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# eSINGLE FORM FOR HUMANITARIAN AID ACTIONS

## 2014/00258/FR/01/01

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### REFERENCES

#### **HIP/Decision Reference**

echo/erc/bud 2014/91000

#### **Agreement number:**

ECHO/ERC/BUD/2014/91011

#### **Action type**

Complementary activities

#### **Document type**

Final report

#### **Submission date**

20/07/2016

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## 1. GENERAL INFORMATION

### **1.1 Name of Humanitarian organisation**

UNDP-USA

### **1.2 Title of the Action**

ENHANCING INTER-AGENCY EARLY RECOVERY CAPACITY: A SMARTER HUMANITARIAN RESPONSE

### **1.3 Narrative summary**

Integrating an Early Recovery approach into the humanitarian response can help respond to the new challenges faced by international and national actors in their efforts to alleviate the suffering of populations affected by conflicts or natural disasters in a more sustainable and cost-beneficial fashion. This approach is an important step towards consolidating the outcomes of the humanitarian action and linking relief, rehabilitation and development.

**The objective of the project is to ensure the overall humanitarian response in crisis and post-crisis countries integrates an early recovery approach as the foundation for longer-term recovery and resilience-building.**

Expected results:

1. The expertise for rapid early recovery support to country operations will be enhanced.
2. An information management system and a multilingual on-line resource center on Early Recovery and Resilience will be developed and maintained
3. The early recovery capacity of international, national and local actors will be strengthened at regional and country levels.
4. An Early Recovery Monitoring and Impact Assessment tool will developed and rolled out

The above results will allow international and national actors involved in humanitarian action and the transition from relief to development to receive adequate support and to be equipped with the knowledge, skills and tools needed for the efficient integration of an early recovery approach in the humanitarian preparedness and response. Furthermore, it will effectively integrate an inter-agency early recovery approach and resilience building approach into the humanitarian response; strengthen the links between relief, rehabilitation and development; and enhance gender-sensitive early recovery actions.

### 1.3.1 [INT] Narrative summary

The action is under implementation; no changes to be reported or expected by the end of the year.

### 1.3.2 [FIN] Narrative summary

Early recovery is a vital element of an effective humanitarian response that allows turning the dividends of humanitarian action into sustainable crisis recovery, resilience building and development opportunities.

Through this Action, the expertise and capacity of a larger community of practitioners, including the Global Cluster for Early Recovery (GCER), was strengthened, in order to ensure the integration of the Early Recovery (ER) approach in the humanitarian preparedness and response, as well as to enhance the implementation of a rapid ER support to country operations.

All the results expected by this Action were achieved, in particular the following:

1. A total of 135 experts from UNDP, GCER Strategic Advisory Group (SAG) members, Stand-by Partners, and consultants were trained, bringing the total number of trained and deployable Early Recovery Advisors, Early Recovery Cluster Coordinators and Information Management Officers included in the UNDP-managed roster to 175, thus significantly improving UNDP/GCER's capacity to deploy ER experts to crisis countries.
2. The design of an online resource center and the revision of the relevant documents and materials were completed during the project period, and the early recovery website [\[Link replaced / shortened automatically\]](#) went online in April 2016.
3. UNDP cooperated with Groupe URD (Urgence Réhabilitation Développement) to develop a flexible methodology to conduct ER workshops. The methodology aims at contributing to a greater awareness and shared understanding on ER and Resilience issues and strengthening the capacity of international, national and local actors to mainstream an ER approach in their humanitarian response plans and projects. A total of 9 country-level workshops were conducted with the support of this action.
4. An ER Monitoring and Impact Assessment tool was developed, and 3 contextualized measurement prototypes were piloted in Bangladesh, Nepal, and Niger.

## 1.4 Area of intervention

<u>World area</u>	<u>Country</u>	<u>Region</u>	<u>Location</u>
Other	COUNTRY NOT SPECIFIED	World wide	-

### 1.4.1 [INT] Area of intervention

The action retains its global reach and ambitions with a world wide area of intervention.

### 1.4.2 [FIN] Area of intervention

The action retained its global reach, benefiting directly or indirectly all countries with an active HRP cycle. In particular, as of the end of 2015, ER Clusters and other coordination arrangements supported by UNDP/GCER were active in 20 countries, as follows: 7 ER Clusters in: Central African Republic, Chad, Iraq, Mali, Niger, Ukraine, and Yemen; 6 Networks in: Bangladesh, Democratic Republic of the Congo (Cross Cutting issues); Myanmar, Nepal (Platform - Cluster closed in September - October 2015), Philippines, Pakistan; 7 ER Sectors in: Cameroon, Colombia, Libya, Mongolia, Nigeria, Sudan, and Syria. Moreover, in the period covered by this action, ERAs, CCfERs and ER IMOs were deployed to Bangladesh, Burundi, Cameroon, Central African Republic, Chad, Democratic Republic of the Congo, Guinea, Iraq, Kosovo, Liberia, Libya, Malawi, Myanmar, Nepal, Nigeria, State of Palestine, Sierra Leone, South Sudan, Sudan, Ukraine, and Yemen (total of 21 countries).

## **1.5 Dates and duration of the Action**

### **Start date of the Action**

01/07/2014

### **Duration of the Action in months**

18

### **Start date for eligibility of expenditure**

01/07/2014

### **Justify the duration of the eligibility period before the start date**

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## **2. HUMANITARIAN ORGANISATION IN THE AREA OF INTERVENTION**

### **2.1 Presence in the area**

The Inter-Agency Standing Committee (IASC) established the Cluster Working Group on Early Recovery in 2005 with the aim of enhancing the global capacity for developing relief and recovery-related interventions, enhancing the impact of development interventions, and integrating risk reduction measures at the very early stages of emergency response and beyond.

#### **Country level**

- Protracted humanitarian crises, such as Democratic Republic of Congo; Myanmar; Sudan; Syria and region

While priority countries have been identified, this does not preclude the support to other countries affected by a humanitarian crisis. In addition to the priority countries, the Early Recovery Partnership Team, in close collaboration with the CWGER, will respond to requests for support from other countries:

- All countries engaging in a Humanitarian Programme Cycle
- Emergencies requiring a Level 3 system-wide or other large scale response as determined by the IASC Principals
- Pilot countries identified in the Secretary General's Decision on Durable Solutions: Afghanistan, Côte d'Ivoire, Kyrgyzstan
- Other countries at risk

#### **Global level**

**Early Recovery Partnership team contributes substantially to the integration of Early Recovery and Resilience Building into the humanitarian response through active involvement in the:**

- IASC and IASC subsidiary bodies
- Humanitarian task teams, reference groups and technical working groups

- Global Clusters
- GenCap Steering Committee

**and through engagement with:**

- Partners (e.g. NGOs, Academia)
- Member States
- Humanitarian Liaison Working Group (donors)

## **2.2 Synergies with other actions**

### **Country Level**

- Integration of Early Recovery in the work of Humanitarian Country Teams (HCT) in the Humanitarian Programme Cycle: e.g. Joint assessments (MIRA); Strategic Response Plans; Inter-Cluster Coordination; development of Durable Solutions strategies for displaced people.
- Linkages with national recovery and development frameworks and local recovery and development initiatives.

### **Global level**

- Integration of Early Recovery in the IASC Transformative Agenda Protocols (e.g. co-chair of the Task Force on the Inter-Agency Rapid Response Mechanism, member of the Humanitarian Programme Cycle Steering Group, member of the HPC Lessons Learned Group, and member of an ad hoc group currently reviewing the Humanitarian Needs Overview and Strategic Response Plan guidance at OCHA's request).
- Integration of Early Recovery in the work of IASC Working Group and its subsidiary bodies (e.g. co-Chair of the IASC Task Team on Preparedness and Resilience; IASC Task Team on Accountability to Affected Populations ; IASC Gender Reference Group, IASC Humanitarian Financing Task Team)

## **2.3 [FIN] Report on synergies with other actions**

The synergies envisaged in the planning phase were achieved fueling virtuous discussions on strengthening the humanitarian/development nexus and on finding durable solutions to protracted displacement that culminated at the World Humanitarian Summit in May 2016.

## **3. NEEDS ASSESSMENT**

### **3.1 Needs and risk analysis**

#### **3.1.1 Date(s) of assessment**

The assessment / evaluation was a multi-year process: 2010 to 2013

#### **3.1.2 Assessment methodology**

- CWGER 2009-2010 Lessons Learned exercise
- Cluster Evaluation Phase II
- Inter-cluster workshop on Early Recovery coordination (Montreux, June 2010)
- Workshop on 'Early recovery: The Way Forward' (February 2011)
- CWGER revision of Early Recovery Advisor training (December 2012).

### **3.1.3 Problem, needs and risk analysis**

#### **Problem:**

The OCHA policy document *Saving Lives Today and Tomorrow* (OCHA-SLTT) states that *'the humanitarian-development divide creates a gap between short-term humanitarian programmes (often one year) and long term development (five or more years). It inhibits medium-term activities (e.g. disaster preparedness, safety nets, livelihoods support) that could prevent crises and support recovery.'*

The Humanitarian Coordinator/Resident Coordinator (HC/RC) has the lead responsibility - together with the Humanitarian Country Team - for ensuring an adequate integration of early recovery considerations in the humanitarian response at the country level in cooperation with national actors.

While the acceptance of the early recovery concept is strong, there remain issues to be addressed regarding how the inter-agency early recovery approach is designed, integrated, coordinated and supported at national and local levels to help better serve the needs of populations affected by crises and to help lay the foundations for real improvements in their lives for the both medium and long term.

It is observed in some crisis contexts that there is still an inadequate understanding of Early Recovery, and a lack of capacity to support the HCs, HCTs and national actors at the onset of the crisis and early stages of the humanitarian programme cycle.

Gender issues specific to the recovery process (e.g. affecting women, in particular women heads of household who are the primary actors in economic recovery) are not properly addressed when the humanitarian strategies and response plans do not include an early recovery approach.

#### **Need:**

*Emergency preparedness, early action, and supporting livelihoods `are still not systematically embedded in the way the humanitarian system operates as a whole. There is a major shortfall in funding for preparedness, and roles and responsibilities remain unclear. Early recovery, which embodies many concepts of managing risk, has been turned into a discrete "sector" and is consistently underfunded. These and other shortcomings reveal fundamental barriers to implementing a systematic, risk-oriented approach'. (OCHA-SLLT)*

Therefore, Humanitarian Country Teams (UN Agencies and NGOs), development organizations, donor representatives, and national and local actors need to be trained on Early Recovery and how it can link relief to rehabilitation and development whilst building resilience.

There is a broad recognition of the need for timely support of an Early Recovery Advisor working on inter-cluster early recovery issues at the onset of a crisis.

OCHA-SLTT recognises that, although RC's are supposed to *'ensure appropriate linkages are made between relief, recovery, transition and development activities, in practice, RC/HCs frequently lack dedicated capacity and expertise to undertake strategic and coherent humanitarian and development planning'*.

This reiterates the agreement that well trained, seasoned and experienced experts have to be deployed

as Early Recovery Advisors to support Humanitarian Coordinators and HCTs on early recovery strategic planning, prioritisation and coordination, advocacy with national and local authorities and actors, donors and other partners on early recovery issues, supporting integration of early recovery in information management and monitoring tools, and shaping funding strategies for the early recovery elements of the humanitarian response.

## **Risk analysis:**

### 1. Opportunities

- **UNDP takes a stronger leadership role** in bringing humanitarian and development work to collaborate more harmoniously around emerging issues (solutions for IDP's; resilience) and within the humanitarian programme cycle, through the integration of Early Recovery as one of the seven outcomes of UNDP's Strategic Plan for 2014-2017 (Outcome 6: Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings).

- BCPR's **Early Recovery Partnership team** (soon known as UNDP Crisis Interface Team) has been very actively involved in integrating Early Recovery into the IASC Transformative Agenda's new protocols and in the normative work of the IASC subsidiary bodies.

- In November 2013, the IASC Principals endorsed the recommendations identified by the CWGER to strengthen early recovery as an integral part of humanitarian response at global and country levels.

- The classic way of responding to humanitarian crises and the current development approaches have proven inadequate to effectively prepare for and address the new challenges that people affected by conflicts and disasters are facing. It is expected that the number of people that will be affected by conflicts and disasters in the near future will increase.

However, the financial means to respond are not growing exponentially. Integrating an Early Recovery approach into the humanitarian response can help respond to these new challenges in a more sustainable and cost-beneficial fashion. This approach is an important step towards consolidating the outcomes of the humanitarian action and is the first step towards building resilience in a crisis situation.

### 2. Threats

- The humanitarian response does not integrate early recovery well if competent early recovery advisors are not deployed at the earliest stage of the crisis to influence the humanitarian country teams and clusters' prioritization and strategic processes.

- If the integration of an early recovery approach into the humanitarian response is not tackled in a coherent way at the different levels during the different stages of the humanitarian action / response, there is a risk that a considerable number of people living in countries affected by conflicts and/or disasters will not be helped beyond receiving a band-aid and will not be more resilient for future crises.

- Inaccurate perceptions and messages on Early Recovery reduce effectiveness and undermine leadership.

- Chronic under funding of early recovery at global and country levels reduces impact and undermines leadership.

- The present standing capacity of BCPR Early Recovery Partnership team does not allow for an adequate worldwide coverage of humanitarian coordinators and country teams to meet current demands for support.

## **3.1.4 Response analysis**

The work related to the integration of early recovery into the humanitarian response including building the capacity of other stakeholders to do so is mainly coordinated and supported through the Geneva based UNDP/BCPR Early Recovery Partnership Team, Early Recovery Advisors, and Cluster Coordinators under the aegis of the CWGER Strategic Advisory Group.

### **1. Foundational work through the activities in the proposal under review:**

- Enhance the expertise for rapid early recovery support to country operations;
- Develop and maintain an information management system;
- Strengthen the Early Recovery capacity of international, national and local actors at regional and country levels;
- Develop and roll an Early Recovery Monitoring and Impact Assessment tool
- Consolidate the response capacity of the ERP Team and the Standing Capacity

## **2. Enhancing inter-agency coordination, support, and decision making in the CWGER:**

### **The Cluster Working Group on Early Recovery (CWGER)**

The IASC established the CWGER in 2005 with the aim of enhancing the global capacity for developing relief and recovery-related interventions, enhancing the impact of development interventions, and integrating risk reduction measures at the very early stages of emergency response and beyond. The CWGER is chaired by UNDP as a Cluster Lead Agency and is comprised of 34 active global partners from the humanitarian and development communities, including representatives of UN Agencies, Red Cross Movement, and NGOs.

The CWGER work agenda, developed over the last few years, has focused on four main lines of action: 1: providing direct strategic and coordination support to the humanitarian system: supporting Humanitarian Coordinators, Resident Coordinators, DSRSGs, Humanitarian Country Teams and Cluster Lead Agencies at country level; 2: defining and coordinating the work in the areas of early recovery not covered by other clusters (e.g. governance, non-agricultural livelihoods, or other thematic area identified by the HCT); 3: providing support and guidance on the integration of early recovery in the work of other programmatic clusters; and 4: advocating at the global policy level on strengthening financing mechanisms, building capacity of early recovery, and enhancing the strategic link between the humanitarian response and the resilience agenda, disaster risk reduction, and development work.

### **Strategic Advisory Group (SAG)**

To reinvigorate the inter-agency aspect of early recovery, the CWGER established a SAG, composed of UN Agencies, Standby Partners and NGOs on a voluntary and rotating basis (ActionAid, Danish Refugee Council, FAO, IOM, MSB, OCHA, UNICEF, UNHabitat, WFP, chaired by UNDP)

The SAG advise the global cluster on support to country operations, approves the deployment of ERAs and other early recovery coordination experts, approves the establishment of Technical Working Groups, and advises on how to position the CWGER in IASC-related and other humanitarian policy development and debates.

### **CWGER leadership and coordination support: BCPR Early Recovery Partnership team**

As Cluster Lead for Early Recovery, UNDP currently provides leadership and coordination support to the CWGER through the Early Recovery Partnership (ERP) team based in Geneva. The core functions of the Early Recovery Partnerships team are:

- a) Support the strategic integration of an inter-agency Early Recovery approach in the overall humanitarian response as a foundation for building resilience in a crisis and in post-crisis countries
- b) Represent UNDP in Geneva and in Europe in global humanitarian forums and with humanitarian donors and advocate for the integration of early recovery in the humanitarian agenda
- c) Include gender perspectives early in the humanitarian programme cycle and decision-making processes
- d) Support and advise UNDP's leadership in the inter-agency early recovery process

### **Early Recovery Advisors / Cluster Coordinators**

Three Inter-Agency Early Recovery Advisors support the CWGER Coordinator with the leadership and coordination of the global cluster, and in responding to the HCs and HCTs calls for worldwide support. The team has been in situations during which the existing capacity could not cover all the needs and sudden-onset crises have been prioritized (e.g. Philippines; CAR) to the detriment of other humanitarian crises.

The CWGER is currently developing a **Standing Capacity for rapid Early Recovery response and support**, to strengthen its capacity to timely respond to HCs and HCTs, through secondments from standby partners (e.g. one Inter-Agency Early Recovery Advisor seconded by DRC; one Gender Advisor seconded by GenCap through NRC).

The CWGER has reviewed and strengthened the existing **ER Advisor / Cluster Coordinator Training** :

- A separate ERA training has been developed and two pilot training events have been conducted.
- A revised ER Cluster Coordinator training will be finalised in the first half of 2014.

MoUs with standby partners / donors to deploy trained ERAs and ER Cluster Coordinators are currently being developed (DFID; Irish Aid, Ministry of Foreign Affairs Netherlands, MSB, etc.)

### **3.1.5 Previous evaluation or lessons learned exercise relevant for this Action**

Yes

#### **3.1.5.1 Brief summary**

**Based on the lessons learned exercises (see 3.1.2), the IASC Principals have endorsed the following recommendations:**

1. Request clusters to integrate early recovery into all the different phases of the Humanitarian Programme Cycle (HPC) as the foundation for building resilience in a crisis or post-crisis context, and request the CWGER supported by global clusters to report to the Principals on progress of integrating early recovery into their work.
2. Confirm the Cluster Working Group on Early Recovery (CWGER), led by UNDP, as the cluster coordination mechanism for developing early recovery policies and supporting their implementation in close consultation with other IASC bodies.
3. Request UNDP as chair of CWGER to develop an early recovery inter-cluster country support roster, to deploy early recovery advisor(s)
4. Request HCTs to identify thematic areas that are not included within the existing coordination mechanisms of a crisis-affected country. An additional coordination body may be created locally to meet specific early recovery needs which would not be covered otherwise. In consultation with the global cluster lead for early recovery, the HCT will determine the name of this body according to the issue being addressed and recommend the agency with the appropriate capacity and coverage to lead it at the national and sub-national level. This agency will be confirmed by the ERC during the cluster activation process and will be accountable to support that work in the country, as a cluster lead agency. Where possible, local capacities and structures will be encouraged to lead early recovery coordination efforts.

#### **3.1.6 [INT] Report On Needs Assessment**

In line with the initial needs assessment of this action, UNDP Strategic Plan 2014-2017 recognized the importance of preparedness, response, early recovery and the management of the risk cycle as fundamental for development. In order to meet the Strategic Plan's objectives, and improve its institutional effectiveness, UNDP undertook a Structural Change exercise; an important part of the reforms has consisted of the establishment of the Crisis Response Unit (CRU).

By ensuring a convening and coordinating role regarding crisis response, and bringing humanitarian and development work to collaborate more harmoniously around emerging issues, CRU strengthened



UNDP's capacity to anticipate, prepare for, and respond in a timely way to major crisis and Early Recovery leadership with a positive impact on the implementation of this action.

UNDP CRU was created in October 2015, headed by Assistant Secretary General for Crisis Response, Ms. Izumi Nakamitsu. CRU is represented in Geneva by the Crisis Interface Team, which took over the responsibilities of former BCPR Early Recovery Partnership Team.

### **3.1.7 [FIN] Report On Needs Assessment**

To evaluate the level on integration of early recovery as well as the actual level of funding of ER activities, GCER made a thorough study of the humanitarian response plans launched in 2015.

The methodology and the results of this analysis were fully presented in the document titled "Global Early Recovery Overview 2015" (see indicator 1 below), showing that that the concept of early recovery is being increasingly adopted and integrated throughout the humanitarian response.

An updated analysis of the implementation of the funding received at the end of 2015 will be completed in 2016 thus providing a complete representation of early recovery activities in 2015. At the same time, a new overview of ER integration in the 2016 humanitarian responses at global level will be undertaken thus highlighting year-to-year trends and providing an objective basis for discussion and decision making (with the exception of response plans using Activity Based Costing which doesn't include projects in the plans and where the disaggregation of ER vs. non-ER activities is not possible).

Considering the ongoing debate on strengthening humanitarian/development nexus and the impetus expected from World Humanitarian Summit, a precise indication of the level of ER integration in 2015 response plans will be an important baseline to measure progress at county and global level and stimulate Humanitarian Country Teams to pursue an integrated approach in their strategic plans.

## **3.2 Beneficiaries**

### **3.2.1 Estimated total number of direct beneficiaries targeted by the Action**

#### **Individuals**

-

#### **Organisations**

300

#### **3.2.1.1 [FIN] Estimated total number of direct beneficiaries targeted by the Action**

##### **Individuals**

657

##### **Organisations**

512

### **3.2.2 Estimated disaggregated data about direct beneficiaries (only for individuals)**

	<u>Estimated % of target group</u>	<u>% of female (F)</u>	<u>% of male (M)</u>
Infants and young children (0-59 months)	- %	- %	- %
Children (5-17 years)	- %	- %	- %
Adults (18-49 years)	- %	- %	- %
Elderly (> 50 years)	- %	- %	- %

**3.2.2.1 [FIN] Disaggregated data about direct beneficiaries reached (only for individuals)**

	<u>Estimated % of target group</u>	<u>% of female (F)</u>	<u>% of male (M)</u>
Infants and young children (0-59 months)	- %	- %	- %
Children (5-17 years)	- %	- %	- %
Adults (18-49 years)	- %	- %	- %
Elderly (> 50 years)	- %	- %	- %

**3.2.3 Does the action specifically target certain groups or vulnerabilities?**

No

**3.2.3.1 If yes, which groups or vulnerabilities?**

-

**3.2.3.2 [FIN] If yes, which groups or vulnerabilities?**

-

**3.2.4 Beneficiaries selection criteria**

- Experts trained: Aim to train 50% male and 50% female experts (45 experts trained to date)
- Humanitarian Country Teams (currently 32 HCTs). HCTs include UN Agencies, NGO's, and Red Cross Movement.
- Country Teams in disaster-prone countries without HC
- National actors (national and local authorities, Community Based Organisations, NGO's, other stakeholders)
- Member states
- Donor country representatives

**3.2.5 Beneficiaries involvement in the Action**

All of the beneficiaries mentioned under 3.2.4. will be invited to participate in the induction / training workshops at country / regional level.

HCTs and CTs will drive the process together with CWGER.

Member states are involved through the deployment of ERAs and Cluster Coordinators from their respective stand-by rosters.

**3.2.6 More details on beneficiaries**

-Total estimated beneficiaries - 10 UN agencies, 3 (IFRC, ICRC, and WB), ICVA members (75 NGOs), SCHR (9 NGOs), Interaction (180 NGOs), national actors, and donors.

**3.2.7 [INT] Report on beneficiaries**

At global level, all members of the CWGER, SAF, HCTs and Country Teams in disaster prone countries will directly benefit from the Information Management System currently under development, bringing the total of beneficiary organizations well above the target set by this action.

At the mid-term point reporting benchmark, 1 Early Recovery Advisor training was organised in Sweden in October 2014 and 1 Cluster Coordinator Training was organised in Switzerland in November 2014 with a total of 47 humanitarian and development experts trained. Participants were selected from from UNDP country offices, partner agencies, and several independent consultants. See attached reports on the trainings' outcomes. (please note that most of the training sessions are planned in the remaining half of the action)

### **3.2.8 [FIN] Report on beneficiaries**

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## **4. LOGIC OF INTERVENTION**

### **4.1 Principal objective**

The overall humanitarian response in crisis and post-crisis countries integrates an early recovery approach as the foundation for longer-term recovery and resilience-building.

### **4.2 Specific objective**

#### **4.2.1 Specific objective - Short description**

Early recovery is adequately integrated into humanitarian strategic objectives in countries prone to facing a humanitarian crisis and on global level.

#### **4.2.2 Specific objective - Detailed description**

There is widespread agreement as to the importance of the early recovery approach in response to humanitarian crises; to its place alongside emergency relief in the humanitarian response as the foundation for building resilience of people and communities in a post-crisis context; to the need to link the relief phase to the development phase and bring their respective actors to better coordinate their work; to the need to reconcile early recovery and longer-term recovery.

This is also reflected in the policies of an increasing number of donors, e.g. the European Consensus on Humanitarian Aid.

Early recovery will be successful if the policy and guidance are accompanied by the appropriate resources to ensure its implementation. In order for the Early Recovery Partnerships Team (ERP) to carry out its role in supporting country teams, it needs to strengthen its response capacity. The five immediate priorities are:

1. Strengthen the expertise for rapid early recovery support to country operations.
2. Strengthen early recovery capacity of international, national and local actors at regional and country level.
3. Develop an information management system to provide an open-source one-stop shop for documents, tools and guidance on early recovery and resilience building in a humanitarian context, to underpin communications and advocacy work and to improve the CWGER's accountability to its members and supporters.
4. Develop an Early Recovery Monitoring and Impact Assessment tool.

5. Consolidate the functioning of the ERP's Team and Standing Capacity

### **4.2.3 Specific objective - Indicators**

#### **4.2.3.1 Specific objective indicator (1/2)**

##### **Indicator**

Custom

##### **Description**

Number of countries prone to facing a humanitarian crisis having integrated early recovery in humanitarian strategic objectives according to the standards.

##### **Baseline**

-

##### **Target value**

70% of countries by end 2015

##### **Progress value**

-

##### **Achieved value**

100%

##### **Source and method of data collection**

Strategic Response Plans (SRPs) and other humanitarian programme cycle-related documents

Durable Solutions Strategies

Training reports

UNDP Integrated Results and Resource Framework

##### **Comments on the indicator and the achievement of the target value**

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##### **[INT] Progress report on indicator**

16 SRPs have been reviewed : Afghanistan, Burkina Faso, Colombia, Honduras, Iraq, Lebanon, Myanmar, Nigeria, Occupied Palestinian Territory, Sahel, Somalia, South Sudan, Sudan, Syria, Ukraine, Yemen.

100% of reviewed SRPs have integrated early recovery into their strategic objectives.

##### **[FIN] Progress report on indicator**

In 2015, GCER sought to measure how well ER was integrated into each cluster, and in parallel, to advance understanding of the relative importance of ER principles and practices in humanitarian crises overall.

In designing a methodology to undertake this analysis, two assumptions were made. The best, and perhaps the only, way to collate information on how early recovery initiatives are being mainstreamed and early recovery principles are being adopted in crises was to extract it from planning documents that were tied to financial tracking. Analysis of planning documents would allow estimations on the number and kinds of projects undertaken, and the links between these documents, the Online Projects System (OPS) and the Financial Tracking Service (FTS) would allow further analysis to estimate the amount of resources assigned to each project.

Working with these assumptions, the GCER determined:

- How many of the projects detailed in each 2015 Response Plan were focused on early recovery or were early recovery-related;

- How much money this represents, as shown in the amount of funding requested for early recovery and non-early recovery projects; and

- How much funding has been received by early recovery and non-early recovery projects as of July 30, 2015.

The analysis shows that:

- **26 out of the 26 2015 Strategic Response Plans analyzed proposed a significant number of ER**

**focused projects**: considering that the HRPs using activity based costing also included ER, it is possible to conclude that 100% of the countries facing a humanitarian crisis in 2015 integrated early recovery in humanitarian strategic objectives. The proportion of these projects ranged from 15% in Mauritania to 65% in Nigeria.

**- The proportion of ER funding requested across 9 clusters was, on average, 35% - ranging from 18% for CCCM to 48% for Education (not including the Early Recovery Cluster that obviously has a 100% funding request related to ER).**

- The proportion of ER funding received (measured only against ER funding requested) as of July 2015 was 26%. The proportion of non-ER funding received was 31%. This means that mainstreamed ER projects have not been funded at a significantly lower rate than non-ER projects in 2015.

**- The proportion of ER related funding received across all clusters analyzed (26%) is very similar to the total proportion of funding received by the Early Recovery Cluster (24%) over the same period.**

- The ER cluster is relatively well funded compared to other clusters including Camp Coordination and Camp Management and Protection.

These metrics offer encouragement that the concept of early recovery is being increasingly adopted and integrated throughout the humanitarian response

The methodology and the results of this analysis were fully presented in the document titled "Global Early Recovery Overview 2015 - early recovery requirements & Mid-year Funding". The document -circulated together with this report was widely distributed in all clusters and to the donor community, contributing to a very healthy debate on the real funding and integration of early recovery in the humanitarian responses at strategic and programmatic level. With the help of students from the Graduate Institute of Geneva, GCER will complete the analysis with the full data by the end of 2015 during the first 6 months of 2016.

In 2015, the Global Cluster for Early Recovery and the Global Protection Cluster worked together to finalize a "Preliminary operationalize guide to the United Nations Secretary General's decision on durable solutions of displacement". The document - circulated together with this report - was widely distributed in all clusters and to the field. As of the end of 2015, Durable Solutions Strategies were under elaboration in Burundi, Democratic Republic of Congo, Somalia and Sudan.

#### **4.2.3.2 Specific objective indicator (2/2)**

##### **Indicator**

Custom

##### **Description**

Early Recovery / Resilience Building approaches are integrated in major global humanitarian and resilience policies and guidance developed between 1 July 2014 and end 2015

##### **Baseline**

-

##### **Target value**

90% of policies

##### **Progress value**

-

##### **Achieved value**

100%

##### **Source and method of data collection**

Global humanitarian and resilience policies and guidance developed between 1 July 2014 and end 2015

##### **Comments on the indicator and the achievement of the target value**

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##### **[INT] Progress report on indicator**

Early Recovery has been integrated in the IASC main guidance and tools of the humanitarian programme cycle:

- Humanitarian Programme Cycle reference module;
- Strategic Response Plan guidance;
- Cluster Coordination reference module;
- Multi-Cluster/Sector Initial Rapid Assessment (MIRA) guidance.

All documents are currently under review and are expected to be endorsed by the Emergency Directors in the course of 2015.

### ***[FIN] Progress report on indicator***

The period between July 1 2014 and end 2015 witness a dynamic discussion on the humanitarian development nexus, and ultimately on the relevance of early recovery approaches to humanitarian interventions.

During the indicated period, UNDP/GCER significantly contributed to advancing the integration of early recovery and resilience building approaches with the elaboration, dissemination and discussion of the following Early Recovery Core Documents - circulated together with this final report and available at [www.earlyrecovery.global](http://www.earlyrecovery.global):

- 1) Guidance Note on Inter-Cluster Early Recovery 2016
- 2) Global Cluster for Early Recovery Strategic Plan 2015-2017
- 3) Global Early Recovery Overview 2015: Requirements & Mid-Year Funding Analysis
- 4) Implementing Early Recovery Recommendations of the IASC Principals
- 5) Durable Solutions: Preliminary Operational Guide

In addition, through the work of the UNDP in the inter-agency working groups and in the IASC, early recovery was integrated, inter alia, in the following documents:

- IASC Humanitarian Programme Cycle Guidance
- IASC Guidance on Humanitarian Response Plan
- IASC Guidance on Humanitarian Needs Overview
- IASC Cluster Coordination Programme Monitoring Guidance and Tool
- Information Management Training (IASC IMWG)

Through its chair role in the GCER, and by actively participating in the Global Cluster Coordinators Group, UNDP also strove to mainstream ER in relevant policy documents and guidance emanating from other global clusters. For instance, inputs were provided to the a) Shelter Cluster Approach to ER; b) Education Cluster Assessment Guidance; c) Global Protection Cluster Strategy.

ER approaches were therefore integrated in 100% of the IASC humanitarian and resilience policies and guidance developed between July1, 2014, and end 2015, thus laying the foundations for the WHS discussions in May 2016.

## **4.3 Results**

### **Result (1/4) - Details**

#### **Title**

The expertise and capacity for rapid early recovery support to country operations is enhanced

#### **Sector**

Coordination

#### **Sub-sectors**

Country level (sector/intersector) coordination  
Public awareness and advocacy  
Global (sector/intersector) coordination including global clusters

**Estimated total amount**

861.315,00

**[FIN] Estimated incurred total amount**

747.634,00

**Result (1/4) - Beneficiaries**

**Estimated total number of direct beneficiaries targeted by the Action**

Individuals	-
Organisations	300
Households	-
Individuals per household	-
Total individuals	-

**[FIN] Estimated total number of direct beneficiaries targeted by the Action**

Individuals	135
Organisations	405
Households	-
Individuals per household	-
Total individuals	-

**Beneficiaries type**

-

**Does the Action specifically target certain groups or vulnerabilities?**

No

**Specific target group or vulnerabilities**

-

**More comments on beneficiaries**

Beneficiaries will be the early recovery advisors and cluster coordinators, humanitarian and development actors, national and local actors involved in the humanitarian preparedness and response in countries of concern where early recovery advisors and cluster coordinators have been deployed.

300 (UN agencies and NGOs) + national actors

**[INT] Report on beneficiaries**

47 humanitarian and development experts have been trained with participants drawn from UNDP country offices, partner agencies, and several independent consultants. See attached reports on the trainings' outcomes.

**[FIN] Report on beneficiaries**

135 experts were trained under this Action, with participants drawn from within UNDP, Stand-By Partners (SBP), GCER SAG members and other global clusters, as follows: **37 Independent Consultants (ICs), 6 SAG** (IOM, UNICEF, FAO) **26 SBP** (CMC Finland, MSB, ZIF, NRC, CANADEM) and **66 UNDP** staff from the following Country Offices: Democratic Republic of the Congo, Viet Nam, Nepal, Algeria, Chad, Mali, Myanmar, Lebanon, Nigeria, Somalia, Bosnia and Herzegovina, Guinea-Bissau, India, Kenya, Armenia, Dominican Republic, Tajikistan, Yemen, Colombia, Samoa, Cameroon, Jordan, Mongolia, The Former Yugoslav Republic of Macedonia, Mozambique, Sudan, Bangladesh, Madagascar, Burundi, Haiti, El Salvador, Malawi, Bahrain, South Sudan, Kosovo and, Eritrea. In addition, staff from the following UNDP headquarters' bureaus/units were also trained: Crisis Response Unit, Bureaus of a) Europe and CIS, b) Latin America and the Caribbean, c) Policy and Programme Support; and the Liaison Offices of Brussels and Copenhagen.

Considering that each trained expert brought and applied its newly gained skills in Humanitarian Country Teams (HCTs), donor forums, government ministries and other inter-agency forums, reaching and benefitting on average of 3 organizations, the total number of beneficiary organizations can be estimated at 405.

The beneficiaries were thoroughly screened to ensure that both the level in the respective organization and the experience of the candidate would maximize the relevance and impact of the training.

The involvement of the beneficiaries was ensured from the selection phase to the eventual deployment. Prior to the training, participants were asked to undertake a self-study program using resources and reading materials developed by UNDP Crisis Response Unit. It aimed to ensure that all participants have a working knowledge of the key principles and elements of ER programming in all sectors which commonly occur in most humanitarian responses and know where to access further guidance. The beneficiaries were also involved in self-assessment exercises through a methodology whereby the participants undertook a number of online surveys before, during and at the end of the training to gauge their level of "perceived" against "actual" knowledge and competencies. They were also encouraged to measure their experience and competencies against those of their peers. All trained experts were then included in a community of practice mailing list and regularly kept abreast of the development in the fields; in addition, their inclusion in the UNDP Experts Roster for Rapid Response ensured they were considered for possible deployment opportunities.

A post-deployment survey was distributed to ERAs and CCfERs in December 2015 to assess challenges, enablers and the operational, technical and advisory support services received by UNDP and GCER. The results, published in May 2016 show that ERAs and CCfERs are better prepared to hit the ground running and support a smooth operationalization of early recovery only if learning opportunities are made available to them prior to the deployment. The survey recommendations advise UNDP/CRU to ensure that training opportunities are offered worldwide on regular basis and that trained individuals are prioritized during the short listing and selection processes so as to obtain greater and immediate results on the ground once they are deployed. Following the outcomes of the WHS and the focus on the shift from delivering aid to ending need, it is recommended that the survey be reviewed to include humanitarian-development nexus, durable solutions for protracted displacement early recovery, and the use of the ER online resource centre. To this end, a second report including all responses from 11/2015 to 12/2016 will be consolidated and released by December 2016.

### **Result (1/4) - Transfer Modalities**

	<u>Estimated total net amount</u>	<u>Estimated number of individuals</u>	<u>Conditional transfer?</u>	<u>Origin</u>
Cash	-	-	-	
Voucher	-	-	-	
In kind	-	-	-	-

#### **[FIN]**

	<u>Estimated total net amount</u>	<u>Estimated number of individuals</u>	<u>Conditional transfer?</u>	<u>Origin</u>
Cash	-	-	-	
Voucher	-	-	-	
In kind	-	-	-	-

#### **Comments on transfer modalities in this result**

-

#### **[INT] Comments on transfer modalities in this result**



-  
**[FIN] Comments on transfer modalities in this result**  
-

## **Result (1/4) - Indicators**

### **Result 1 - Indicator 1**

#### **Type / Subsector**

Custom

#### **Indicator**

-

#### **Definition**

120 humanitarian and development experts are trained in Early Recovery by December 2015.

#### **Baseline**

40,00

#### **Target value**

160,00

#### **Progress value**

47,00

#### **Achieved value**

175,00

#### **Source and method of data collection**

Training course reports

#### **[FIN] Source and method of data collection**

Training course reports and evaluations (attached)

#### **Comments**

-

### **Result 1 - Indicator 2**

#### **Type / Subsector**

Custom

#### **Indicator**

-

#### **Definition**

Early Recovery Advisors are deployed in 80% of countries in crisis requesting global support by end 2015

#### **Baseline**

50,00

#### **Target value**

80,00

#### **Progress value**

25,00

#### **Achieved value**

94,60

#### **Source and method of data collection**

Number of staff deployed (UNDP staff; staff seconded by stand-by partners free of cost or on reimbursable loan agreement)

Number of crisis countries where the humanitarian programme cycle has been rolled out

**[FIN] Source and method of data collection**

CRU deployment tracking system

**Comments**

The baseline and target value are expressed in % of countries in crisis

**Result 1 - Indicator 3**

**Type / Subsector**

Custom

**Indicator**

-

**Definition**

Actual person-days of deployment of Early Recovery Advisors

**Baseline**

850,00

**Target value**

1.550,00

**Progress value**

2.500,00

**Achieved value**

6.418,00

**Source and method of data collection**

Deployment contracts and mission reports.

**[FIN] Source and method of data collection**

CRU deployment tracking system; CRU SURGE records and IC contracts archive

**Comments**

The 1550 days of deployment are based on:

- 15 deployments of ERAs from the stand-by roster for a duration of 3 months;
- 20 first response deployments from ERP-CRU team for a duration of 10 days.

**Result (1/4) - Indicators comments**

**Additional comments on indicators**

-

**[INT] Progress report on the indicators of one result**

Ind. 1: 47 humanitarian and development experts were trained: 27 as Early Recovery Advisors and 20 cluster coordinators in 2014.

Ind. 2: 25 staff have been deployed to 10 countries in crisis so far in the 2014-2015 funding period

Ind. 3: approximately 2500 person-days of deployment (including weekends) in the 2014-2015 funding period

**[FIN] Progress report on the indicators of one result**

Report on Indicator 1: A total of 135 experts from UNDP, GCER SAG members, Stand-by Partners, and individual consultants were trained in 2014/2015 under this action. Out of this total number, 51 are women (12 independent consultants, 13 SAG and Stand-by partners, and 26 UNDP staff member) and 84 men (25 Independent Consultants, 19 SAG and stand-by partners, and 40 UNDP staff member). Of these, 75 are Early Recovery Advisors and 60 Cluster Coordinators for Early Recovery. This brings the total number of trained and deployable Early Recovery experts included in the UNDP roster to 175 significantly improving the GCER capacity to respond to requests for ER experts to be deployed to crisis countries.

In order to ensure consistency and the competence of the individuals deployed, the trainings targeted a specific core group of individuals who were selected through a pre-determined list of criteria and selection

processes that included desk reviews.

The nominations of the UNDP, Stand-By Partners and SAG members did not automatically lead to acceptance of candidates. The final selection of candidates for the course was confirmed following the completion of a survey questionnaire and an interview, when necessary. The UNDP participants who were selected to attend the training had to provide GCER with a Surge Release Agreement signed by their Organization prior to their arrival at the training. Their application went through a thorough selection process involving the respective UNDP Regional Bureaus, the Bureau for Policy and Programme Support (BPPS) and the Crisis Response Unit. The Independent Consultants were chosen from the UNDP ExpRes roster.

Report on Indicator 2: In the period covered by this action, CRU/GCER received 56 requests to deploy Early Recovery Advisors, Cluster Coordinators for Early Recovery, and ER Information Management Officers from 22 countries affected by crisis. Thanks to the strengthened capacity and recent update of the roster, it was possible to deploy 27 ERAs, 12 CCfERs, and 14 IMOs meeting a total of 53 out of 56 requests (i.e. 94.6%) of all requests.

The countries assisted are: Bangladesh, Burundi, Cameroon, Central African Republic, Chad, Democratic Republic of the Congo, Guinea, Iraq, Kosovo, Liberia, Libya, Malawi, Myanmar, Nepal, Nigeria, OpT, Sierra Leone, South Sudan, Sudan, Ukraine, and Yemen (total of 21 countries).

The timely deployment of trained Early Recovery expertise contributed to the meaningful integration of early recovery principles and approaches in the humanitarian strategic objectives of countries facing a humanitarian crisis.

Report on Indicator 3: The total person/days of deployment of Early Recovery Advisors, Cluster Coordinators for Early Recovery, and ER Information Management Officers in the 22 countries affected by crisis amounted to 6418.

## **Result (1/4) - Activities**

### **Result 1 - Activity 1**

#### **Short description**

The CWGER will conduct 3 one-week Early Recovery Advisor training courses: 1 training course for UN Agencies and NGOs, and 2 for standby partners in 2014 and 2015 (1 funded by ECHO, 1 hosted by a stand-by partner).

#### **Detailed description**

The Early Recovery Advisor training courses has been re-designed in 2013, and CWGER conducted two pilot training courses in 2013.

#### **Overall training Objectives**

- (i) participants gain a clear understanding of the scope and focus of the ERA role
- (ii) participants gain a clear understanding of what successful mainstreaming of ER programming throughout the whole response looks like in practice
- (iii) ERAs strengthen their skills to fulfil this challenging role by the end of the training
- (iv) build the capacity of the pool of deployable Early Recovery Advisors

The training is conducted in three phases.

Phase 1 - a self-study introduction to Early Recovery: the relevant soft skills and the humanitarian environment in which it takes place.

Phase 2 - the core element of the training which expands upon phase 1, provides further technical

guidance and provides a chance to practice the skills required of an ERA among peers.

Phase 3 - CWGER will promote self study or other specific training during or post-deployment, where roster members can further strengthen and refine their skills, as well as engage in a developing community of practice. Phase 3 will be further conceptualised in 2014.

**Material:**

Key documents and tools will be developed in English and French

***[FIN] Report on the activity***

Strengthening the capacity of potential Early Recovery Advisors from UN Agencies, stand-by partners, NGOs, and consultants, and building a roster of qualified and ready-to be deployed experts was the main objective of this activity. To this end, the GCER thoroughly reviewed and constantly updated the material for the Early Recovery Advisor training, including IASC discussions and policy developments as well as the most recent experience and best practices from crisis countries, selected the adequate profiles from a large pool of applicants, and organized, funded and conducted 3 Early Recovery Advisors trainings between October 2014 and December 2015. While the training was conducted in English, the relevant training material was translated in French and made available to participants.

The first course took place from October 5 - 10, 2014 at the MSB Training Centre located in Sandö - Sweden. The second course was conducted from May, 23 - 29 2015 in Chavannes-de-Bogis, Geneva, Switzerland. The third one took place at MSB's Training Centre in Sandö from 19 to 25 of September 2015.

Apart from the excellent logistical support and partial funding provided by MSB, the strict cooperation of MSB management and the involvement of the organization's staff in the training in Sandö provided an excellent opportunity for an enriching dialogue and a deeper understanding of the needs and expectations of stand-by partners on one hand, and of the functioning of the UN system and IASC mechanisms on the other.

The reports on the implementation of each training course are attached to this final report and present the material and outcomes of the courses as well as the challenges encountered and the mitigation measures adopted. The evaluations of the training showed an overall excellent rate of satisfaction (see the evaluations assessment analysis attached to this report).

**Result 1 - Activity 2**

***Short description***

The CWGER will conduct 3 one-week Cluster Coordinator training courses: 2 training courses for UN Agencies and NGOs, and 1 for standby partners in 2014 and 2015 (this one hosted by a stand-by partner).

***Detailed description***

The Cluster Coordinator training course is currently being re-designed by UNDP/BCPR and will be finalised in the second quarter 2014.

**Material:**

Key documents and tools will be developed in English and French

***[FIN] Report on the activity***

Strengthening the capacity of prospective Cluster Coordinators for Early Recovery (CCfER) from UN Agencies, stand-by partners, NGOs, and consultants, and building a roster of qualified and ready-to be deployed experts was the main objective of this activity. To this end, the **Cluster Coordinator for Early Recovery (CCfER) training** was designed in 2014 based on a competency based training framework in line with similar UN cluster coordination courses already established and aligned with best training theory of practice. The training curriculum closely followed the established Humanitarian Programme Cycle.

GCER organized 3 CCfER training courses between November 2014 and December 2015. The first was

conducted from 23 to 28 November 2014; the second from 22 to 28 August, and the third from 2 to 8 December 2015; the three courses took place in Geneva, Switzerland.

The overall objective of the trainings was to optimize the learning outcomes for potential Cluster Coordinators so that they could be deployable to the field and have access to a supportive system which included a reference data repository. The training focused on the specific early recovery competencies required by a cluster coordinator.

The reports on the implementation of each training course are attached to this final report and present the material and outcomes of the courses as well as the challenges encountered and the mitigation measures adopted. The evaluations of the training showed an overall excellent rate of satisfaction (see the evaluations assessment analysis attached to this report).

While the training was conducted in English, the relevant training material was translated in French and made available to participants.

## **Result 1 - Activity 3**

### **Short description**

The capacity of the Early Recovery Partnership Team is strengthened to allow for a stronger and timely support to the integration of early recovery and resilience building approaches in protracted and sudden-onset crises, and in global policy work.

### **Detailed description**

#### **Functions of UNDP Early Recovery Partnerships team in Geneva:**

##### **Country level**

##### **What:**

- Support HC/HCT in integrating the ER approach in the Humanitarian Programme Cycle (Humanitarian Needs Overview; Joint assessments (MIRA); Strategic Response Plans; Monitoring; Inter-Cluster Coordination; etc.)
- Support ERAs and Cluster Coordinators in integrating the ER approach in the Humanitarian Programme Cycle
- Advise and guide UNDP Country Offices/Regional Offices in their role in the humanitarian inter-agency/inter-cluster environment with specific reference to ER responsibilities
- Support HCTs develop strategies for durable solutions, as required from the Secretary General's Policy Committee Decision on Durable Solutions.
- Support ERAs and Cluster Coordinators and Country Offices with the mainstreaming of Gender in ER

##### **Where:**

ERP responds to requests for support to countries facing a humanitarian crisis:

- Countries developing a Humanitarian Strategic Response Plan (replacing the CAP)
- Emergencies requiring a Level 3 system-wide or other large scale response as determined by the IASC Principals
- Pilot countries for the roll out of the SG's Decision on Durable Solutions: Afghanistan, Cote D'Ivoire, Kyrgyzstan
- Other countries at risk

## **Global level**

### **What:**

- Coordinate ER through the CWGER and the SAG
- Support ERAs and advise UNDP's leadership in the inter-agency early recovery process
- Support the development of, and influence global inter-agency humanitarian policies, strategies and guidelines
- Train and strengthen Early Recovery capacity
- Advocate for ER and mobilise resources and support
- Advocate for the integration of Gender in ER approaches
- Support partnerships in regard to the SG's Decision on Durable Solutions

### **Where**

- IASC Working Group and IASC Subsidiary Bodies (see under 2.2)
- Humanitarian task teams, reference groups and technical working groups
- Global Clusters
- GenCap Steering Committee
- Partnerships (e.g. NGOs, Academia)
- Humanitarian Donor High Level Working Group
- Member States

### **Current composition of the Early Recovery Partnerships team:**

#### Fixed-term:

- CWGER Coordinator and ER Partnerships Team Leader (P5 - funded by UNDP)
- Programme Associate (GS6 - funded by UNDP)

#### Temporary Assignment:

- Inter-Agency Early Recovery Advisor (P4 - funded by UNDP)

#### Secondment:

- Inter-Agency Early Recovery Advisor (contracted by Danish Refugee Council -DRC - funded by UNDP)

#### Stand-by Partner Agreements:

- Inter-Agency Early Recovery Advisor (contracted and funded by DRC)
- Global GenCap Advisor (Early Recovery / IASC Gender Marker - contracted by NRC-GenCap Roster)

It is reasonable to assume that the ERP capacity will be consolidated and maintained during the next four years: 1) as ER has been introduced in UNDP Strategic Plan; 2) as there is a stronger recognition of the importance of ER in the IASC; and 2) as there is an increasing interest in this approach (e.g. ECHO,

Netherlands, stand-by partners, etc.).

In order to bridge the gap, it is proposed to create additional capacity with ERA positions through stand-by partners. The role of the stand-by partner will be as important to support the support to HCs with the integration of early recovery into the humanitarian response as to support the integration of early recovery in the policy and normative work at the global level (i.e. through the IASC).

### ***[FIN] Report on the activity***

Within the overall restructuring of UNDP that was completed in 2014, and in effort to strengthen UNDP's crisis response strategy and capacity, a Crisis Response Unit (CRU) was established to serve advisory, coordination and operational functions, primarily on sudden onset crisis and complex protracted crisis.

The Crisis Interface Team of CRU in Geneva (previously known as UNDP Early Recovery Partnerships Team) is assigned the GCER leadership and has benefited from the creation of two additional core posts at P4 level. These two staff joined the implementation team of this activity in summer 2015. The strengthening of the team allowed a reorientation of resources and permitted the project management to benefit from a wide array of expertise coming from specialized consultants. Additional resources were made available to the team through stand-by partners. A table circulated with this report details the name, date of employment, funding source, and major areas of work of the experts that reinforced UNDP team in Geneva during this action. In particular, these included:

DRC seconded 3 staff for a total of 13 months

MSB seconded 1 staff for a total of 12 months

PROCAP seconded 1 staff for a total of 12 months

GENCAP seconded 2 staff for a total of 17 months

Nine consultants for a total of 58 months were funded through this activity.

GCER is at the forefront, working to promote a system-wide approach to link the existing humanitarian and development frameworks. Its work and vision are guided by the ER Strategic Plan 2015-17. This Plan is aligned with the current humanitarian architecture and reflects the existing institutional commitments and IASC Principals Recommendations on Strengthening Early Recovery. It aims to contribute to smarter humanitarian action leading the humanitarian and development actors into a complementary foundation for successful transition and recovery from crisis.

### ***Result (1/4) - [INT] Overall update on activities of the result***

Act. 1: At the mid-term point reporting benchmark, 1 Early Recovery Advisor training was organised in Sweden in October 2014 (see attached report). Two more courses are planned for the rest of 2015.

Act. 2: A training course for cluster coordinators was conducted in Nov. 2014 in Switzerland (see attached report). Two other cluster coordinators courses are scheduled end of Augt in Switzerland, and in Nov. (location to be determined).

Activity 3: UNDP Crisis Response Unit deployed 25 experts in 10 countries in the 2014-2015 funding period (including deployments to Myanmar, oPt, Ukraine, Guinea, Liberia, Sierra Leone, Iraq, Kosovo, Malawi, and Nepal).

### ***Result (1/4) - [FIN] Conclusions on the result***

At a time when humanitarian needs are at a record high and the complexity, duration, and impact of the ongoing crises challenge both the capacity of the donor community and responsiveness of the humanitarian system, it is critical to integrate early recovery approaches and humanitarian interventions to strengthen resilience and reduce the needs, while providing immediate assistance and relief to the affected populations. The adoption of the Sustainable Development Goals and the World Humanitarian Summit have further highlighted the strong nexus between humanitarian and development interventions confirming that early recovery is a vital element of any effective humanitarian response.

As a consequence, the demand of highly trained and quickly deployable Early Recovery Advisors has grown exponentially in the recent past and their deployment in conjunction with Cluster Coordinators for Early Recovery and ER Information Managers has become an essential component of any humanitarian response.

UNDP took a comprehensive approach to enhance the capacity and expertise for rapid early recovery support to country operations. First, through this action, it organized 3 seven-day long residential training

courses for Early Recovery Advisors, and 3 seven-day long residential training courses for Cluster Coordinators for Early Recovery. A total of 135 experts from UNDP, GCER SAG members, Stand-by Partners, and Individual consultants were trained bringing the total number of trained and deployable Early Recovery experts included in the UNDP roster to 175, thus significantly improving the UNDP/GCER capacity to respond to requests for ER experts to be deployed to crisis countries.

The second aspect of UNDP's intervention was to streamline the internal procedures for deployment and intervention in crisis. To this end, UNDP revised and improved the Standard Operation Procedures regulating deployments of Early Recovery Advisors, Cluster Coordinators for Early Recovery, and ER Information Officers. In parallel, UNDP also developed its crisis response packages prepared to rapidly design early recovery projects and implement them seamlessly in post-disaster and post-conflict contexts. The crisis response packages will provide a clear entry point to recovery and rapid return to sustainable development pathways, particularly in sudden onset crisis but also in protracted conflict environments. The packages include specific processes, tools and capacities to speed up project development and implementation, including procurement and other administrative procedures.

Finally, the project contributed to create an enabling environment by mainstreaming early recovery in all IASC policy documents, integrating early recovery in humanitarian strategic objectives of country documents and plans, and creating a number of early recovery tools and guidance notes (see indicator 1 and 2 of this Action). The Crisis Interface Team in Geneva provided support, mentoring and advice to deployed Early Recovery Advisors, Cluster Coordinator for Early Recovery and ER Information Manager Officers, especially at critical moments of the Humanitarian Response Cycle. Finally, multi-stakeholders' sensitization workshops (see Result 3) and first response missions were organized to targeted countries to promote the early recovery approach, the establishment of ER Clusters, and/or the mainstreaming or early recovery in Multi-Cluster Initial Rapid Assessments (MIRA) and other assessments.

In the period covered by the action, CRU/GCER received 56 requests to deploy Early Recovery Advisors, Cluster Coordinators for Early Recovery (CCfER), and ER Information Management Officers from 22 countries affected by crisis. Thanks to the strengthened capacity and recent update of the roster, it was possible to deploy 27 ERAs, 12 CCfERs, and 14 IMOs meeting a total of 53 out of 56 requests (i.e. 94.6%) of all requests, for a total of 6418 person/days of deployment.

The timely deployment of trained Early Recovery expertise contributed to the meaningful integration of early recovery principles and approaches in the humanitarian strategic objectives of countries facing a humanitarian crisis.

## **Result (2/4) - Details**

### **Title**

An information management system is developed and maintained

### **Sector**

Coordination

### **Sub-sectors**

Country level (sector/intersector) coordination

Public awareness and advocacy

Global (sector/intersector) coordination including global clusters

### **Estimated total amount**

79.655,00

### **[FIN] Estimated incurred total amount**

108.551,00

## **Result (2/4) - Beneficiaries**

### **Estimated total number of direct beneficiaries targeted by the Action**

<b>Individuals</b>	-
<b>Organisations</b>	300
<b>Households</b>	-



Individuals per household	-
Total individuals	-

**[FIN] Estimated total number of direct beneficiaries targeted by the Action**

Individuals	100
Organisations	25
Households	-
Individuals per household	-
Total individuals	-

**Beneficiaries type**

-

**Does the Action specifically target certain groups or vulnerabilities?**

No

**Specific target group or vulnerabilities**

-

**More comments on beneficiaries**

As this is an open-source, beneficiaries will include all humanitarian actors, development actors, stand-by partners, donors, academic institutions, regional, national, and local actors at global, regional and country levels.

**[INT] Report on beneficiaries**

At global level, all members of the CWGER, SAF, HCTs and Country Teams in disaster prone countries will directly benefit from the Information Management System currently under development, bringing the total of beneficiary organizations well above the target set by this action. The development of the website is expected in September 2015 (see attached statements of work for ongoing work on Early Recovery online resource and visual identity). Online resources have therefore not yet been released to intended beneficiaries.

**[FIN] Report on beneficiaries**

While the official website [www.earlyrecovery.global](http://www.earlyrecovery.global) went on line in April 2016 (launched in May) after delays experienced with the website developers, a temporary URL website accessible only to a limited number of users was established in December 2015 ([Link replaced / shortened automatically](#)). Early Recovery experts in more than 20 countries were given access to the website to populate the relevant sections and validate the content. In addition, Global Clusters, UNOSAT, MSB, Groupe URD, and ACAPS were given access to the website and could define the content of the space reserved to them. Contacts with OCHA and the linkage with [www.humanitarianresponse.info](http://www.humanitarianresponse.info) website were also established to share information about the launch and the content of the [www.earlyrecovery.global](http://www.earlyrecovery.global) website. The final number of beneficiaries targeted by this activity remains unchanged and includes all members of the GCER, SAG, HCTs and Country Teams in countries affected by conflicts and/or disasters with a lasting impact well above the target set by this action.

**Result (2/4) - Transfer Modalities**

	<u>Estimated total net amount</u>	<u>Estimated number of individuals</u>	<u>Conditional transfer?</u>	<u>Origin</u>
Cash	-	-	-	
Voucher	-	-	-	
In kind	-	-	-	-

**[FIN]**

	<u>Estimated total net amount</u>	<u>Estimated number of individuals</u>	<u>Conditional transfer?</u>	<u>Origin</u>
Cash	-	-	-	
Voucher	-	-	-	
In kind	-	-	-	-

**Comments on transfer modalities in this result**

-

**[INT] Comments on transfer modalities in this result**

-

**[FIN] Comments on transfer modalities in this result**

-

**Result (2/4) - Indicators**

**Result 2 - Indicator 1**

**Type / Subsector**

Custom

**Indicator**

-

**Definition**

Usage statistics of the website (# of unique visitors, # of visits/sessions)

**Baseline**

0,00

**Target value**

2.000,00

**Progress value**

0,00

**Achieved value**

100,00

**Source and method of data collection**

Google Analytics

**[FIN] Source and method of data collection**

With the launch of the website, Google analytics will be the source of verification (report for June 2016 attached). The number of users that visited the temporary website during the testing phase (December 2015 to April 2016) was estimated by the web administrator based on the number of contacts, users profile created, and queries received on the ER helpdesk email.

**Comments**

The target value is expressed in number of visitors per year during the first year

**Result 2 - Indicator 2**

**Type / Subsector**

Custom

**Indicator**

-

**Definition**

The "www.earlyrecovery.info" website is updated on a weekly basis with material produced during that week.

**Baseline**

0,00

**Target value**

1,00

**Progress value**

0,00

**Achieved value**

1,00

**Source and method of data collection**

www.earlyrecovery.info

**[FIN] Source and method of data collection**

The content management system used for www.earlyrecovery.global is Drupal, an online platform that allows tracking the changes made by the administrator and the respective dates. The website allows monitoring the frequency of updates in the course of 2016.

**Comments**

-

**Result (2/4) - Indicators comments**

**Additional comments on indicators**

-

**[INT] Progress report on the indicators of one result**

In progress. The development of the website is expected in September 2015 (see attached statements of work for ongoing work on Early Recovery online resource and visual identity). Indicators will be updated once the online resource has been completed and published in September 2015.

**[FIN] Progress report on the indicators of one result**

Report on indicator 1: During the testing phase of the website (December 2015 to April 2016), the number of unique visitors, visits/sessions was limited to internal users and stakeholders contributing to the finalization of the documentation. While the Google analytics tool has become functional in the final website, it was not yet fully functional during the testing phase. It is estimated that 100 users have visited the temporary website during the testing phase. Between 4 April and 30 June 2016, 934 users and 1882 sessions were registered by google analytics (as per report attached); 51.2% were returning visitors and 182 users created an account including 68 trainee accounts. It is expected that the total number of unique visits/sessions will far exceeds 2000 in 2016.

Report on indicator 2: Following the launch of the website in May 2016, the indicator has been fully monitored. The website is being updated on a weekly basis by the GCER team making it the primary source of information for the ER community and inter-cluster exchange on early recovery and humanitarian/development nexus related matters.

**Result (2/4) - Activities**

**Result 2 - Activity 1**

**Short description**

Multilingual on-line resource center on integrating early recovery / resilience building approach in the humanitarian response (tools, background information, guidance, handbooks, strategies, action plans, project reports, training material, best practices etc. per sector / cluster and cross-cutting issue).

**Detailed description**

The on-line open-source resource center aims at providing a single one-stop shop and an easy access to relevant early recovery tools, background information, guidance, handbooks, strategies, action plans, project reports, training material, best practices, donor policy documents, etc. per sector / cluster and cross-cutting issue. Information may pertain to interventions at the national or local levels as well as to work at global level. The documents may be developed by Governments, UN agencies and/or NGOs; civil society, academia, etc.

### ***[FIN] Report on the activity***

The design of the online resource center was based on modular information architecture allowing to organize and display and search documents and tools according to the needs of the client. Three blocks addressing the critical questions "What is early recovery"; "Integrating early recovery" and "About Global Cluster for Early Recovery" inform the visitors about the principles of the discipline; key documents and tools are accessible in the home page. Individual country sections provide all information related to ER programmes and coordination structures in current emergencies. Tools, background information, guidance, handbooks, strategies, action plans, project reports, training material, best practices etc. per sector / cluster and cross-cutting issue are therefore organized in a logical and easily accessible way. In cooperation with Groupe URD, IASC members, and the GCER members and stakeholders, the GCER team collected and/or developed the library of material required to present the full range of ER activities and their impact in humanitarian settings as well as a knowledge base accessible to all practitioners.

For the moment, the online resource center includes documents in English, French, Russian, Ukrainian and Arabic. The number of languages and documents is expected to significantly increase in 2016 and beyond.

## **Result 2 - Activity 2**

### ***Short description***

Finalisation of the [www.earlyrecovery.info](http://www.earlyrecovery.info) website. The website will function as an on-line platform for Early Recovery; provide factsheets on the integration of ER in ongoing and future humanitarian responses; include links to other clusters and relevant sources, such as the on-line resource center on On-line resource center on intergrating ER / resilience building in the humanitarian response.

### ***Detailed description***

The CWGER Secretariat is the center of a network of early recovery practitioners deployed globally and requires an information platform to provide the global picture of early recovery (deployments, approaches, lessons learned).

The information management system (web-based solution) at the CWGER will provide the platform for highlighting early recovery work that the global CWGER is supporting: a simple mechanism for accountability to the members of the CWGER, donors, and other interested parties.

The Early Recovery Partnerships team's in-house capacity will maintain the web platform and support the production of communications products for advocacy.

Key documents will be available in English and French.

Country specific facts sheets will be available in English and in the UN language used in the country of concern.

### ***[FIN] Report on the activity***

Following the launch of the early recovery website [www.earlyrecovery.global](http://www.earlyrecovery.global) in May 2016, UNDP is engaging with ERAs, CCfeR, Country Teams and all relevant ER stakeholders to keep the website constantly updated and further improve it.

The website development firm was contracted in May 2015 and, due to changes in the ambition of the website during the phase of development, three changes to the original scope of the contract became necessary in between August and December 2015. These amendments were required to add a module for ER Information Manager Officers (IMO) in the form of an online, easy-to-use IMO toolkit and include the design and layout of the key ER documents produced under this activity. However, these improvements to the functionality of the website and additional requirements delayed its finalization. In December 2015, GCER staff were trained in the use and basic maintenance of the website and the testing phase of the

website started with the establishment of a temporary URL website [\[Link replaced / shortened automatically\]](#) accessible only to a limited number of users in December 2015.

Due to the high number of functions and complexity of the information provided, the testing phase showed that a number of improvements were still required before the official launch expected at the end of December 2015. In addition, a more complete user manual was requested from the developer. Therefore, the contracted firm agreed to continue working on the required improvements until completion and final launch of the website in May 2016.

For the moment, the website makes documents in English, French, Russian, Ukrainian and Arabic accessible; the number of languages and documents is expected to significantly increase in 2016 and beyond.

### **Result (2/4) - [INT] Overall update on activities of the result**

Activity 1 and 2 : The first part of the project was devoted to develop the concept, draft the ToRs and identify the required expertise to test and develop an ER information management system . Following the contracting of the selected firm, the creation of the online resource centre is a precondition to the finalisation of the website. The new website is expected to be opened to the large public in September 2015. (See attached statements of work for online resource & visual identity)

### **Result (2/4) - [FIN] Conclusions on the result**

The design of the online resource center and the revision of the relevant documents and materials were completed during the project period, and the early recovery website [www.earlyrecovery.global](http://www.earlyrecovery.global) went online in April 2016. With its launch in May 2016, the humanitarian community gained access to an open-source one-stop shop for documents, tools and guidance on early recovery and resilience building in a humanitarian context. At the same time, it is expected that the website will improve communication between GCER and all of its stakeholders, allowing a more effective outreach and advocacy for ER issues and stimulating the discussion through an online forum that will provide the foundation for the creation of an ER community of practice.

-

### **Result (3/4) - Details**

#### **Title**

Early recovery capacity of international, national and local actors is strengthened at regional and country levels.

#### **Sector**

Coordination

#### **Sub-sectors**

Country level (sector/intersector) coordination

Other (Coordination)

Global (sector/intersector) coordination including global clusters

#### **Estimated total amount**

176.900,00

#### **[FIN] Estimated incurred total amount**

191.011,00

### **Result (3/4) - Beneficiaries**

#### **Estimated total number of direct beneficiaries targeted by the Action**

Individuals	-
Organisations	200
Households	-

Individuals per household	-
Total individuals	-

***[FIN] Estimated total number of direct beneficiaries targeted by the Action***

Individuals	422
Organisations	230
Households	-
Individuals per household	-
Total individuals	-

***Beneficiaries type***

-

***Does the Action specifically target certain groups or vulnerabilities?***

No

***Specific target group or vulnerabilities***

-

***More comments on beneficiaries***

- Humanitarian Country Teams in protracted and sudden-onset humanitarian crises; Country Teams in disaster-prone countries without Humanitarian Coordinator, INGOs, Donor representatives, National actors (national and local authorities, Community-Based Organisations, NGOs, other stakeholders).

- An estimated 30 UN agencies, NGOs, national actors and donor representatives per training event.

***[INT] Report on beneficiaries***

In progress. The first multi-stakeholder workshop will be facilitated by GCER and Groupe URD in Bangladesh in July 2015. Expecting 60 participants from 15 gov, 5 UN agencies, 2 IFIs, 5 NGOs, 10 national NGOs and CSOs, and academia.

***[FIN] Report on beneficiaries***

A total number of 422 experts representing approximately 230 organizations have been trained during the 9 workshops funded by this action with participants drawn from Humanitarian Country Teams in protracted and sudden-onset humanitarian crises; Country Teams in disaster-prone countries without Humanitarian Coordinator, INGOs, Donor representatives, and National actors (national and local authorities, Community-Based Organizations, NGOs, other stakeholders). The 5 multi-stakeholder workshops organized by UNDP/CRU in 2014-2015 in Ukraine, Sudan, Democratic Republic of the Congo, Myanmar; and Colombia engaged a total number of 286 participants from an estimated number of 120 different offices and organizations. The 4 multi-stakeholder workshops organized by Groupe URD in Chad, Niger, Nepal and Bangladesh in 2015 were attended by a total of 136 participants for an estimated number of 110 different offices and organizations. The workshop reports annexed to this final report provide an overview of the number of participants per country/training and, where possible, a breakout of the number of organizations reached.

The beneficiaries were vetted to ensure that both the level in the respective organization and the experience of the candidate would maximize the relevance and impact of the training. Where possible the exact male/female ratio of participants is provided but, in general, all workshops saw the participation of a fair representation of both genders. Considering that each participant is expected to have applied the knowledge and tools acquired within the context of his/her work and organization, the number of indirect beneficiaries (and the impact of the activity) is considerably higher. The workshops were designed in a participatory way to allow participants exchange their own experiences and actively engage throughout the workshop.

The preparation of the UNDP/CRU-led workshops was ensured through extensive email and phone conversations with the respective country teams to better understand the needs and expectations of the participants as well as to agree on the major deliverables. On the other hand, Groupe URD conducted preparatory missions to the Sahel, Bangladesh; Nepal to better understand the needs and best design for the Early Recovery Assessment and Monitoring tool.

The late finalization of the procurement process meant that the time available for Groupe URD to complete the process was less than initially foreseen. In addition, it took additional time to bring all relevant actors

on board at country level. However, the combination of preparatory missions, phone consultations and then additional final workshops ensured the full involvement and ownership of the beneficiaries on the definition of the objectives and the tailoring of the material prepared and presented.

### **Result (3/4) - Transfer Modalities**

	<u>Estimated total net amount</u>	<u>Estimated number of individuals</u>	<u>Conditional transfer?</u>	<u>Origin</u>
Cash	-	-	-	
Voucher	-	-	-	
In kind	-	-	-	-

#### **[FIN]**

	<u>Estimated total net amount</u>	<u>Estimated number of individuals</u>	<u>Conditional transfer?</u>	<u>Origin</u>
Cash	-	-	-	
Voucher	-	-	-	
In kind	-	-	-	-

#### **Comments on transfer modalities in this result**

-

#### **[INT] Comments on transfer modalities in this result**

-

#### **[FIN] Comments on transfer modalities in this result**

-

### **Result (3/4) - Indicators**

#### **Result 3 - Indicator 1**

##### **Type / Subsector**

Custom

##### **Indicator**

-

##### **Definition**

4 awareness workshops for country and regional actors are conducted at regional or country level by December 2015.

##### **Baseline**

0,00

##### **Target value**

4,00

##### **Progress value**

4,00

##### **Achieved value**

9,00

## **Source and method of data collection**

Workshop reports.

## **[FIN] Source and method of data collection**

Groupe URD Mission report; Workshop reports; Attendance list

## **Comments**

Result 3 is aiming at training country and regional actors.

Result 1 is aiming at training and deploying early recovery advisors and cluster coordinators from the roster who will support the integration of ER in the overall response.

## **Result (3/4) - Indicators comments**

### **Additional comments on indicators**

-

### **[INT] Progress report on the indicators of one result**

4 multi-stakeholder awareness workshops for country and regional actors were conducted in Ukraine (14-18 December 2014), Sudan (24 February - 7 March 2015), DRC (25-27 March 2015) Myanmar (29 March - 4 April 2015).

1 awareness workshop is planned in Colombia (week 27 April 2015).

### **[FIN] Progress report on the indicators of one result**

The 5 multi-stakeholder workshops organized by UNDP/CRU in 2014-2015 in Ukraine (partially funded by PROCAP), Sudan, Democratic Republic of the Congo, Myanmar, and Colombia engaged a total of 286 participants from an estimated 120 different offices and organizations. The 4 multi-stakeholder workshops organized by Groupe URD in Chad, Niger, Nepal and Bangladesh in 2015 were attended by a total of 136 participants for an estimated number of 110 organizations.

A total number of 422 experts representing approximately 230 organizations have been trained during the 9 workshops funded by this action.

## **Result (3/4) - Activities**

### **Result 3 - Activity 1**

#### **Short description**

Design a multi-stakeholder awareness workshop on Early Recovery and Resilience Building for HCT members and regional actors

#### **Detailed description**

The training will be composed of several modules, allowing HCTs / Regional actors to adapt the content to the country / region's specific situation. The training will be developed by UNDP Early Recovery Partnerships team and CWGER members, and co-facilitated by in-country partners.

The Early Recovery / Resilience Building training format will be developed in English and French.

#### **[FIN] Report on the activity**

Recognizing the importance of explaining the concept, tools and terminology of Early Recovery to the wide range of stakeholders involved in the humanitarian response, as well as the need to monitor and collect evidence on the short, medium and long-term impact that an early recovery approach can have on the affected communities, UNDP/CRU commissioned Groupe URD to develop a methodology and set of resources to conduct multi-stakeholders workshops in countries prone to, affected by, or recovering from a crisis. The need for a comprehensive approach that can be flexibly adapted to the country context became evident from the difficulty faced by the aid community to improve practices and to learn from evaluations that demonstrate that an Early Recovery approach can facilitate the transition from relief to development if properly and timely integrated into planning, implementation and evaluation.

The material developed is the result of the collaboration between Groupe URD and UNDP/CRU and includes the following documents:

- Early Recovery Workshop - Generic methodology and content



- Mapping of training and learning materials for building awareness and dialogues workshop on Early-Recovery
- Participant leaflet titled "Early Recovery in Brief" in English and French
- Early Recovery Workshop booklet in English and French

The methodology has been tested by Groupe URD during the workshops conducted in Nepal, Bangladesh, Chad and Niger. In the course of 2016, it will be used to conduct workshops in Lebanon, Nigeria and other interested countries and further updated and adapted as needed.

### **Result 3 - Activity 2**

#### **Short description**

Conduct 4 awareness workshops at regional or country level by December 2015.

#### **Detailed description**

-

#### **[FIN] Report on the activity**

UNDP Crisis Interface team Geneva conducted five multi-stakeholder workshops or meetings in a) Ukraine from December 14 -18, 2014; b) Sudan February 27 -March 7, 2015; c) Democratic Republic of the Congo from March 23 -27, 2015; d) Myanmar March 29 - April 3, 2015; e) Colombia April 27 - 30, 2015. In addition, UNDP staff was deployed to Yemen for one sensitization mission. The objectives of these workshops and missions were a) to strengthen the conceptual and actionable framework for Early Recovery in situations of prolonged crises, complex emergencies and transitions contexts and illustrate and explain the mainstreaming tools available in the framework of the humanitarian programming cycle and b) contribute to the debate on the role of ER and the humanitarian community in the given transitional context of the countries selected.

The workshop participants included members of Clusters and of the ER cluster/working group, members of the Humanitarian Country Teams and Government Representatives (see the beneficiary section for more details).

Groupe URD conducted four multi-stakeholder workshops in a) Chad on November 12, 2015; b) Niger on November 18, 2015; c) Nepal on December 16, 2015; and d) Bangladesh on December 21, 2015. The workshops were part of the process of developing and testing the ER methodology as well as the ER measurement tool and targeted members of clusters and of the ER cluster/working group, members of the Humanitarian Country Teams, INGOs, NGOs and government representatives (See the beneficiary section for more details). In particular, the design, adaptation of the tools to the local context and required follow-up mechanisms were discussed in each of the four countries, allowing an ample debate and testing of the concept, providing a forum for validation and building consensus on the importance of Early Recovery and the use of the ER measurement tool.

### **Result (3/4) - [INT] Overall update on activities of the result**

The multi-stakeholder awareness workshops are currently redesigned by Crisis Interface team and Groupe URD. Meanwhile, awareness workshops or meetings were conducted by UNDP Crisis Interface team in 4 countries (Ukraine, Sudan, Niger, Myanmar, and Colombia). Additionally, the new workshops will be conducted jointly by UNDP Crisis Interface and Groupe URD in 2 countries in June 29-July 3 (Bangladesh), September (Niger), and in 2 regional hubs in November (Bangkok) and December (Dakar). See attached technical proposal from Groupe URD.

### **Result (3/4) - [FIN] Conclusions on the result**

The concept of Early Recovery has come a long way since its introduction in the humanitarian context in 2005. Not only have the concepts and language of humanitarian coordination changed but Early Recovery itself has undergone changes in substance and language. The recognition of early recovery by the IASC Principals as an essential part of humanitarian response in 2013 has allowed shifting the focus to the integration of early recovery in the response and on its streamlining and adaptation to specific crisis contexts.

However, Early Recovery, which aims to reduce the severity and duration of the crisis and to establish the foundations of sustainable recovery and resilience at various levels, suffers from a lack of

operationalization and appropriation in the field by aid actors.

In line with and in support of the overall objectives of this action, UNDP/CRU cooperated with Groupe URD to map the existing literature on Early Recovery and develop a comprehensive and flexible methodology to conduct early recovery workshops. These were aimed at contributing to a greater awareness and shared understanding on Early Recovery and Resilience issues at country level and strengthening the capacity of international, national and local actors to mainstream an early recovery approach in their humanitarian response plans and project.

The methodology is accompanied by supporting documents in both English and French and provides guidance on the organization of the workshops and the achievement of the following objectives:

- Catalyzing the exchange of experiences and collective reflection on Early Recovery and Resilience that involve various types of stakeholders (humanitarian and development actors, government bodies, international and national organizations, private sector, affected populations representatives, etc.).
- Participating in the elaboration of a common Action Plan for Early Recovery in the country in order to support the progress towards the integration of an Early Recovery approach in the collective response to humanitarian crises.
- Sensitizing participants about their responsibilities within the global process of implementing Early Recovery approach

Groupe URD conducted four multi-stakeholder workshops as follows a) Chad on November 12, 2015; b) Niger on November 18, 2015; c) Nepal on December 16, 2015; and d) Bangladesh on December 21, 2015. The workshops were part of the process of developing and testing the ER methodology as well as the ER measurement tool.

At the request of Country Teams undergoing particular circumstances and requiring urgent support to promote Early Recovery, UNDP/CRU organized Early Recovery Workshops in a) Ukraine from December 14-18, 2014; b) Sudan from February 27 -March 7, 2015; c) Democratic Republic of the Congo from March 23 -27, 2015; d) Myanmar from March 29 -April 3, 2015; e) Colombia from April 27 -30, 2015. In addition, staff was deployed to Yemen for a sensitization missions. As a result:

- The conclusions of the Ukraine workshop contributed to revitalizing the early recovery coordination architecture in the country. In the second half of 2015, this was followed up by the UNDP/CRU-funded deployments of an Early Recovery Cluster Coordinator to lead the Early Recovery and Livelihoods Cluster, and an Early Recovery Information Management Officer;
- The DRC workshop contributed to the immediate deployment of two ERA (Kinshasa and Goma), the establishment of an (informal) platform for humanitarian, stabilization and development partners as well as key donors (DFID, Sweden) and one key NGO or civil society organization to share information across the different actors and coordination systems. The analysis of the feasibility of establishing a window within the pooled fund for development related projects to be funded from development budgets was undertaken. This was to support the transition from ER to development initiatives (i.e. exit strategy). The 2 Early Recovery Advisers were recruited and a window for "early recovery/development funds" was created in the Pooled Fund with 2.8 million initial funding from Sweden. Additionally, USD 7 million from Japan was mobilized for joint programmes on ER/community resilience;
- The Sudan workshop's recommendations included, among other things, the creation of an ERA function to advise the RC/HC on the humanitarian-development nexus, the creation of a standing ER working group and setting up a task force looking at how ER activities can be better coordinated between the humanitarian and development actors with the aim to build more resilient communities in Sudan;
- Participants of the workshop in Myanmar committed - inter-alia -to formalize the ER network at national level; identify dedicated ER focal points at national level (including Government focal points); sign off and endorse the ToRs of the ER Network; and request the support of an Early Recovery Information Management Officer (IMO);
- The workshop in Colombia led to the drafting of new TORS for the ER Working Group and consolidation of the ER network, specially including Government partners. The positioning of the ER WG has been important in the context of the negotiations for the Peace Agreement, facilitating UNDP's work with the Colombian Government on the immediate recovery plan for the post-conflict scenario.

The preparation and discussions leading to the World Humanitarian Summit of May 2016, including the Humanitarian and Development nexus, the Grand Bargain and Durable Solutions to protracted displacement show the increasing relevance of early recovery approaches in reducing the needs and

tackling humanitarian crises. It is therefore expected that UNDP/CRU will capitalize on the results achieved in 2014 -15 updating and refining the methodology as needed and continuing building regional and country level capacities through tailored ER multi-stakeholders workshops.

#### **Result (4/4) - Details**

##### **Title**

Methods and tools are developed to provide ER guidance, standards and performance monitoring

##### **Sector**

Coordination

##### **Sub-sectors**

Country level (sector/intersector) coordination

Other (Coordination)

Global (sector/intersector) coordination including global clusters

##### **Estimated total amount**

283.765,00

##### **[FIN] Estimated incurred total amount**

243.078,00

#### **Result (4/4) - Beneficiaries**

##### **Estimated total number of direct beneficiaries targeted by the Action**

Individuals	-
Organisations	200
Households	-
Individuals per household	-
Total individuals	-

##### **[FIN] Estimated total number of direct beneficiaries targeted by the Action**

Individuals	-
Organisations	112
Households	-
Individuals per household	-
Total individuals	-

##### **Beneficiaries type**

-

##### **Does the Action specifically target certain groups or vulnerabilities?**

No

##### **Specific target group or vulnerabilities**

-

##### **More comments on beneficiaries**

Humanitarian and development actors, donors, governments and other national actors.

##### **[INT] Report on beneficiaries**

At global level, all stakeholders in the field of ER will directly benefit from the elaboration and testing of new methods and standards to measure performance under development, and adequate dissemination and outreach will be promoted.

The finalization of the monitoring and impact assessment tool is expected in the last quarter 2015. (See attached technical proposals from Groupe URD for ongoing work on the assessment tool.) The use of related methods and performance standards have therefore not yet been released to intended

beneficiaries.

**[FIN] Report on beneficiaries**

The preparation of the Early Recovery monitoring and impact assessment tool involved 4 preparatory missions to the Sahel (Niger, Chad and Senegal), Bangladesh and Nepal to consult with major stakeholders and ascertain the needs and functionality of the tool. In this phase, 149 participants from 79 organizations were consulted and engaged in the preparatory work. A validation workshop was then conducted in Niger and the tool was piloted during 2 workshops in Nepal and Bangladesh, involving a total of 39 selected participants representing 33 different organizations. Therefore, a total of 188 experts from 112 organizations were directly involved in the development of the tool and its piloting phase. Due to the pilot status of the tool, it was not possible to launch it at global level and reach the target number foreseen. However, the tool will be further tested and used at country level in 2016 first in Sudan and then deployed to all crisis countries, thus impacting the preparation and monitoring of HRP's and other humanitarian strategies and plans and having a global reach and impact.

**Result (4/4) - Transfer Modalities**

	<u>Estimated total net amount</u>	<u>Estimated number of individuals</u>	<u>Conditional transfer?</u>	<u>Origin</u>
Cash	-	-	-	
Voucher	-	-	-	
In kind	-	-	-	-

**[FIN]**

	<u>Estimated total net amount</u>	<u>Estimated number of individuals</u>	<u>Conditional transfer?</u>	<u>Origin</u>
Cash	-	-	-	
Voucher	-	-	-	
In kind	-	-	-	-

**Comments on transfer modalities in this result**

-

**[INT] Comments on transfer modalities in this result**

-

**[FIN] Comments on transfer modalities in this result**

-

**Result (4/4) - Indicators**

**Result 4 - Indicator 1**

**Type / Subsector**

Custom

**Indicator**

-

**Definition**

The Early Recovery Monitoring and Impact Assessment tool is developed in one country , and piloted in at least two other countries by end 2015.

**Baseline**

0,00

**Target value**

1,00

**Progress value**

0,00

**Achieved value**

3,00

**Source and method of data collection**

Early Recovery Monitoring and Impact Assessment guidance.  
Early Recovery Monitoring and Impact Assessment reports.

**[FIN] Source and method of data collection**

URD mission reports and generic Early Recovery Monitoring and Impact Assessment tool and guidance

**Comments**

-

**Result 4 - Indicator 2**

**Type / Subsector**

Custom

**Indicator**

-

**Definition**

Partner feedback on ER monitoring & impact assessment tool

**Baseline**

0,00

**Target value**

3,00

**Progress value**

0,00

**Achieved value**

3,00

**Source and method of data collection**

The ER monitoring & impact assessment tool will be rolled out in 3 countries. The target value represents the stakeholders (humanitarian and development actors) in these 3 countries.

**[FIN] Source and method of data collection**

URD Mission reports.

**Comments**

-

**Result 4 - Indicator 3**

**Type / Subsector**

Custom

**Indicator**

-

**Definition**

Standards for integration of ER in humanitarian strategy are developed and applied

**Baseline**

0,00

**Target value**

1,00

**Progress value**

0,00

**Achieved value**

1,00

**Source and method of data collection**

One (1) set of standards

**[FIN] Source and method of data collection**

ER Monitoring and Assessment tool and user handbook

**Comments**

The target value represents one (1) set of standards which will be developed by the global cluster from the ER guidance note

**Result (4/4) - Indicators comments**

**Additional comments on indicators**

-

**[INT] Progress report on the indicators of one result**

In progress. Indicators will be updated pending completion of the monitoring and impact assessment tool, expected in last quarter of 2015. (See attached technical proposal from Groupe URD for ongoing work on the assessment tool.)

**[FIN] Progress report on the indicators of one result**

Report on Indicator 1: To promote the integration and operationalization of the Early Recovery (ER) concept, and to provide a reliable tool to monitor and assess its impact on the collective response to humanitarian crises, UNDP worked together with Groupe URD to develop the Early Recovery Monitoring and Impact Assessment methodology and tool. The preparation of the Early Recovery measurement tool involved 4 preparatory missions and workshops in Sahel, Bangladesh; and Nepal where 3 prototypes were developed and approved. In 2016, the tool is being used for the elaboration of the Lebanon Crisis Response Plan 2017-2020 and will be further applied in Sudan, CAR, and Bangladesh.

Report on Indicator 2: To develop and test the Monitoring and Assessment tool, Groupe URD conducted a series of preparatory workshops. In all workshops, the target group consisting of humanitarian and development actors (both national and international), including respective governments' representatives showed a very strong interest in the new conceptual framework and methodology. The need for such an approach was highlighted in particular because tools need to be developed to help the integration of humanitarian and development interventions and measure the impact on the reduction of needs and strengthening the resilience of affected communities. One of the main feedbacks from the HCTs and other partners was that the application of practical tools are indispensable in enabling and facilitating the implementation of integrated humanitarian and development interventions in line with the WHS recommendations.

Report on Indicator 3: In cooperation with Groupe URD, UNDP developed the ER Monitoring and Assessment tool. The tool is accompanied by a user handbook to guide aid practitioners in developing a contextualized measurement tool. The tool will support the identification of country key indicators, highlighting whether these are positive or negative factors for the early recovery process following a shock or a sustained period of stress.

The first step of methodology focuses on the identification of key factors along the recovery path after one or more shocks (floods, drought, conflict, etc.) by setting up a "factor tree". The objective is to identify early recovery capacities (or key factors) that are inherent to communities or societies and that help them to cope after a shock. The tree not only brings together and positions these capacities, but it also shows how these are mobilized by the population after a crisis. These capacities can either be generic or specific to the context.

The second step leads to the prioritization of the recovery factors that have the most influence and are easy to measure. These priority factors can subsequently be the object of priority operations.

The third step involves the formulation of indicators for each key factor that has been prioritized, taking into account the existing data. The choice of indicators to measure resilience should be based as much as possible on the data available from existing M&E frameworks.

The methodology allows for an identification and prioritization of early recovery specific programme relevant to the crisis response in a given context.

## **Result (4/4) - Activities**

### **Result 4 - Activity 1**

#### **Short description**

An Early Recovery Monitoring and Impact Assessment tool will be designed in a country to be selected based on a real-time monitoring and iterative evaluation approach . This will in turn serve as the basis for the development of a generic Early Recovery Monitoring and Impact Assessment tool.

#### **Detailed description**

To improve the quality of the humanitarian response and to strengthen the resilience of the affected communities, the CWGER will develop a **generic Early Recovery Monitoring and Impact Assessment tool**.

The objective of this activity is to support the implementation of the Early Recovery / Resilience Building components of the common humanitarian strategy in a country of concern through a Real Time Monitoring and Iterative Evaluation.

#### **Expected outcomes**

- Humanitarian and development actors (national and international) use a collective **monitoring system** to steer their programs towards reinforced resilience; It will allow HCTs, Country Teams, clusters, and organisations to adjust their strategic priorities and response plans, and to re-orient their operations.
- The **iterative evaluation** of the implementation of the Early Recovery and Resilience components will help the key stakeholders (Government bodies, aid community and donors) to improve the quality of their response in the country and to inform their contribution to recovery and transition frameworks.
- The real time monitoring and iterative evaluation project in the country identified will contribute to the design a generic Early Recovery Monitoring and Impact Assessment tool made available to all actors.

#### **[FIN] Report on the activity**

To promote the integration and operationalization of the Early Recovery concept, and to provide a reliable tool to monitor and assess its impact on the collective response to humanitarian crises, UNDP worked together with Groupe URD to develop the Early Recovery Monitoring and Impact Assessment methodology and tool. The preparation of the Early Recovery measurement tool involved preparatory missions and workshops in the Sahel (Niamey 4-9 December; Bamako 3-17 December 2014; Dakar 25-29 December 2014), Bangladesh (23-June to 4 July 2015); Nepal (20 August to 31 August 2015). As a result of these consultations, three prototypes for Niger, Bangladesh and Nepal were developed and piloted. Based on these prototypes, the tool is being used for the elaboration of the Lebanon Crisis Response Plan 2017-2020 and will be further applied in Sudan, CAR, and Bangladesh in the second half of the year. The proposed Early Recovery measurement tool allows iterative monitoring and evaluation and can show the evolution in time of the recovery and resilience achievements in a given context.

### **Result 4 - Activity 2**

#### **Short description**

Development of standards for the integration of ER in strategy

#### **Detailed description**

-

#### **[FIN] Report on the activity**

Groupe URD and UNDP worked together to develop and refine a new methodological approach to monitor and assess the impact of early recovery in humanitarian operations. Based on research by Twigg that identifies the following 7 key human characteristics used to measure resilience - human, physical, economic, social, governance, environment, and external assistance - the methodology for the integration of ER in strategy and humanitarian assistance aims at guiding the users in identifying the key factors for the early recovery process following a shock or a sustained period of stress as well as the appropriate progress indicators.

The expected main benefits of measuring Early Recovery will be achieved in terms of:

**Visibility:** to showcase the added value of an Early Recovery/Resilience approach for the humanitarian response, both externally and internally (within NGOs and relief structures).

**Advocacy and Resource Mobilization:** in order to potentially scale up and mobilize resources for Early Recovery priorities.

**Accountability:** in terms of accountability towards both donors and affected populations, measurement of Early Recovery is essential to enhance and assure the quality of aid interventions. AAP (Accountability towards Affected Populations) is one of the Early Recovery principles (IASC, Guidance Note on Inter-Cluster Early Recovery).

**Strategic and operational guidance:** measuring Early Recovery should facilitate possible reorientations and adjustments to aid programs as well as the real acknowledgment of lessons learned and their application into relief and development programs

**Impact:** measuring Early Recovery will encourage humanitarian actors to analyze and highlight structural vulnerabilities and address them through programmes that reduce dependency and build resilience.

## **Result 4 - Activity 3**

### **Short description**

Feedback on the early recovery monitoring and impact assessment tool (survey and interviews). Review and refinement of the early recovery monitoring and impact assessment tool based on feedback

### **Detailed description**

-

### **[FIN] Report on the activity**

The development of the Monitoring and Assessment tool and related methodology lasted from April to December 2015 and involved a series of preparatory missions and workshops. This process of consultation allowed a rich exchange of views and experience and validated the concept and methodological approach followed.

In all workshops, the target group showed a very strong interest in the new conceptual framework and methodology. The need for such an approach was highlighted in particular as tools need to be developed to help the integration of humanitarian and development interventions and measure the impact on the reduction of needs and strengthening the resilience of affected communities.

As GCER plans to roll out the tool in all suitable countries, including Lebanon, Sudan, CAR and Bangladesh, additional feedback will allow improving and refining the approach and methodology.

## **Result (4/4) - [INT] Overall update on activities of the result**

The first part of the project was devoted to develop the concept, draft the ToRs and identify the expertise to develop the methods and tools to provide ER guidance, standards and performance monitoring. Following the identification of the service provider, a first exploratory mission was conducted in January 2015 by Groupe URD in the Sahel region (Senegal regional hub, Niger, Mali). See attached report from the exploratory mission.

The prototype of the Early Recovery Monitoring and Impact Assessment tool will be presented in July 2015. A third mission will test the tool in September 2015 and the final version of the tool will be piloted in several countries during the last quarter 2015. See the attached technical proposal from Group URD regarding their work on the field missions and monitoring and impact assessment tool.



## **Result (4/4) - [FIN] Conclusions on the result**

Humanitarian actors now generally recognize the relevance of ER and resilience approaches. However, there was no clear evidence about the added value of these approaches, i.e. the relevance of integrating ER-related aspects into humanitarian response. This was one of the major obstacles that prevented ER programmes from being supported adequately. Additionally, the current stronger emphasis on accountability in the humanitarian sector towards the affected population and donors means that it is all the more important to provide evidence of the impact of ER programmes.

Through the involvement of Groupe URD and country teams from Niger, Chad, Bangladesh, and Nepal, this action developed and tested a new methodological approach to assess and measure Early Recovery during the humanitarian response.

The measurement tool can essentially show and monitor the levels of recovery and resilience that have been attained over a certain period of time. Using a minimum set of indicators and value thresholds, the tool establishes priority objectives for recovery and measures to what extent these have been attained.

The methodology revolves around the concept of early recovery being the first segment of any resilience-based initiative. In doing so, the indicator reporting tool is intended to track progress against a set of data dimensions, namely economic, environmental, governance, social and external assistance. The tool is also meant to ensure the monitoring of and reporting on a set of indicators that could be linked to big data sources and national recovery/development acceleration frameworks. The main added value of the ER measurement tool is that it facilitates the reorientation and adjustment of aid programmes and the integration of lessons learned. The tool relies mostly on an analysis of existing and available M&E data. As such, it avoids overloading operators and generating additional costs. The tool also provides a dashboard for strategic and operational decision-making.

By end of this action, this activity led to:

- The development of a generic methodology to monitor and measure progress towards recovery and resilience. This method can either be used collectively, or adapted by a single organization for its own uses.
- The development of 3 contextualized measurement prototypes (Bangladesh, Nepal, and Niger)
- The mobilization and collective dialogue between a broad range of stakeholders (government and UN officials, international and national NGOs and the academic sector, etc.), who are often involved in quite different types of operation (relief, DRR, DRM, CCA, ER and recovery and development)

Given the interest expressed by operators and local actors, further areas of development for the ER measurement tool are:

- To collectively validate the choice of Early Recovery indicators in homogenous operational settings.
- To set up value thresholds for each indicator. This is a way of fixing priority objectives in terms of recovery processes.
- To gain institutional support and leadership in order to sustain the consensus-building effort.
- To field-test some contextualized tools in homogenous operational settings.
- To promote the dissemination, adoption and utilization of the measurement tools that have been developed.
- To accompany organizations in the conception and adoption of appropriate methodologies for assessing and monitoring their impact in terms of recovery.

-

## **4.4 Preconditions**

There are no preconditions.

## **4.5 Assumptions and risks**

Early Recovery is one of the seven outcomes of UNDP's Strategic Plan for 2014-2017 (Outcome 6: Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings). The Strategic Plan calls for UNDP to be a forward-looking organization, capable of seizing opportunities as they arise and optimally positioned for continued growth, relevance and excellence in service delivery. The current structural review is readying UNDP to deliver on the Strategic Plan. It has indicated areas for improvement in the way we operate, and requires that certain adjustments be made now to enable sustainable growth over the course of the Strategic Plan and beyond. The Early Recovery Partnerships (ERP) team will be maintained in Geneva to support UNDP's leadership in early recovery and undertake its current functions, under the name of CRISIS INTERFACE TEAM. 4 UNDP positions are created (2 in New York and 2 in Geneva), reporting to the Crisis Interface Team Leader (current title: CWGER Coordinator). The UNDP Crisis Interface Team will be part of the newly-created UNDP CRISIS RESPONSE UNIT, headed by an Assistant-Secretary General. It is reasonable to assume that the capacity will be consolidated and sustained in the coming two years: 1) as a consequence of Objective 6 in the Strategic Plan; and 2) because of increasingly demonstrated interest in this work (e.g. ECHO, Netherlands, etc.) The Early Recovery Partnerships team currently strengthens its collaboration with stand-by partners. Discussions with some of the stand-by partners on deployments of experts and their contribution towards the training courses are ongoing.

#### **4.6 Contingency measures**

-

#### **4.7 Additional information on the operational context of Action**

-

#### **4.8 [INT] Report on precondition, assumptions and risks**

The assumptions formulated in the conception phase of the project were met:

1. The UNDP Crisis Response Unit created in October 2014 is led by ASG Izumi Nakamitsu. CRU includes a Rapid Response and Preparedness Team and two crisis Coordination teams in New York, and the Crisis Interface team in Geneva.
2. The crisis Interface team capacity is being reinforced: see Human Resources and Management Capacity below

In addition, the Global Cluster on Early Recovery has established partnerships that benefited the cluster and increased the capacity of actors involved in Early Recovery. The synthetic figures below illustrate the strength of the partnership:

- Stand-by Partner arrangements for technical expertise include: Swedish Civil Contingencies Agency (MSB), Danish Refugee Council (DRC), Irish Aid, CANADEM, UKAID/DFID, Norwegian Refugee Council (NRC).
- Total number of new deployments and extensions to UNDP in 2014, defined as single roles filled: 40
- Period completed by partners: 139.5 months

Partner Support in 2014:

- CANADEM: 4 months
- DfID: 21 months
- MSB: 81.5 months
- NRC: 21 months
- UNV: 12 months

Profiles Deployed:

- Disaster Risk Reduction and Recovery: 52.5 months

- Disaster Waste / Debris Management: 20.5 months
- ICT: 6 months
- Information Management: 11 months
- Livelihoods: 12 months
- Senior Advisory Services: Early Recovery Advisors and Cluster Coordinators: 37.5 months

#### **4.9 [FIN] Report on precondition, assumptions and risks**

The assumption on the corporate capacity consolidation for the implementation of this action, through/after the UNDP restructuring was met.

The Crisis Interface Team of Crisis Response Unit in Geneva (previously known as UNDP Early Recovery Partnerships Team) is assigned the Global Cluster for Early Recovery leadership and has benefited from the creation of two additional core posts at P4 level. These two staff joined the implementation team of this activity in summer 2015. The strengthening of the Team allowed a reorientation of resources and allowed the project management to benefit from a wide array of expertise coming from specialized consultants. Moreover, additional resources made available to the team through stand-by partners (for more details:6.1.2).

## **5. QUALITY MARKERS**

### **5.1 Gender-age markers**

#### **5.1.1 Marker Details**

- |   |     |
|---|-----|
| • <b>Does the proposal contain an adequate and brief gender and age analysis?</b>   | N/A |
| • <b>Is the assistance adapted to the specific needs and capacities of different gender and age groups?</b>                   | Yes |
| • <b>Does the action prevent/mitigate negative effects?</b>   | Yes |
| • <b>Do relevant gender and age groups adequately participate in the design, implementation and evaluation of the Action?</b> | Yes |
| • <b>Initial mark</b>   | 2   |

#### **5.1.2 Additional comments and challenges**

- The Early Recovery Partnership team (ERP) provides UNDP focal point and alternate focal point for 'Gender in humanitarian settings' who participate actively in the IASC Gender in Humanitarian Action Reference Group and in the GenCap Steering Committee;

- A senior Global GenCap Advisor has been deployed for 2014 (and could be extended in 2015) to the CWGER to support the work on enhancing the IASC Gender Marker, to better integrate gender-sensitive programming in Early Recovery and Resilience Building in a humanitarian response, and to support UNDP staff with the application of the gender marker in Strategic Response plans, Cluster response plans, and project proposals.

The Global GenCap Advisor will devote 20% of his time to this project.

#### **5.1.3 [INT] Additional comments and challenges**

Another global GenCap Advisor has been seconded to UNDP Crisis Interface Team (January-December 2015).

#### **5.1.4 [FIN] Additional comments and challenges**

-

### **5.2 Resilience**

#### **5.2.1 Marker Details**

#### **5.2.2 How does the Action contribute to build resilience or reduce future risk?**

-

#### **5.2.3 [INT] Report on Resilience marker**

The Inter-Agency Standing Committee has recognized that ER is the foundation of strengthening resilience during humanitarian response. In June 2014, at the joint meeting of the Inter-Agency Standing Committee and the UN Development Group, it was agreed that a common position on resilience would be cemented through a set of guiding principles on how to work in partnership to promote resilience.

A draft of the guiding principles on how to work in partnership to promote resilience has been circulated. Based on these principles, UNDP Crisis Interface team started to work on the identification of concrete actions to be undertaken in the field by humanitarians in support of resilience strengthening based on linkages with early recovery. At the last meeting of the Task team on Preparedness and Resilience (co-chaired by UNDP Crisis Interface Team Leader), UNDP proposed to bring together the different organizations to work on these concrete resilience-related actions. It has been decided that a meeting of the Task Team on Preparedness and Resilience will be devoted to this discussion (planned April 2015).

#### **5.2.4 [FIN] Report on Resilience marker**

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## **6. IMPLEMENTATION**

### **6.1 Human resources and Management capacities**

-

#### **6.1.1 [INT] Human resources and Management capacities**

The capacity of the Crisis Interface team led by a Team Leader (P5) is currently strengthened with the recruitment of 2 additional UNDP P4 staff in Geneva and 2 UNDP P4 staff in New York. (All five permanent staff are funded by UNDP).

4 consultants have been hired and fully charged to the budget of this action to support the capacity of the team. Additional consultants will be hired as needed in the rest of 2015.

The following additional support has been provided outside the budget of the action: 3 secondees are provided by standby partners (1 DRC until December 2015, 1 MSB until July 2015, and 1 GenCap until December 2015); an additional ProCap Advisor is currently under discussion.

#### **6.1.2 [FIN] Human resources and Management capacities**

UNDP's Crisis Interface Team of Crisis Response Unit in Geneva (previously known as UNDP Early Recovery Partnerships Team) has benefited from the creation of two additional core posts at P4 level. The Geneva based staff joined the implementation team of this activity in summer 2015. The strengthening of the team allowed a reorientation of resources and allowed the project management to benefit from a wide array of expertise coming from specialized consultants. In particular:

(a) the Crisis Interface Team Leader (P5) devoted 30% of his time to the implementation of this action

between July 2014 and December 2015. The Crisis Interface Team Leader also devoted 5% of his time to the action wrap-up between January and March 2016.

(b) the Early Recovery Temporary Assignment (TA) devoted 40% of his time to the action between July 2014 and April 2015 (i.e. the full duration of the TA).

(c) the first Programme Specialist (P4) devoted 30% of his time to the implementation of this action between June 2015 and December 2015. He also devoted 10% of his time to the action wrap-up between January and March 2016.

(d) the second Programme Specialist (P4) devoted 30% of her time to the implementation of this action between July 2015 and December 2015.

(e) the Programme Assistant (G6) devoted the equivalent of 3-month staff time to support the logistics and the organisation of the trainings;

(f) the Communication Specialist (P4) devoted the equivalent of 3-month staff time to support design and editing of the ER website, the ER documents, the ER info graphic video as well as the main ER events and product launch;

(g) a total of 9 consultants for a total of 58 months were funded under this action, allocating 100% of their time to its implementation.

Additional resources for this action's implementation were made available to the team through Stand-by Partners. In particular:

(a) DRC seconded 3 staff for a total of 13 months

(b) MSB seconded 1 staff for a total of 12 months

(c) PROCAP seconded 1 staff for a total of 12 months

(d) GENCAP seconded 2 staff for a total of 17 months

## **6.2 EU Aid Volunteers**

No

### **6.2.1 [FIN] EU Aid Volunteers**

No

## **6.3 Equipment and goods**

N/A

### **6.3.2 [INT] Equipment and goods**

N/A

### **6.3.3 [FIN] Equipment and goods**

N/A

## **6.4 Use of HPCs**

No

### **6.4.1 [FIN] Use of HPCs**

No

### **6.4.2 [FIN] Name of HPC**

-

### **6.4.3 [FIN] Report on supplies**

-

## **6.6 Specific security constraints**

N/A

### **6.6.1 [INT] Specific security constraints**

N/A

### **6.6.2 [FIN] Specific security constraints**

N/A

### **6.7.1 Are there Implementing Partners ?**

No

### **6.7.2 Implementing Partner added value**

-

#### **6.7.2.1 [FIN] Implementing Partner added value**

-

### **6.7.4 Coordination, supervision and controls**

-

#### **6.7.4.1 [FIN] Coordination, supervision and controls**

-

## **Implementing Partners**

### **6.8 Are there any subdelegates?**

No

#### **6.8.1 Subdelegates explanation**

-

#### **6.8.2 [INT] Subdelegates explanation**

-

## **Subdelegates**

### **6.9.1 [FIN] General update on Implementing Partners list**

-

### **6.10 [INT] Report on Implementing Partners**

-

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## **7. FIELD COORDINATION**

## **7.1 Operational coordination with other humanitarian actors**

The proposed activities which will be undertaken by UNDP Early Recovery Team aim at improving the operational coordination within humanitarian actors, and also between humanitarian and recovery/development actors.

### **Country level**

The Humanitarian Coordinator/Resident Coordinator (HC/RC) has the lead responsibility for ensuring early recovery issues are adequately integrated in the humanitarian programme cycle<sup>3</sup> at country level in cooperation with national actors, with the support of an Early Recovery Advisor working on inter-cluster early recovery issues.

The IASC Principals recognize the need for trained and seasoned Early Recovery Advisors, with high level coordination abilities and analysis of the socioeconomic and political context. The Early Recovery Advisor supports Humanitarian Coordinators from the onset of a crisis on early recovery strategic planning, prioritisation and coordination, advocacy with national authorities, donors and other partners on early recovery issues, supporting information management and monitoring, and shaping funding strategies for the early recovery elements of the humanitarian response. The Early Recovery Advisor also assists the Resident Coordination functions by linking early recovery to the broader recovery agenda, (e.g. through identification of strategic entry points for building sustainable institutions and systems); and will contribute to the work of the Country Team in strengthening national authorities and partners.

In order to focus on delivery of results, a flexible approach should be adopted for coordinating inter-cluster early recovery at the national level, using existing inter-cluster humanitarian coordination fora rather than creating new ones for coordinating early recovery as a component of the humanitarian response. The CWGER stresses the importance of the involvement and leadership of the national actors in the coordination mechanism where possible. Together with the integration of early recovery into the work of country clusters, the HCT identifies if an additional coordination body (cluster) needs to be created locally to meet specific early recovery needs (e.g. livelihoods recovery, community infrastructure, restoration of local governance) which would not be covered otherwise.

### **Global level**

The CWGER was established as a wider forum which will ensure that early recovery multidisciplinary issues that cannot be tackled by individual global clusters alone, or that call for a concerted action, are addressed appropriately and that inter-cluster duplications and gaps are eliminated. The CWGER, supported by a Secretariat led by UNDP, remain the coordination mechanism for supporting early recovery policy and operational issues at the global level and for linking early recovery to the resilience building and development agendas. The CWGER consists of representatives from global clusters, OCHA, and non-IASC organisations. An inter-agency Strategic Advisory Group was also established within the CWGER. This smaller group has been created and is charged with providing direction, developing and adjusting as necessary the strategic framework, priorities and workplan for the CWGER on the basis of in-country needs and priorities. Its roles and responsibilities are, in particular, to ensure the work of the CWGER remains inclusive and representative, help streamline processes on issues covered by the CWGER such as refining system-wide tools in support to the humanitarian programme cycle, cluster activation, de-activation and transition; assist with country support (missions or remotely); support the deployment of early recovery advisors or early recovery teams at the request of Humanitarian/Resident Coordinators; and support deployment of experts in the context of the activation of the Inter-Agency Rapid Response Mechanism (IARRM).

## **7.2 Action listed in**

### ***UN Consolidated Appeal Process***

-

### ***Flash Appeal***

-

## **ICRC / IFRC appeal**

-

## **Other**

-

## **Not applicable**

-

## **If other, please specify**

-

## **7.3 Coordination with National and local authorities**

-

## **7.4 Coordination with development actors and programmes**

-

## **7.5 [INTJ] Report on Field Coordination**

Efforts aimed at improving operational coordination within humanitarian actors, and between humanitarian and recovery/development actors included the following:

### Country level

1. UNDP Crisis Response Unit has requested an external evaluation of early recovery coordination mechanisms to be conducted in 2015 aiming at strengthening these coordination mechanisms.
2. In 2014, early recovery clusters and other coordination arrangements were active in 26 countries:
  - 24 led by UNDP, 2 led by Government institutions;
  - 10 Sectors, 9 Clusters, 4 Networks, 1 Sectoral Task Force, 1 Integrated Committee, 1 Working Group
3. To date, Durable Solutions strategies for Displacement have been developed / are being supported with GCER's support in
  - Kyrgyzstan ( pilot country of the SG Decision)
  - Cote d'Ivoire pilot country)
  - Zamboanga, Philippines
  - Mali
  - Myanmar (Kachin), for review and adoption by the HCT in coming weeks

The SG Decision on Durable Solutions is being utilized in other countries, including Burundi, Iraq, Somalia and Yemen. Ongoing support is being provided to all mentioned countries in 2015. The GCER collaborated with IDMC in delivering Durable Solutions trainings in 2014 in Cote d'Ivoire and in Zamboanga, Philippines.

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### Global level

1. The Global Cluster on Early Recovery (GCER formerly known as CWGER) together with all global clusters (except Logistics and Emergency Telecoms) is finalizing a report to the IASC Principals on the integration of early recovery in the overall humanitarian response in 2014.
2. The integration of early recovery into the other clusters has been integrated into the new guidance note on inter-cluster early recovery.
3. The GCER prepared a Global Overview of financial requirements for early recovery in 2015 (currently estimated at 43% of overall humanitarian requirements in 2015 humanitarian strategic response plans) to be launched in April 2015.



4. A study on the implementation of Early recovery in 2015 will be jointly conducted by the UNDP Crisis Interface team and the Graduate Institute (Geneva) and presented at the end of 2015.
5. A thematic event on Early recovery in Protracted Crises is planned to take place at regional level in 2015.
6. A draft of the guidance for developing Durable Strategies for displacement will be reviewed in the next month for finalization and dissemination to the field.

## **7.6 [FIN] Report on Field Coordination**

Coordination mechanisms at global level remain unchanged, apart from the fact that in August 2014 the CWGER became the Global Cluster for Early Recovery (GCER).

As of the end of 2015, at country level, inter-agency early recovery clusters and other coordination arrangements (ER networks and sector groups supported by UNDP/GCER deployed ERAs, CCfERs and ER IMOs were active in 20 countries, as follows

7 ER Clusters in: Central African Republic, Chad, Iraq, Mali, Niger, Ukraine, and Yemen;

ER Networks in Bangladesh, Democratic Republic of the Congo (Cross Cutting issues); Myanmar, Nepal (Platform - Cluster closed in September - October 2015), Philippines, Pakistan;

7 ER Sector Groups in: Cameroon, Colombia, Libya, Mongolia, Nigeria, Sudan, and Syria.

An external evaluation of early recovery coordination mechanisms, initially foreseen in 2015 is expected to be conducted in the second half of 2016. The objectives of the evaluation are to take stock of CRU's support to Country Offices on Early Recovery (ERA and CCfER deployments, technical advice, and training) and provide a road map on how to enhance this support, and on how to improve its coordination function. This evaluation will also provide forward-looking recommendations with aim of identifying best practices and innovations, as well as practices that need to be avoided in the future.

The thematic event on Early recovery in Protracted Crises planned to take place at regional level in 2015 was cancelled to avoid duplication with the creation of the "Strengthening the Humanitarian and Development Nexus with a focus on Protracted emergencies" IAS task team. In addition, it is expected that OCHA and Norway will convene a humanitarian donor liaison working group event focusing on the humanitarian and development nexus in protracted crisis in the course of 2016.

## **8. MONITORING AND EVALUATION**

### **8.1 Monitoring of the Action**

The project will be included in the CWGER and UNDP ERP work plans for 2014 and 2015, and activities monitored by the Director of UNDP Crisis Response Unit and by the CWGER Strategic Advisory Group.

### **8.2 Evaluations**

#### ***Internal evaluation***

No

#### ***External evaluation***

Yes

#### ***External audit***

-

### **8.2.1 Further details**

UNDP's ERP will call for applicants to conduct an external evaluation of the project. The evaluation will be conducted in a 6-week period during the last quarter of 2015. The cost of the external evaluation is budgeted at 20.000 Euros.

### **8.3 Studies carried out in relation to the Action (if relevant)**

No

***Explain the content of these studies***

-

**8.4 [INT] Report on monitoring and evaluations**

The project has been included in the GCER and UNDP Crisis Response Unit / Crisis Interface team work plan for 2015. External evaluation by UNDP ERP is scheduled for a 6 week period during the last quarter of 2015.

**8.5 [FIN] Report on monitoring and evaluations**

This action has been included in the GCER and UNDP Crisis Response Unit work plan for 2015 and its implementation was monitored throughout the duration of the action to ensure its milestones were achieved on time and within budget.

An external evaluator was contracted in March 2016 and conducted the evaluation of this action. Following are the main results and recommendations from the evaluation. (For more details, refer to the full evaluation report in annex).

Relevance - Satisfactory

Efficiency - Satisfactory

Effectiveness - Satisfactory

Sustainability - Likely

The evaluation concluded that "This project was unique and commendable as a showcase of Early Recovery ER. Its ultimate success will be greatly beneficial for the countries' humanitarian response and sustainable development goals in the future." It also identified a number of lessons learnt and recommendations including:

Recommendation 1: Partners can further consolidate all ER tools and the website developed as prototypes.

Recommendation 2: UNDP/ECHO partnership should further support the ER community of practice and the facilitation of the growing global network of practitioners, including KM and learning support to other clusters (47 percent of current early recovery activity is currently being implemented by the other clusters).

Recommendation 3: In line with recommendation 1, UNDP can do an internal review of the office management support/human resources needed for a longer-term knowledge management approach to global ER learning

Recommendation 4: As with recommendation 1, UNDP and UNHCR, GCER and GPC can refine and further roll out durable solutions guidance with partners including financing partner EU/ ECHO.

Recommendation 5: The UNDP / ECHO partnership can do structured research on the profile of the ERAs involved with the CRU and interview the HCs involved in receiving ER support.

Recommendation 6: The UNDP / ECHO partnership should finance and develop sensitizing training for UN RCs and HCs as a priority.

Recommendation 7: Staffing for key ER programme areas is needed. Durable solutions for protracted crisis and IDPs and accountability for affected populations, strategic planning and gender and environment can be considered. Also needed are stable staffing, including technical roles for KM, IM and communications, strategic planning and monitoring.

Recommendation 8: The new early recovery web based platform should be reviewed for its interoperability with the ECHO /UNDP teamwork's/ OCHAs platforms and the other cluster websites. It will need a complementary knowledge management and communication plan and also consideration of human resources towards a lively ER community of practice.

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## 9. COMMUNICATION, VISIBILITY AND INFORMATION ACTIVITIES

### 9.1 Standard visibility

#### A. Display of EU Humanitarian Aid visual identity on

##### A1. Signboards, display panels, banners and plaques

-

##### A2. Goods and equipment

-

Please provide additional details on section A

-

#### B. Written and verbal acknowledgement of EU funding and partnership through

##### B1. Press releases, press conference, other media outreach

-

##### B2. Publications, printed material (for external audiences, not operational communication)

-

##### B3. Social media

-

##### B4. Partner's website (pages related to EU funded projects)

-

##### B5. Human interest blogs, photo stories

-

##### B6. Audiovisual products, photos

-

##### B7. Other

-

Please provide additional details on section B

-

### 9.2 Do you foresee communication actions that go beyond standard obligations?

No

### 9.3 [INT] Report on progress

-

### 9.4 [FIN] Report on progress

-

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## 10. FINANCIAL OVERVIEW OF THE ACTION

### 10.1 Estimated expenditure

<u>Initial budget</u>	<u>Revised budget</u>	<u>Interim report incurred costs</u>	<u>Final report incurred costs</u>	<u>Final report final update</u>
---------------------------	---------------------------	--	--	--

<b>Implementation costs</b>	1.401.635,00	- 532.889,00	1.290.273,77	1.290.273,77
<b>Remuneration (max 7%)</b>	78.505,00	- 37.302,00	78.504,67	78.504,67
<b>Total costs</b>	1.480.140,00	0,00	570.191,00	1.368.778,44

### 10.3 Funding of the Action

	<u>Initial budget</u>	<u>Revised budget</u>	<u>Final budget</u>	<u>Final report final update</u>
<b>Direct revenue of the action</b>	0,00	-	0,00	0,00
<b>Contribution by applicant</b>	280.140,00	-	168.778,44	168.778,44
<b>Contribution by other donors</b>	0,00	-	0,00	0,00
<b>Contribution by beneficiaries</b>	-	-	0,00	0,00
<b>Contribution requested from ECHO</b>	1.200.000,00	-	1.200.000,00	1.200.000,00
<b>% of total funding (*)</b>	81,08	-	87,67	87,67
<b>Total funding</b>	1.480.140,00	0,00	1.368.778,44	1.368.778,44

(\*) Rounding to the second decimal. To compute the final payment, the real percentage until four decimals will be applied.

### 10.4 Explanation about 100% funding

-

*If other, please explain*

-

### 10.5 Contribution in kind

**Stand-by Partner Agreements:**

- 1 Inter-Agency Early Recovery Advisor (eq. P4) - contracted and funded by Danish Refugee Council, seconded to the Early Recovery Partnership team

- MoUs being developed with stand-by partners donor rosters to enhance free of cost deployments of trained ERAs and ER Cluster Coordinators

- MSB - Swedish Civil Contingencies Agency (Swedish: Myndigheten för Samhällsskydd och Beredskap) is currently looking into a request for the secondment of a Roving Inter-Agency Early Recovery Advisor based in the Regional Centre in Bratislava

MSB provided their training center in Revinge (Sweden) for the ERA training conducted in December 2013. This included transport to and from Copenhagen airport, accommodation, food, and training facilities. MSB has offered the same support for 2014. Other standby partners are considering a similar support in the future.

### 10.6 Financial contributions by other donors

Discussion with other donors are on-going.

The Ministry of Foreign Affairs of the Netherlands (Humanitarian Aid and Reconstruction Division - Department Stabilisation and Humanitarian Aid) has pledged support to UNDP/BCPR with an expressed interest in supporting the work of the Early Recovery Partnership Team in 2014, and can be contacted as a reference.

## 10.7 VAT exemption granted ? (applicable only to NGO's)

No

**Please specify**

-

## 10.8 [FIN] The organisation confirms that the co-financing has not led to a double funding of the activity

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## 10.9 [FIN] Report on financial issues

As per letter Ref D 26925345 addressed on 14 August 2014 by ECHO Director Florika Fink-Hooijer to UNDP Director Antonio Vigilante, due to "a temporary lack of payment appropriations" the pre-financing payment of this Action was divided in 2 installments. The first, amounting to EUR 480,000 was received on 25 September 2014 and credited to the project at the exchange rate of 1.317523 for a total of USD 632,411. The second, also amounting to EUR 480,000, was received on 30 December 2014 and credited to the project at the exchange rate of 1.239157f or a total of USD 594,796. Therefore, the total pre-financing amounted to EUR 960,000 - USD 1,227,207. The average EUR/USD exchange rate of 1.27834 is used for reporting purposes in this final report.

Out of a total expenditure of EUR 1.368.778,44 UNDP contribution amounts to EUR 168,778.44, while ECHO's contribution amounts to EUR 1,200,000 of which EUR 960,000 were already received and EUR 240,000 are requested for reimbursement.

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## 11. REQUESTS FOR DEROGATION

### 11.1 Specific derogations

# Derogation

### 11.2 Permanent derogations

# Derogation

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## 12. ADMINISTRATIVE INFORMATION

### 12.1 Name and title of legal representative signing the Agreement

Mr Antonio VIGILANTE - Director of UNDP Brussels Office

### 12.2 Name, address, e-mail and phone of the contact person(s)

<u>Name</u>	<u>Office location</u>	<u>E-mail</u>	<u>Phone</u>
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## 13. CONCLUSIONS AND HUMANITARIAN ORGANISATION'S COMMENTS

### 13.1 Possible comments

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### 13.2 [INT] Comments

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### **13.3 [FIN] Conclusions**

Recognizing the importance of integrating an early recovery approach into the humanitarian response, and in light of its Lead Agency role in the Global Cluster for Early Recovery, UNDP adopted a holistic approach to reinforce its internal structures and the system-wide capacity to link the existing humanitarian and development frameworks.

Through this Action, UNDP reinforced the technical capacities and functional expertise of current and potential candidates for the position of Early Recovery Advisors, Cluster Coordinators for Early Recovery and Information Management Officers. Considering that a total of 135 experts from UNDP, GCER SAG members, Stand-by Partners, and consultants were trained between 2014 and 2015 under this action, the system can now count on a UNDP-managed roster of 175 ER experts ready to be deployed to crisis country. At the same time, UNDP invested resources in streamlining its internal procedures for deployment and reinforcing its GCER leadership. A new Standard Operation Procedure regulating deployments of Early Recovery Advisors, Cluster Coordinators for Early Recovery, and ER Information Officers to crisis areas, ensuring both rigorous vetting and fast deployment mechanisms were approved and launched. UNDP also developed its crisis response packages designed to rapidly design early recovery projects and implement them seamlessly in post-disaster and post-conflict contexts. Following the organization's restructuring, the Crisis Response Unit was created in October 2014. CRU is represented in Geneva by the Crisis Interface Team, which took over the responsibilities of the former BCPR Early Recovery Partnership Team and is assigned the GCER leadership. Under the coordination of its P5 Team Leader, the Crisis Interface Team of CRU has benefited from the creation of two additional core posts at P4 level based in Geneva.

Through this Action UNDP also contributed to create an enabling environment by mainstreaming early recovery in all IASC policy documents, integrating early recovery in humanitarian strategic objectives of country documents and plans. UNDP also cooperated with Groupe URD to develop a comprehensive and flexible methodology to conduct early recovery workshops aimed at contributing to a greater awareness and shared understanding on Early Recovery and Resilience issues and strengthening the capacity of international, national and local actors to mainstream an early recovery approach in their humanitarian response plans and project. A total of 9 country-level workshops were conducted with the support of this action.

Finally, this action contributed to consolidate and refine the knowledge in the area of ER by creating a number of early recovery tools and guidance notes. First, significant progress was achieved toward the finalization of the early recovery website [www.earlyrecovery.global](http://www.earlyrecovery.global) that went online in April 2016. With its launch in May 2016, the humanitarian community gained access to an open-source one-stop shop for documents, tools and guidance on early recovery and resilience building in a humanitarian context. At the same time, it is expected that the website will improve communication between GCER and all of its stakeholders, allowing a more effective outreach and advocacy for ER issues and stimulating the discussion through an online forum that will provide the foundation for the creation of an ER community of practice. Second, UNDP cooperated with Groupe URD to develop a comprehensive and flexible methodology to conduct early recovery workshops aimed at contributing to a greater awareness and shared understanding of the practice. And third, an Early Recovery Monitoring and Impact Assessment tool was developed and three contextualized measurement prototypes were piloted in Bangladesh, Nepal, and Niger.

The important results achieved under this Action contributed to the virtuous discussion on linking Early Recovery to long-term recovery, strengthening the humanitarian/development nexus and on finding durable solutions to protracted displacement that will culminate at the World Humanitarian Summit in May 2016. As a result, it is expected the further integration of ER principles and approaches will be continued within the IASC community, including with the adoption of common assessment and planning, the elaboration of multi-year humanitarian response plans, and the progressive integration of humanitarian and development strategic and planning tools in relevant crisis contexts. Such desirable developments will require UNDP and GCER to continue effective advocacy for early recovery approaches at global and national level as well as continuous updating of its documents and tools and training of its community of practitioners.

### **13.4 [FIN] Lessons learned**

UNDP Crisis Interface Team was fully invested in the implementation of this action and committed to achieving and surpassing its stated objective and outputs. Considering assumptions taken into consideration during the planning phase actually materialized and the effectiveness of the mitigation measures put in place by the project management, the implementation of the activities did not encounter any major obstacles. For instance, the late disbursement of the donor's funds (and division into two payments) was overcome by frontloading UNDP resources and through the mobilization of funds and support from MSB, allowing the trainings planned in 2014 to take place.

This considered, the project management identified the following lessons:

- Human Resources: Considering the diversity and complexity of topics covered by GCER and its active engagement with the IASC bodies and the other Global Cluster, it was preferable to contract the needed expertise with consultancies rather than through regular posts. For this reason, and in light of the creation of 2 core posts with the unit in Geneva, the project management decided to employ short term consultants to deliver the outputs of this Action.

- Procurement: The finalization of the procurement process for the 2 large contracts under this Action - i.e. Insomniac Design, Inc. for the ER website, and Groupe URD for the methodology and the ER Assessment tool - required a long time causing a readjustment of the calendar of activities and some delay in the delivery or outputs. To address these issues, the project management will prepare ToRs for such large procurement together with the next proposal, and request the necessary quotation at the very beginning of the implementation period.

- Information Management and ER website: The design and finalization of the ER website - based on a selected document library including links to all major ER operations, and including a discussion forum and other interactive tool - proved to be a very complex task that absorbed the work of a full-time consultant, a dedicated web company, and the contribution of the entire team during most part of 2015. To sustain its operationalization and ensure a constant update, UNDP CRU decided to contract a dedicated expert outside the scope of this action to guarantee continuity of the website and the ER community of practice.

### **13.5 [FIN] Final report final update**

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