GLOBAL EMERGENCY RELIEF RECOVERY & RECONSTRUCTION (GER3)
STRATEGY – 2022-2024

CHALLENGE OVERVIEW
GER3 aims to address the following problems:

- Disaster debris must be effectively managed before people can return to their homes, schools and access health facilities. Few non-profits have the specific expertise to manage complex debris and recycle debris into useful new materials, apply sustainable and environmentally focused approaches to rebuilding communities or create new livelihood opportunities.
- Specific vulnerable communities are too often left behind during disasters due to poor targeting of resources.
- While relief and recovery efforts start immediately following a disaster, too many communities do not see the reconstruction process start for months or even years.
- Finally, the gap between the humanitarian and development communities creates a lack of integrated and durable programming that links all three phases\(^1\) of a response.

OUR VISION
A global network of resilient communities that were built back better following crises providing the best possible example to the world as to how disaster relief, recovery and reconstruction can be implemented.

OUR MISSION
To enable crisis-affected persons globally to build back better following disasters through integrated relief, recovery and reconstruction services.

OUR GOALS
1) Deliver Excellent Community Based Disaster Assistance Domestically (USA) & Internationally

2) Facilitate Sustainable, Environmentally Advanced and Community Focused Support

\(^1\) Relief, Recovery & Reconstruction
3) **Create Dynamic Partnerships**

4) **Build a Sustainable and Accountable Organization**

**STRATEGIES**

**Goal 1) Deliver Excellent Community Based Disaster Assistance Domestically (USA) and Internationally**

GER\(^3\) supports crisis affected communities to build back better than before the crisis. We clear the debris left by a disaster, provide temporary facilities and immediately start the reconstruction process with a particular focus on affected homes, schools and health facilities. GER\(^3\) immediately deploys humanitarian relief, recovery and reconstruction specialists and equipment to a disaster-affected community anywhere in the world to design and deliver integrated immediate and long-term services.

The types of assistance GER\(^3\) facilitates to those in need include:
- Debris management and removal from homes, schools and health facilities.
- Temporary building and infrastructure construction.
- Livelihood support.
- Permanent building construction (homes, schools and health facilities).

**Goal 2: Facilitate Sustainable, Environmentally Advanced and Community Focused Support**

GER\(^3\) is committed to using sustainable, culturally appropriate and community led interventions. GER\(^3\) identifies and prioritizes the most vulnerable (women, children, elderly, economically challenged and disabled persons) in disaster-affected communities and areas where gaps in services exist.

**Goal 3: Create Dynamic Partnerships**

GER\(^3\) understands that developing partnerships will be critical to our success. We have already established relationships with the Red Cross and Red Crescent Movement, InterAction, Rocky Mountain Institute, AirLink, AirBnB, Field Ready and World Central Kitchen.

GER\(^3\) will work to establish and develop partnerships with universities and companies (engineering and disaster mitigation) to leverage private sector capabilities and establish an entry point for university graduates into the humanitarian industry.

**Goal 4: Build a Sustainable and Accountable Organization**

GER\(^3\) will always seek to maintain very low overhead expenses. Thanks to generous donations from private and foundation donors along with a focus on building Indirect Cost Recovery into our programming, GER\(^3\) has consistently been able to cover all overhead expenses. This means that if individuals choose to donate to GER\(^3\), 100% of the donation goes directly to GER\(^3\) programs and the affected communities they serve. Robust monitoring and evaluation systems are utilized to ensure the highest levels of accountability and an evidence base for programming decisions. Comprehensive financial accounting and reporting systems are used.
**CAPABILITIES**

GER³ has established a diverse and dynamic volunteer Board of Directors that leads the organization. Specific organizational bylaws, policies and robust financial systems processes have been established in part thanks to a grant from the Ohrstrom and MacFarlane Foundations. GER³ response equipment (satellite phones, debris clearance equipment, protective equipment and response vehicles) have been purchased and are maintained in good working order.

GER³ overhead expenses (mostly required for maintaining GER³ insurance policies, financial accounting support and one staff position) are kept low until a response is needed at which time response funding is available to mobilize a mix of response professionals and volunteers. Two professional accounting firms are retained by GER³ to support with financial accountability. Financial audits have been completed for 2017, 2018, 2019 and 2020.

Critically, GER³ has identified the following GER³ core values included within the GER³ Way that the organization uses as the basis for all aspects of GER³ work. All GER³ personnel are expected to adhere to the GER³ Way that specifically embodies these values and clearly establishes GER³ ethical standards.

**THE GER³ WAY**

GER³ personnel take pride in, and integrate, the following values into their daily work:

* TRANSPARENCY: We maintain the highest level of transparency in our work and in our organization.
* INTEGRITY: We uphold the highest standards of integrity in our work and our people.
* HONESTY: We believe in the truth and our ability to communicate it. Frankness is our operating norm.
* HONOR: We endeavor to live and work honorably, with character and respect for ourselves and others.
* COURAGE: We act boldly and proactively to bring value to those we serve, both seizing opportunity and minimizing risk.
* LOYALTY: We are a people oriented non-profit – we take care of our team and their families, and expect the same in return.
* DIVERSITY & RESPECT: We respect all people and champion the differences between them through tolerance, respect and dignity.
* ENVIRONMENT & COMMUNITY CONSCIENCE: We want to positively impact our community and our environment, wherever we are working.

GER³ is committed to serving those in need. GER³ personnel demonstrate:

* PROFESSIONALISM: We are responsible, disciplined, adaptable, accountable and have a strong work ethic.
* QUALITY: We provide the highest quality of service available anywhere.
* INNOVATION: We have the imagination to see what is possible and the ability to make it reality.
* CUSTOMER SERVICE: Serving our beneficiaries needs is our priority.
* LEADERSHIP: We are committed to developing future leaders for the humanitarian community.
• INDEPENDENCE: We are an independent non-profit, solely influenced by the best interests of the end beneficiary rather than to any single partner, interest group or entity.

**INDICATORS**

1) **Responses**  
- Volume of debris cleared on an annual basis  
- Number of GER³ personnel deployed on an annual basis  
- Total number of persons assisted  
- Beneficiary satisfaction ratings based on surveys

2) **Sustainable, Environmentally Advances and Community Focused**  
- % of responses that are community led  
- % of responses that involve recycling of debris  
- % of responses that incorporate new environmentally focused good practices

3) **Dynamic Partnerships**  
- Number of engaging and mutually beneficial partnerships  
- % increase of dynamic partnerships

4) **Sustainable, Accountable and Volunteer Led**  
- % growth of GER³ endowment  
- # of audits conducted annually  
- # of Board of Directors that bring diversity to the organization

**PROGRESS ON GER³ GOALS:**

1) **Deliver Excellent Community Based Disaster Assistance Domestically (USA) & Internationally**  
GER³ continues to grow in experience and expertise. Responding to several disasters around the globe, we continued to adapt our programs and develop our services in order to provide impactful and sustainable support to the most vulnerable populations.

Community focused responses targeting disaster vulnerable communities since 2017 include:

- **Haiti Earthquake (August 2021 – Present):** GER³ deployed all Haitian team to conduct assessments, identify partners and deliver relief assistance.
- **St. Vincent Volcano (July 2021 – Present):** GER³ team, led by the community, is removing ash from the volcano, rehabilitating homes and recycling ash for crop cultivation.
- **Hurricanes Eta & Iota (Nov. 2020 – April 2021):** GER³ supported a range of debris removal and recovery projects in Honduras following Hurricanes Eta and Iota. These included community wide debris removal programs supporting over 100 homes, orphanage restoration, and hospital rehabilitation.
- **Hurricane Dorian (2019 - present):** GER³ supported a range of impactful programs in the Bahamas following hurricane Dorian. Beginning with initial debris removal in the immediate aftermath of the storm, GER³ worked with communities in Grand Bahama and Abaco to develop and implement comprehensive relief and recovery programs spanning from debris removal, muck-and-gut, and minor rehabilitation all the way through the full reconstruction process. The programs have focused primarily on schools, homes, hurricane shelters and health facilities. GER³ is still operational in Abaco supporting significant school, home and shelter reconstruction efforts over 14 months after hurricane Dorian struck the island.
● **Earthquake / Tsunami (2018) Indonesia**: GER\(^3\) targeted support in Sulawesi to local communities (primarily schools) and supported the management of debris and shelter challenges. GER\(^3\) included several Indonesian team members and procured local equipment (generators, excavators, bulldozers, etc.). GER\(^3\) developed programming with partners (Indonesian Red Cross (PMI) and the government) to meet immediate and longer-term needs in a manner that respected local practices, was sustainable and highly impactful.

● **Hurricane Michael (2018)**: GER\(^3\) deployed a team to Calhoun County Florida to support the relief and recovery efforts. The team focused on most vulnerable families with a need for significant debris management operations. GER\(^3\) worked closely with a local entrepreneur and lumber company to remove/recycle organic debris and stimulate community business.

● **Hurricane Florence (2018)**: GER\(^3\) deployed to support relief and recovery efforts in North Carolina in response to hurricane Florence. In partnership with CORE (previously known as J/P HRO), GER\(^3\) assisted affected families to remove water and debris from homes and to best prepare for recovery and rebuilding.

● **Hurricane Irma (2017)**: GER\(^3\) supported the Waitt Foundation in Barbuda to manage relief and recovery services to Barbudan communities in response to Hurricane Irma. The operation employed Barbudan residents and supported several local industries (including restaurants and camps and animal shelters).

● **Hurricane Irma (2017)**: GER\(^3\) completed several rapid assessments in Sint Maarten shortly after Hurricane Irma struck the island. GER\(^3\) designed two rapid recovery interventions, including debris removal in schools and homes with highly vulnerable (elderly and handicapped) persons.

● **Hurricane Maria (2017)**: GER\(^3\) conducted an assessment mission in partnership with J/P Haitian Relief Organization. The assessment, funded by the Clinton Foundation, evaluated the needs of US Virgin Islands (USVI) populations affected by Hurricane Maria as well as the effectiveness of pre-existing response efforts.

● **Hurricane Harvey (2017)**: GER\(^3\) sent an assessment and response team to Houston to help affected families clear debris and return to their homes as rapidly as possible.

● **Hurricane Matthew (2017)**: GER\(^3\) operated its first official project, the Sustainable Tree Recycling Program, in partnership with UNDP in Haiti, in the Spring of 2017.

2) **Facilitate Sustainable, Environmentally Advanced and Community Focused Support**

In all of its responses, GER\(^3\) has used social vulnerability data to target the most vulnerable populations. We have gone deep with those targeted families to provide them with an integrated package of support in partnership with other agencies such as the Red Cross, RMI and World Central Kitchen. We have consistently sought to bring renewable energy and recycle debris in any way possible throughout our programming.

3) **Create Dynamic Partnerships**

GER\(^3\) has established great partnerships during responses with the Red Cross and Red Crescent Movement (particularly the International Federation of Red Cross and Red Crescent Societies, the Indonesia Red Cross - Pelang Merah Indonesia), InterAction, Rocky Mountain Institute, GSD, Airlink, AirBnB, Engineers without Borders, Field Ready, Habitat for Humanity, the University of Virginia and Umpire.

4) **Build a Sustainable, Accountable & Volunteer Led Organization**

See capacity above.

**The Future:**

In terms of the future, GER\(^3\) has established a great organizational model that is scalable to help communities in need. Scalability will be linked to funding particularly from foundations and
institutional donors (such as the United States Agency for International Development). GER³ will continue to build on its operational successes in disaster response and related to advancing an even more impactful organization.

Specific Strategic Pillars for the Future Include:

Pillar A: Community Led Recovery: We understand the critical leadership role that the community impacted by a disaster has to play in leading the recovery. We will continue to put the community in the lead, develop approaches and tools to support the community in this leadership role while redoubling our commitment to community-led recovery.

Pillar B: Focusing on Quality Project Management & Engineering: GER³ consistently differentiates ourselves from other entities by delivering projects that are extremely high in quality. We will continue to establish the people, systems, processes and tools to ensure high quality work. GER³ will continue to build a corps of project management and engineering proficient personnel through strategic alliances from all over the world (and particular from the communities we work in) who can deploy and support our challenging projects that often require significant engineering and project management expertise.

Pillar C: Building More Sustainable Funding: GER³ will leverage its excellent reputation and strong financial accountability to create new funding opportunities from Donor Advised Funds (including Fidelity Charitable) and institutional donors (including USAID, the British Government and the World Bank). GER³ will raise through a gala fundraiser significant additional funding that we can use as a revolving fund for relief programming. These funds will be replenished from programming funds so that the organization can respond robustly to future disasters.

Further, GER³ will develop its Advisory Committee structure to specifically support with the advancement of each of these strategic pillars of work. Persons will be engaged in those committees linked to each pillar and strategically driving the organization forward.

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