Training Directorate

Month day, Year

Dear participant in the NRT course:

On behalf of the National Red Cross/Red Crescent Society and the International Federation of Red Cross and Red Crescent Societies, we would like to congratulate you for having been nominated and selected by your institution to participate in the National Response Teams (NRT) training course. It will be held from *Month day* to *day*, at *place*, in *City*.

Please find attached a preliminary homework (pre-course assignment) that you must complete in order to participate in the training course. Additionally, in the attached document you will find useful information about the purpose of the event, the performance objective, the contents and other valuable information that you should know in advance.

If you have further questions in regards to academic or administrative aspects of the training course, please contact Mrs. XXX xxxx at *phone number* or email *xxxx@xxx.xxx*

Hoping you will find your participation in this training course beneficial for both your institution and for you personally.

Yours sincerely,



**International Federation
of Red Cross and Red Crescent Societies**

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