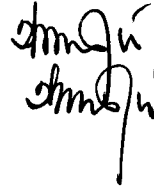


BUREAU FOR CRISIS PREVENTION AND RECOVERY

DEX PROJECT CLEARANCE SLIP

Project document prepared by : Remco Van Wijngaarden
Project to be managed by : Jahal de Meritens
Budget Reviewed by : Thomas Ole-Kuyan
Cleared by : Thomas Ole-Kuyan



Remarks:

Project created in Atlas Y/N
Project Approval Committee (PAC) Y/N
Allocation Committee (meeting date) 25-Jul-06
Focus Country Y/N

Project title: UNDP support to IASC CWGER
Project ID :

Approved by:



Kathleen Cravero
Assistant Administrator and Director
Bureau for Crisis Prevention and Recovery

COVER PAGE

Global / IASC / UNDP support to the IASC Cluster Working Group on Early Recovery (CWGER)

Relationship to MYFF outcomes:

Practice Area 4 (Crisis Prevention and Recovery)

- Service Line 4.2 (Recovery), outcomes 1 & 2
- Service Line 4.5 (Natural Disaster Reduction), outcomes 1 & 2
- *Service Line 4.1 (Crisis Prevention and Peacebuilding), outcome 2*
- *Service Line 4.3 (Small arms reduction, disarmament and demobilization), outcomes 1 & 4*
- *Service Line 4.4 (Mine Action), outcome 1*

Outcomes:

to lead and enhance global-level capacity of the CWGER to effectively and accountably support the Humanitarian/Resident Coordinators in planning strategically for Early Recovery and integrating risk and vulnerability reduction measures at the very early stages of emergencies and beyond to better address the needs of people affected by a crisis:

- i. Enhanced capacity at the field level, particularly in high risk countries, for strategically planning early recovery;
- ii. Improved predictability of funding for early recovery;
- iii. Greater predictability, timeliness, and comprehensiveness of surge capacity deployment;
- iv. Staff is better trained, informed and knowledgeable and therefore has greater capacity to assist in ER at field level;
- v. Inter-agency cooperation has a clearly defined framework;
- vi. Enhanced capacity at the field level for strategically planning humanitarian and recovery-related interventions in a selective number of priority sectors

Expected Output(s):

- i. Common tools and methodologies adapted or developed where needed;
this includes: inventory of tools and methodologies, Standard Operating Procedures, common principles, and training to make sure tools are applied properly.
- ii. Early Recovery needs included in financing mechanisms in a more comprehensive and systematic manner;
this includes: inventory of funding opportunities, develop and agree on an approach/procedure to insure adequate inclusion of ER interventions in existing financing tools, identify alternative sources and modalities of funding
- iii. Inter-agency surge capacity developed, surge teams deployed;
this includes: develop a plan and modality for inter-agency surge capacity, build surge capacity
- iv. Capacity developed at global and field levels and trainings conducted;
this includes: develop an inventory of existing training resources, design training modules for ER, conduct trainings

- v. Information management systems harmonized;
this includes: review existing IM systems and identify areas for harmonization and gaps, consolidate data sets
- vi. Dynamic system of knowledge management in place;
this includes: ER experiences regularly documented, analyzed and disseminated, publications of guidelines, identify key KM partners with experience for developing KM, maintaining CWGER website
- vii. Inter-agency agreements reviewed and enhanced;
this includes: maintain an inventory of existing inter-agency cooperation agreements, identify gaps, finalize new inter-agency agreements, develop modus operandi for inter-linkages with other IASC clusters and working groups
- viii. Integrated programmatic packages developed for priority sectors (livelihoods; community-driven approaches; shelter, property and land right issues; basic social services; rule of law; disaster risk management and governance)

Executing Entity: UNDP

Implementing agency: UNDP

While it is essential to include a developmental approach in the humanitarian response (“building back better”) to ensure a long-term perspective for the affected population, this focus is often passed over when immediate needs and life-saving activities are pressing. Pro-active advocacy and action to support the linkages between emergency, recovery and development are therefore necessary. Including the Early Recovery (ER) approach in the humanitarian phase is one of the critical gaps identified in the Humanitarian Response Review.

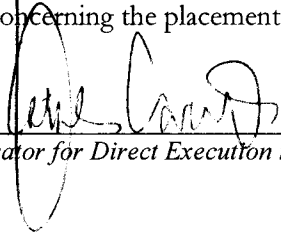
To address this gap, UNDP was mandated as the lead of the IASC Cluster Working Group on Early Recovery (CWGER). Within UNDP, BCPR was assigned to carry out these responsibilities. From July 2005 until now, staff from the Geneva Directorate, TRU and DRU have strived to perform this role with existing resources. To fulfill UNDP’s cluster obligations and live up to the expectations it has itself created in other agencies, donors and NGOs, it is however urgently necessary to allocate additional resources and capacity. This proposal details the overall CWGER work plan 2006/2007 and indicates which outputs will be contributed to with the additional funding (please refer to the CWGER work plan for a complete list of deliverables).

Programme Period: 2006-2007
 Programme Component: see MYFF goals detailed above
 Project Title: UNDP support to IASC CWGER
 Project ID: _____
 Project Duration: July 2006 – TBD
 Management Arrangement: DEX

| | |
|-------------------------|--|
| Total Budget | USD 2,754,750 |
| Allocated resources: | USD 680,000 (AC allocation) |
| • Government | _____ |
| • Regular | _____ |
| • Other: | |
| ○ Donors | USD 640,800 |
| • In kind contributions | USD 803,950 (from TRU and DRU budgets) |
| Unfunded budget: | USD 630,000 (3 ER Advisors) |

A decision on the funding and terms of the posts of the three Regional ER Advisors (for Africa, Asia and Pacific, and Latin America and the Caribbean respectively) will be taken after discussion and agreement with UNDP's Regional Bureaux concerning the placement of BCPR staff in regions.

Agreed by (UNDP): _____



(Cleared by the Associate Administrator for Direct Execution modality on 13 October 2006)

1 SITUATION ANALYSIS

1.1 Definition: Early Recovery (ER)

Early Recovery is recovery that begins early in a humanitarian setting and is guided by development principles. This is achieved through a multi-dimensional process – encompassing livelihoods, shelter, governance, environment and social dimensions, including the reintegration of displaced populations – that stabilizes human security and addresses underlying risks that contributed to the crisis.

In practice, Early Recovery (ER) means:

- Working on/preparing for recovery as soon as possible during the humanitarian phase (assessment, planning, resource mobilization, implementation);
- Influencing the way humanitarian assistance is administered, to avoid dependencies and the rebuilding of risk;
- Supporting spontaneous recovery initiatives of the affected population;
- Establishing the basis for longer-term recovery.

ER occurs in parallel with humanitarian activities, but its objectives, mechanisms and expertise are different. Thus, there are opportunities to advocate for mainstreaming recovery perspectives within humanitarian relief.

Inter-agency coordination is of special importance in the humanitarian phase with numerous actors involved. Therefore one of the aims of the Cluster Working Group on Early Recovery is to strengthen the Resident Coordinator and his office to be able to facilitate the coordination among different actors in the UN and/or Humanitarian (IASC) country team and beyond.

1.2 The IASC Cluster Working Group on Early Recovery (CWGER)

The Humanitarian Response Review and other recent review and reform initiatives have highlighted the need to improve the predictability, timeliness, and effectiveness of a comprehensive response to humanitarian crises and to lay the foundation for sustainable recovery. As a consequence, the Inter-Agency Standing Committee (IASC) aims at strengthening the humanitarian response system. Systemic and critical gaps have been identified in nine areas: nutrition; water and sanitation; health; camp coordination and management; emergency shelter; protection; logistics; emergency telecommunications; and Early Recovery. To strengthen leadership and accountability in these areas, nine respective key “clusters” were established in July 2005 and in September 2005 the IASC Principals assigned cluster leads for each. UNDP was assigned as the lead agency for Early Recovery.

Key elements of the cluster approach were already applied in the response to the South Asia earthquake. In December 2005, the IASC Principals agreed to implement (“pilot”) the cluster approach in the Democratic Republic of the Congo, Liberia, and Uganda. Somalia was added in March 2006. Following the Yogyakarta earthquake, the RC for Indonesia requested the cluster approach to be implemented. In addition, the cluster approach will be applied to all new major disasters and post-conflict situations.

The cluster approach operates on two levels. At the **global level**, the approach will build up capacity in the nine key ‘gap’ areas by developing better surge capacity, ensuring consistent access to appropriately trained technical expertise and enhanced material stockpiles, and securing the increased engagement of all relevant humanitarian partners. UNDP, as the Early Recovery cluster lead, has the responsibility to bring together a wide range of both UN and non-UN partners from humanitarian and development communities, to develop strategies, policies and guidance, and to strengthen system-wide technical capacity and preparedness for Early Recovery.

At the **field level**, the cluster approach will strengthen the coordination and response capacity by mobilising clusters of humanitarian agencies (UN / Red Cross - Red Crescent / international organisations / NGOs) to respond in particular sectors or areas of activity, each cluster having a clearly designated and accountable lead, as agreed by the Humanitarian Coordinator (HC) and the Country Team. For Early Recovery, UNDP is expected to coordinate relevant actors, including in particular national, regional and local governments, to jointly and strategically plan, prepare for and implement Early Recovery programmes.

Whilst a recent CWGER workshop confirmed the functions of the CWGER at global level as defined from the outset, changes have been recommended to the applicability at country level which directly affect UNDP. Namely, a dedicated RC/HC support function is to ensure that ER is mainstreamed into the eight other clusters whilst addressing the remaining gaps. The changes were based on the experiences so far in the three ER roll-out countries (DRC, Liberia and Uganda) and the lessons learnt in Pakistan.

2 STRATEGY

2.1 Objective

To lead and enhance global-level capacity of the CWGER to effectively and accountably support the Humanitarian/Resident Coordinators in planning strategically for Early Recovery and integrating risk and vulnerability reduction measures at the very early stages of emergencies and beyond to better address the needs of people affected by a crisis.

2.2 Gaps identified

Following from the recommendations of the Humanitarian Review, the CWGER conducted in 2005 a mapping and analysis of existing capacities for Early Recovery among cluster members¹. The following areas were identified as gaps that need to be addressed on a priority basis:

- lack of (and/or lack of knowledge and use) of common tools and methods to enable strategic planning;
- lack of fast, predictable and sufficient funding for ER
- lack of fast, predictable mobilization of technical expertise through rapid deployment capacity;
- lack of properly trained and knowledgeable actors (UN staff, national and local partners, experts on surge capacity roster)
- insufficient information management;
- insufficient knowledge management;
- lack of systematic and comprehensive inter-agency agreements for CWGER members;
- lack of integrated programming of humanitarian and recovery-related interventions in priority sectors (livelihoods; community-driven approaches; shelter, property and land right issues; basic social services; rule of law; disaster risk management and governance).

2.3 CWGER work plan: addressing the gaps

In a nutshell, the overarching CWGER strategy is to address these gaps systematically. To this end, a CWGER work plan for 2006 was developed. However, it did not include a timeframe. Neither was the work plan operational: activities were mixed with processes and deliverables. At the CWGER workshop hosted by UNDP/BCPR in Geneva on the 8th and 9th of June, the work plan was reviewed and updated with a focus

¹ Report of the [IASC] Working Group on Reintegration and Recovery, Annexes 2 and 3, 22 August 2005 (presented to the IASC Principals ahead of the 12th September 2005 meeting, New York).

on operationalization, i.e. objectives were broken down into concrete deliverables with assigned deadlines and accountable parties jointly agreed upon by cluster members. This has further increased the urgency for UNDP/BCPR to deliver timely on the activities that it has assumed responsibility for – if it is to be assessed positively in its role as implementing agency and most of all as cluster lead.

During the CWGER workshop, it was agreed that the **current CWGER work plan** would reflect clear and achievable outputs. Therefore, the workplan is still “work in progress”, pending final input from the other cluster members (expected at the end of June 2006). However, UNDP/BCPR has identified all deliverables for 2006 and the first semester of 2007, and an **Annual Work Plan (AWP) for UNDP** was developed. While parts of these activities are covered through donor funding for the Cluster Appeal and TRU’s and DRU’s existing budgets for 2006, other parts cannot be accommodated within the current ceilings, making it necessary to request additional funding.

For this proposal, UNDP’s deliverables have been divided in **two categories: a)** those resulting from its **role as cluster lead**, e.g. adaptation of overall tools for ER planning, and **b)** its commitments as an **implementing agency within the cluster**, i.e. UNDP is responsible for certain key areas not addressed by other clusters – community-driven recovery, rule of law, governance and disaster risk management.

This results in three subprojects:

- Project 1: UNDP core cluster lead functions
- Project 2: UNDP contribution to the Post-Conflict technical platform
- Project 3: UNDP contribution to the Natural Disaster technical platform

This division helps to clearly define responsibilities within BCPR.

A final decision on the funding and terms of the posts of **Regional ER Advisors for Africa, Asia and Pacific, and Latin America and the Caribbean respectively** will be taken after discussion and agreement with UNDP’s Regional Bureaux concerning the placement of BCPR staff in regions. TORs and indicative budgets for the posts have been attached for information.

The **deployment of ER teams** to affected countries is **not included** in this proposal – even though dedicated UNDP funding will be necessary – as their deployment is on demand depending on the occurrence of crises and therefore their timing and frequency does not allow planning ahead. However, as a contingency measure, an approximate budget for these cases has been attached for information.

2.4 Expected Results

The CWGER work plan defines specific **outputs** to address each of the gaps listed above (please refer to the CWGER work plan for a complete list of deliverables).

- i. Common tools and methodologies adapted or developed where needed;
this includes: inventory of tools and methodologies, Standard Operating Procedures, common principles, and training to make sure tools are applied properly.
- ii. Early Recovery needs included in financing mechanisms in a more comprehensive and systematic manner;
this includes: inventory of funding opportunities, develop and agree on an approach/procedure to insure adequate inclusion of ER interventions in existing financing tools, identify alternative sources and modalities of funding
- iii. Inter-agency surge capacity developed, surge teams deployed;
this includes: develop a plan and modality for inter-agency surge capacity, build surge capacity
- iv. Capacity developed at global and field levels and trainings conducted;
this includes: develop an inventory of existing training resources, design training modules for ER, conduct trainings

- v. Information management systems harmonized;
this includes: review existing IM systems and identify areas for harmonization and gaps, consolidate data sets
- vi. Dynamic system of knowledge management in place;
this includes: ER experiences regularly documented, analyzed and disseminated, publications of guidelines, identify key KM partners with experience for developing KM, maintaining CWGER website
- vii. Inter-agency agreements reviewed and enhanced;
this includes: maintain an inventory of existing inter-agency cooperation agreements, identify gaps, finalize new inter-agency agreements, develop modus operandi for inter-linkages with other IASC clusters and working groups
- viii. Integrated programmatic packages developed for priority sectors (livelihoods; community-driven approaches; shelter, property and land right issues; basic social services; rule of law; disaster risk management and governance)

While ii) and v) will be carried out by OCHA with UNDP's support, and within viii) UNDP is responsible only for community-driven approaches, rule of law and disaster risk management and governance, UNDP has deliverables under all other headings. For details please refer to the AWP.

By delivering on these outputs, the CWGER and UNDP will contribute to the following medium-term **outcomes**:

- vii. Enhanced capacity at the field level, particularly in high risk countries, for strategically planning early recovery;
- viii. Improved predictability of funding for early recovery;
- ix. Greater predictability, timeliness, and comprehensiveness of surge capacity deployment;
- x. Staff is better trained, informed and knowledgeable and therefore has greater capacity to assist in ER at field level;
- xi. Inter-agency cooperation has a clearly defined framework;
- xii. Enhanced capacity at the field level for strategically planning humanitarian and recovery-related interventions in a selective number of priority sectors.

The CWGER will thereby contribute to starting recovery early in the humanitarian phase to restore the development trajectory disrupted by crisis events.

2.5 Risks and Challenges

Two broad categories of challenges can be identified with regards to implementing the CWGER work plan and achieving the stated objective:

- a) Contextual or situational challenges (country level challenges and risks)
- b) Institutional challenges and risks (at both global and country level)

The **situational challenges at country level** are complex and diverse. However, a key challenge of early recovery common to both post-conflict and post natural disasters situations is the resumption of service delivery by national systems. This is to be achieved through supporting the re-establishment of state functions, and rebuilding economic and social capital. Equally challenging is the process of engaging all stakeholders (national and international parties) to agree on a strategy for recovery which addresses the root causes of the crises. Additional challenges include mobilising stakeholders to invest limited time and resources in recovery in the midst of urgent life-saving needs; diminished institutional capacity of national and local

counterparts caused by loss of life of civil servants; heightened vulnerability of women in crisis situations.² The CWGER will work to reduce these situational challenges.

Global level institutional challenges were identified by the working group as the “gaps” listed in section 3.2, which the CWGER has set to address systematically in its work plan. Additional challenges relate to UNDP’s own capacity at global and national level. UNDP as cluster lead is committing to the timely delivery of capacity and products. Delays will damage UNDP’s credibility. This proposal seeks to address this risk by funding additional UNDP capacity, but funding alone cannot fully guarantee timely delivery. Furthermore, Early Recovery has to be adopted by BCPR as a priority. Some in-house challenges include the capacity to fulfil all obligations with the current staffing structure of TRU and DRU; wide understanding within BCPR of the practical implications of the cluster approach for Early Recovery interventions; linking UNDP’s early recovery work to existing systems and approaches; putting into practice its principles and concepts; engaging staff (at both HQ and field).

A particular “conceptual” challenge is that the CWGER is not of the same nature as the other clusters, i.e. it is not “sectoral” like the water and sanitation cluster for example, but cross-cutting. The relation between ER and the other clusters and how ER as an approach is to be taken into account in all other clusters is still being discussed.

Lastly, it is difficult to define and promote the UN’s competencies and competitive edge in early recovery and transition efforts in an environment so heavily dominated by the International Financial Institutions. There is a sense of urgency to jointly develop clear country strategies for transition. This issue is also addressed in the work plan.

At **national level**, Resident/Humanitarian Coordinators agree that a robust coordination mechanism capable of providing the support required by complex, multi-dimensional recovery processes is needed. This mechanism must be able to mobilize surge capacity in key areas, including capacity development, and to strengthen national institutions to plan, coordinate and monitor recovery programmes. So far, no headquarter level structures support this role. Meanwhile, UN Country Teams are developing their own, ad hoc solutions. In some cases, the mandate of the OCHA office is extended into the recovery period, often resulting in a confusion of roles, mandates and funding. In others, the Humanitarian and Resident Coordinator support functions are merged, with staff profiles shifting as situations evolve. Some Resident Coordinators are successful in raising funds to meet coordination needs, primarily through country-level donor contracts (e.g. Sudan). While these initiatives are welcome, they cannot replace a system-wide response to the challenges of recovery coordination.

2.6 Stakeholders and any other known interested parties

The IASC Cluster Working Group on Early Recovery (CWGER) consists of 18 UN and non-UN members, from humanitarian and developmental communities. They include: FAO, ICRC, IFRC, IOM, OCHA (including its Internal Displacement Division), UNDP, UNFPA, UNHCR, UNICEF, WFP, WHO, as well as ILO, the ISDR Secretariat, UNDGO, UNEP, UN-HABITAT, and UNV. The last six, though not members of the IASC, were invited to join the CWGER in view of their work in Early Recovery. Membership of the CWGER is further expanding with the upcoming addition of OHCHR, which will play a key role in ensuring integration of human rights across Early Recovery interventions.

Furthermore, the cluster lead is making numerous efforts to engage the NGO community and the international financial institutions. Donors have showed initial commitment to the Cluster Approach, even though the pledges received towards the Cluster Appeal 2006 are well below 50% of the requested sum.

A more detailed preliminary analysis of early recover challenges can be found in the background paper prepared for the CWGER June workshop (attached).

3 ANNUAL WORK PLAN, RESULTS AND RESOURCES FRAMEWORK, BUDGET SHEET

Annual Work Plan below was designed to comply with the dedicated results and resources framework.

| | total | within DRU / TRU budget | covered through donors / Cluster Appeal | requested in this proposal |
|---|--------------------|--------------------------------|--|-----------------------------------|
| UNDP as cluster lead | \$1,092,050 | \$592,050 | \$300,000 | \$200,000 |
| post-conflict | \$298,900 | \$168,900 | \$0 | \$130,000 |
| post-disaster | \$733,800 | \$43,000 | \$340,800 | \$350,000 |
| Total requested | \$2,124,750 | \$803,950 | \$640,800 | \$680,000 |
| 3 ER Advisors (see below for detail) | \$630,000 | \$0 | \$0 | \$630,000 |
| Total | \$2,754,750 | \$803,950 | \$640,800 | \$1,310,000 |

3.1 PROJECT RESULTS, SPECIFIED BUDGET AND RESOURCES FRAMEWORK

Annual Project Plan: IASC CWGER needs for lead agency (2nd semester 2006 / 1st semester 2007)

Note: UNDP's commitments are finalized; other cluster members are in the process of detailing their activities

| Expected Outputs | Planned Activities | Timeframe | | | | Responsible Party | Planned Budget | | | | |
|---|---|-----------|-----------|-----------|-----------|-------------------|---------------------------|-----------|-------------------------|---|----------------------------|
| | | Q3 / 2006 | Q4 / 2006 | Q1 / 2007 | Q2 / 2007 | | Budget Description | Amount | within DRU / TRU budget | covered through donors / Cluster Appeal | requested in this proposal |
| CWGER management and coordination services provided | provide coordination services to the CWGER (Early Recovery Advisor) | | X | X | X | UNDP | international ALD | \$225,000 | \$225,000 | \$0 | \$0 |
| | (Early Recovery Advisor, consultant, Jahal de Meritens) | X | | | | UNDP | International Consultancy | \$40,000 | \$40,000 | \$0 | \$0 |
| | provide advisory services to the CWGER (Senior Recovery Advisor - Ole Almgren) | X | X | X | X | UNDP | international ALD | \$201,000 | \$201,000 | \$0 | \$0 |
| | advocate for ER in roll-out countries | X | X | X | X | UNDP | in-kind | \$0 | \$0 | \$0 | \$0 |
| Methodologies and tools adapted or developed where needed | finalize SOPs for cluster activation and deployment of ER support | X | | | | UNDP | in-kind | \$0 | \$0 | \$0 | \$0 |
| | Develop and disseminate guidance note on ER (including ER guiding principles) | | X | X | X | UNDP | publication cost | \$5,000 | \$5,000 | \$0 | \$0 |
| | Develop tools for ER strategic planning that integrate conflict and disasters | X | X | X | | UNDP | in-kind | \$0 | \$0 | \$0 | \$0 |
| | factor ER concerns into the OCHA led review of Needs Assessment Framework (NAF) | | | X | | UNDP | International Consultant | \$4,950 | \$4,950 | \$0 | \$0 |
| | conduct trainings on ER tools for HQ-based cluster members | X | X | X | X | OCHA | in-kind | \$0 | \$0 | \$0 | \$0 |
| | | | | | X | UNDP | miscellaneous (workshops) | \$60,000 | \$20,000 | \$0 | \$40,000 |

| | | | | | | | | | | | | |
|---|--|---|---|---|--|------|-------------------|---------------------------|-----------|----------|-----------|----------|
| Early recovery needs included in financing mechanisms in a more comprehensive and systematic manner | for details please see CWGER work plan | | | | | | OCHA | | | | | |
| | Contribute to the review of existing Multi-donor funding mechanisms, such as Trust Funds, CERF, etc. | X | X | X | | | UNDGO, OCHA, UNDP | in-kind | \$0 | \$0 | \$0 | \$0 |
| Inter-agency surge capacity developed, surge teams deployed | Develop a cluster surge capacity model and set-up roster | X | X | X | | UNDP | UNDP | in-kind | \$0 | \$0 | \$0 | \$0 |
| | manage surge capacity mechanisms (surge capacity manager) | X | X | X | | UNDP | UNDP | international ALD | \$150,000 | \$0 | \$150,000 | \$0 |
| | administrative assistance to surge capacity (G 5 in Kobe) | X | X | X | | UNDP | UNDP | international ALD | \$77,800 | \$77,800 | \$0 | \$0 |
| Capacity Building and Training | build surge capacity within member agencies Adapt existing training modules (e.g. EFCT - Emergency Field Coordination Training) for country level ER coordinators | | X | X | | UNDP | UNDP | TBD | | | | |
| | conduct pilot trainings | | | X | | UNDP | UNDP | International Consultant | \$30,000 | \$0 | \$0 | \$30,000 |
| Dynamic system of Knowledge Management in place | publications and advocacy material (guidelines, reports etc.) produced and disseminated to cluster members and country teams conduct pilot trainings | | X | X | | UNDP | UNDP | miscellaneous (workshops) | \$80,000 | \$0 | \$0 | \$80,000 |
| | Maintain CWGER website to facilitate the sharing of information within the cluster and access to key resource documents (Knowledge Manager) | X | X | X | | UNDP | UNDP | international ALD | \$150,000 | \$0 | \$150,000 | \$0 |
| | Maintain monthly CWGER Information Update (early recovery experiences and issues regularly documented, analyzed and disseminated) | X | X | X | | UNDP | UNDP | in-kind | \$0 | \$0 | \$0 | \$0 |

| | | | | | | | | | | | | |
|--|---|---|---|---|---|--|---|---------------------------|------------------------|--|--|------------------------------------|
| | until recruitment of KM Manager, above duties performed by consultant | X | X | | | | UNDP | International Consultancy | \$18,300 | \$18,300 | \$0 | \$0 |
| | Establish central web-portal for ER tools, training resources and methodologies | X | X | | | | UNDP | in-kind | \$0 | \$0 | \$0 | \$0 |
| | Identify key institutions and NGOs partners with specific experience for developing knowledge management | | | X | | | UNDP | in-kind | \$0 | \$0 | \$0 | \$0 |
| | Develop a framework for monitoring and evaluation for the CWGER and ER responses | X | X | X | | | UNDP | in-kind | \$0 | \$0 | \$0 | \$0 |
| Inter-Agency Agreements reviewed and enhanced | Develop standing agreement (LoI or MoU) between UN and WB demarcating roles and responsibilities in post disaster and conflict settings | X | | | | | UNDP with UNDGO (BCPR directorate, SPU) | in-kind | \$0 | \$0 | \$0 | \$0 |
| | Prepare inventory of existing inter-agency cooperation agreements and identify gaps | X | X | | | | UNDP | in-kind | \$0 | \$0 | \$0 | \$0 |
| | Enter into additional inter-agency agreements as required | | | X | | | UNDP | in-kind | \$0 | \$0 | \$0 | \$0 |
| | Strengthen cross-cluster/working group linkages | | | | X | | UNDP | in-kind | \$0 | \$0 | \$0 | \$0 |
| | | | | | | | UNICEF | | total activities CWGER | total covered with existing units' budgets | total covered by donors / Cluster Appeal | total requested additional funding |
| | | | | | | | | | \$1,092,050 | \$592,050 | \$300,000 | \$200,000 |

Annual Project Plan: Post-Conflict Needs for UNDP as Implementing agency (2nd term 2006 / 1st term 2007)

| Expected Outputs | Planned Activities | Timeframe | | | | Responsible Party | Planned Budget | | | |
|--|--|-----------|-----------|-----------|-----------|--------------------------|----------------|--------------------------|---|----------------------------|
| | | Q3 / 2006 | Q4 / 2006 | Q1 / 2007 | Q2 / 2007 | | Amount | within TRU / JSSR budget | covered through donors / Cluster Appeal | requested in this proposal |
| Methodologies and tools adapted or developed where needed | Identify existing capacities and gaps for facilitating conflict analysis exercises (Conflict Advisor) | X | X | X | | UNDP | \$0 | \$0 | \$65,000 | \$65,000 |
| | Analyze and document system-wide use of the conflict analysis tool and its integration into the programming cycle of the humanitarian response | X | X | X | | UNDP | \$0 | \$0 | \$0 | \$0 |
| | Inform cluster members on progress of PCNA review, and seek inputs from cluster, also on "PCNA-light" options | X | X | | | UNDGO, supported by UNDP | \$0 | \$0 | \$0 | \$0 |
| | Present to cluster the UNDP local level assessment tool piloted in Sri Lanka. Agree with cluster on follow-up | | X | | | UNDP | \$19,800 | \$0 | \$19,800 | \$0 |
| | Reach agreement with UNDGO on deployment of strategic planner with conflict analysis experience as part of needs assessment missions | X | X | X | X | UNDP/UNDGO | \$0 | \$0 | \$0 | \$0 |
| Capacity Building and Training | Post-conflict: Support Humanitarian Country Teams in ER planning where needed | X | X | X | X | UNDP | \$100,000 | \$0 | \$100,000 | \$0 |
| Integrated programmatic package developed for Community Driven Recovery (PC and ND) | Meet with contributing agencies to agree on CDR needs for the cluster and an agenda for implementation | X | | | | UNDP | \$0 | \$0 | \$0 | \$0 |

| | | | | | | | | | | | | |
|---|--|---|---|---|--|--|--|--|--|----------|---------|----------|
| | Collect and review experience of agencies in applying CDR / local area development principles in ER context | X | | | | | | | | \$0 | \$0 | \$0 |
| | Organize workshops on CDR / local area development | | X | | | | | | | \$65,000 | \$0 | \$65,000 |
| | Develop guidance / guiding principles for application of CDR approaches in ER context | | X | X | | | | | | \$15,750 | \$0 | \$0 |
| | | | X | X | | | | | | \$0 | \$0 | \$0 |
| | integration of gender concerns | | X | X | | | | | | \$5,000 | \$5,000 | \$0 |
| | | | X | X | | | | | | \$0 | \$0 | \$0 |
| | Provide technical support to the field for the formulation and implementation of CDR approaches | X | X | X | | | | | | \$9,000 | \$9,000 | \$0 |
| | Meet with contributing agencies to agree on RoL needs for the cluster and an agenda for implementation | X | X | X | | | | | | \$0 | \$0 | \$0 |
| Integrated programmatic package developed for Rule of Law (PC) | | | | | | | | | | | | |
| | Inventory of existing RoL tools for early recovery context, dissemination amongst cluster members | X | | | | | | | | \$0 | \$0 | \$0 |
| | document and circulate best practices of training programs of security forces in humanitarian law, guiding principles for IDP's and human rights | | X | | | | | | | \$0 | \$0 | \$0 |
| | Circulate best practices in recovery situations (traditional forms of justice, customary law, and alternative dispute resolution) | | X | | | | | | | \$0 | \$0 | \$0 |
| | Develop, if necessary, criteria (2006), guidance note and training package (2007) for RoL | | X | X | | | | | | \$5,850 | \$5,850 | \$0 |
| | | | X | X | | | | | | \$0 | \$0 | \$0 |

| | interventions in ER context, integration of gender concerns. | | | | | | | | | | | | | |
|--|---|--|---|---|---|------|---------------------------|-----------|-----------|-----|-----|-----------|-----|-----|
| | Policy debate and guidance on international migration law | | X | | | IOM | | | | | | | | |
| | Provide technical support to the field for the formulation and implementation of Rule of Law approaches | | X | X | X | UNDP | International Consultancy | \$13,500 | \$13,500 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | | | X | X | X | UNDP | in-kind | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | | | | | | | | \$298,900 | \$168,900 | \$0 | \$0 | \$130,000 | \$0 | \$0 |
| | | | | | | | | \$298,900 | \$168,900 | \$0 | \$0 | \$130,000 | \$0 | \$0 |

Annual Project Plan: Post-Disaster Needs for UNDP as Implementing Agency (2nd term 2006 / 1st term 2007)

| Expected Outputs | Planned Activities | Timeframe | | | | Responsible Party | Planned Budget | | | | |
|---|--|-----------|-----------|-----------|-----------|-------------------|--------------------------------|--|--|---|----------------------------|
| | | Q3 / 2006 | Q4 / 2006 | Q1 / 2007 | Q2 / 2007 | | Budget Description | Amount | within DRU / TRU budget | covered through donors / Cluster Appeal | requested in this proposal |
| | | | | | | | | | | | |
| Methodologies and tools adapted or developed where needed | Develop a post-disaster needs assessment framework and disaster data tool, based on reviews/lessons offrom existing tools | X | X | X | | UNDP | \$243,000 | \$43,000 | \$200,000 | \$0 | |
| Capacity Building and Training | Develop ER capacity of the UNCT, national and local actors 6 selected high disaster risk countries | X | X | X | X | UNDP | \$200,000 | \$0 | \$0 | \$200,000 | |
| | Prepare early recovery contingency plans in 6 high risk countries | X | X | X | X | UNDP | \$100,000 | \$0 | \$0 | \$100,000 | |
| Dynamic system of Knowledge Management in place | Publication of guidelines for post-disaster recovery based on documentation of key recovery experiences and best practices | X | | | | UNDP | \$50,000 | \$0 | \$0 | \$50,000 | |
| | develop and maintain IRP website and internet resource platform (IRP knowledge manager) | X | X | X | X | UNDP | \$140,800 | \$0 | \$140,800 | \$0 | |
| Integrated programmatic package developed for governance and disaster risk management (ND) | TBD | | | | | UNDP | | | | | |
| | | | | | | | total activities post-disaster | total covered within existing units' budgets | total covered by donors / Cluster Appeal | total requested additional funding | |

3.2 Provision of Financial Resources

While maximising resources already at BCPR's disposal, there is need for additional resources to fulfil cluster obligations in order to ensure that effective response capacity exists. Activities regarding the CWGER have so far been covered within the existing DRU and TRU work plan and budgets and a range of future activities will continue to be funded this way and through the JSSR budget (see AWP for details).

Additionally, funds pledged by donors for the "Appeal for Improving the Humanitarian Response Capacity: Cluster 2006" will shortly be distributed according roughly to the ratio in the Appeal. UNDP will use the funds received for two posts in the Cluster Secretariat (see AWP).

In addition to the above mentioned two sources, additional financial resources are needed and to be provided through unarmarked CPR TTF and/or TRAC3, category 3 funds as indicated by the Operations Support Unit.

Though this proposal has been prepared with due diligence, the nature of the activities (inter-agency) and the involvement of a large number of actors in the CWGER does not allow to rule out with certainty that additional cluster activities could have to be implemented throughout 2007 which are not foreseen in this proposal (especially in the second semester not covered here). Funding modalities would then have to be determined.

4 MANAGEMENT ARRANGEMENTS

From this total budget of **USD 1,310,000 the amount requested now is USD 680,000**. A final decision on the funding (**USD 630,000**) and terms of the posts of **Regional ER Advisors for Africa, Asia and Pacific, and Latin America and the Caribbean respectively** will be taken after discussion and agreement with UNDP's Regional Bureaux concerning the placement of BCPR staff in regions. TORs and indicative budgets for the posts have been attached for information.

TORs and indicative budgets for the posts have been attached for information. The Annual Work Plan (AWP) details the deliverables for UNDP within the CWGER for 2006 and the first semester of 2007. A budget has been put against these deliverables. Parts of these activities are covered through donor funding for the Cluster Appeal and TRU's, DRU's and JSSR existing budgets for 2006. Funding is requested for what cannot be accommodated within the current ceilings. The **deployment of ER teams** to affected countries is **not included** in this proposal.

4.1 Implementing Partner

The project will be implemented by UNDP/BCPR under Direct Execution (DEX) modality, therefore UNDP is the single Implementing Partner designated to lead the management of the project.

4.2 Proposed Management Roles

Project 1: Cluster lead for the CWGER

Project Manager: Chair of CWGER

Project Executive Group: BCPR's Director and Deputy Directors

Project Coordinator: Early Recovery Advisor

Project Assurance: Team Leader Resources and Planning Unit

Project Support: CWGER secretariat staff, TRU and DRU staff as necessary

Project 2: UNDP as implementing agency within CWGER in post-conflict situations

Project Manager: Team Leader TRU

Project Executive Group: Team Leader DRU, Deputy Director Geneva

Project Coordinator: Early Recovery Advisor

Project Assurance: Operations Coordinator (Geneva)

Project Support: TRU staff as necessary

Project 3: UNDP as implementing agency within CWGER in post-disaster situations

Project Manager: Team Leader DRU

Project Executive Group: Team Leader TRU, Deputy Director Geneva

Project Coordinator: Senior Recovery Advisor (DRU)

Project Assurance: Operations Coordinator (Geneva)

Project Support: DRU staff as necessary

5 MONITORING AND EVALUATION

UNDP as lead agency is responsible for monitoring the implementation of the work plan. It will report back to the other cluster members at regular meetings. Cluster members have the right to assign another agency with the lead function and/or reassign implementing functions should they not be satisfied with UNDP's performance. If agreed upon with the cluster members, an external evaluation can be undertaken by Mid-2007, however, as this is not foreseen yet, no additional resources have been allocated for such an evaluation.

A challenge for the CWGER is to understand what impact its work has, how best to create that impact, and how to determine when the impact aimed for has been achieved. This is true for both the CWGER work and for Early Recovery interventions in general. To this end, UNDP/BCPR has begun to convene a working group of cluster members to develop a framework for monitoring and evaluation for the CWGER (to be finalized by September) and for the ER response (to be finalized by January 2007). Tasks include:

- Identifying indicators of outputs and outcomes for our objectives and activities
- Identifying means of verification for these indicators
- Identifying a method of establishing a baseline for these indicators so change is visible
- Developing an overall monitoring and evaluation framework for the Cluster and its work.

6 ANNEXES

TORs:

Early Recovery Advisor (funded through TRU budget)

Knowledge Manager (funded in great part through Cluster Appeal)

Inter-Agency Surge Capacity Manager (funded in great part through Cluster Appeal)

Conflict Advisor (consultant)

Annex 1: Annual Work Plan for UNDP in the CWGER

This table details the deliverables for UNDP within the CWGER and puts a budget against these. The overview shows the total amount requested and informs on funding needed to provide surge capacity through Early Recovery Teams per new major emergency. UNDP's obligations as cluster lead for the CWGER are covered in the second table, whereas tables 3 and 4 detail its deliverables as an implementing agency in post-conflict and post-disaster situations respectively.

Annex 2: CWGER work plan

The CWGER work plan gives a detailed overview of the deliverables of **ALL** cluster members, including UNDP, and the time frame for delivery.

Annex 3: Information Note on the Early Recovery Cluster

This short paper provides an overview of the Early Recovery Cluster as of March 2006. It includes background on the cluster approach generally, the scope and expected outcomes of the Early Recovery Cluster, details of cluster participation and membership, and a consolidated overview of the Early Cluster Work Plan as of March 2006 (which is currently in the process of being revised).

Annex 4: Early Recovery Cluster September 2005 Progress Report

The Progress Report provides further detail on the background to the setting up of the Early Recovery Cluster, outlines the main capacities and gaps in Early Recovery.

Annex 5: Early Recovery Cluster December 2005 Progress Report

This Progress Report updates the content of the first report, and proposes a plan of action to be taken forward in 2006.

Annex 6: Speech by Kemal Dervis to UNDP/UNFPA Executive Board, June 2006

This speech includes a strong emphasis on Early Recovery and highlights UNDP's lead role within the Early Recovery Cluster (relevant section highlighted). It outlines the tensions between long-term capacity development and short-term crisis recovery, and stresses the urgent need for UNDP to strengthen its capacity in both areas.

Annex 7: Note of an Internal BCPR Discussion on Early Recovery, May 2006

The note of this meeting records a collaborative BCPR attempt to develop a common understanding of Early Recovery; and to clarify BCPRs' role in Early Recovery a) internally, b) within the IASC at global level, c) to the Country Offices, and d) with donors.

Annex 8: CAP for Improving Humanitarian Response Capacity – Cluster 2006

The CAP provides full background on the cluster approach within the context of the broader Humanitarian Reform Process; as well as specific details of the requirements for the Early Recovery Cluster.

Annex 9: Early Recovery Workshop, June 2006 - Background Document

This paper was circulated to participants in advance of the workshop on Early Recovery in Geneva, June 2006. It was developed by UNDP, with inputs from key members of the Early Recovery Cluster. The paper attempts to define Early Recovery, outlines the main challenges of Early Recovery, and reports back on progress of the Early Recovery Cluster to date.

Annex 10: Early Recovery Workshop, June 2006 – Summary and Action Points

This summary paper records key decisions that were taken during the course of the workshop, including a proposed model for implementing an Early Recovery support mechanism at field level.

For further information please consult the **IASC Cluster Working Group on Early Recovery Website** at