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**Enhancing Interagency Early Recovery Capacity: A Smarter
Humanitarian Response—ECHO/UNDP
Terminal Evaluation Report**

Project ID: 2014/00258/RQ/01/03

April–May 2016

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Abstract

Integrating an Early Recovery approach into the humanitarian response can help to answer 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. Early recovery is a highly technical and normative framework and the broad spread of understanding of this approach is an important step towards consolidating the outcomes of the humanitarian action and linking relief, rehabilitation and development.

The aim of the project, 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.

The project's strategic objective is stated thus: "Early recovery is adequately integrated into humanitarian strategic objectives in countries prone to facing a humanitarian crisis and on global level."

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 be developed and rolled out.

The above results 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, they will effectively integrate an interagency early recovery approach and resilience building (learning) approach into the humanitarian response; strengthen the links between relief, rehabilitation and development and enhance gender-sensitive early recovery actions.

Project Title:	Strengthening Early Recovery			
ECHO Project ID:	2014/00258/rq/01/03		at endorsement (EUR)	at Terminal Evaluation (EUR)
UNDP Project ID:	00053640		1,480,140	1,368,778
Country:	Global			
Region:	Global			
Focal Area:	Early Recovery			
Objectives	Integration of an early recovery approach in the overall humanitarian response in crisis and post-crisis countries			
Executing Agency:	UNDP			
Other Partners involved:	Groupe URD, MSB,			

Acronyms

Acronym	Meaning
AAP	Accountability to Affected Populations
CCfER	Cluster Coordinators for Early Recover
CWGER	Cluster Working Group on Early Recovery
GPC	Global protection cluster
AGD	Age, Gender and Diversity
BPPS UNDP	UNDP/Bureau for Policy and Programme Support
CERF UNDP	Central Emergency Response Fund of the UNDP
CCPM	Cluster Coordination Performance Monitoring
CHF	Common Humanitarian Fund
CIT UNDP	Crisis Interface Team
CLA UNDP	Cluster Lead Agency
CO	Country Office
CoA	Chart of Accounts
CRU	Crisis Response Unit
CRU UNDP	Crisis Response Unit
DFID	Department for International Development
DRC	Danish Refugee Council
DS	Durable Solutions
ECHA	Executive Committee for Humanitarian Affairs
ECHO	European Commission's Humanitarian Aid and Civil Protection Department
EDG	Emergency Directors Group
ER	Early Recovery
ERA	Early Recovery Advisor
ERE	Early Recovery Expert
ERF	Emergency Response Fund
ERP	Emergency Response Preparedness
EVD	Ebola virus disease
FAO	Food Agriculture Organization
GCER	Global Cluster for Early Recovery
CWGER	Cluster working group on Early Recovery
GHD	Good Humanitarian Donor ship
GPC	Global protection cluster
HC	Humanitarian Coordinator
HCT	Humanitarian Country Team
HDAG	Humanitarian-Development Action Group
HIV/AIDS	Human immunodeficiency virus/Acquired immune deficiency syndrome
HLP	Housing, Land and Property
HNO	Humanitarian Needs Overview
HoA	Head of Agency

HPC	Humanitarian Programme Cycle
HRP/SRP	Humanitarian Response Plan/Strategic Response Plan
IAHE	Inter-Agency Humanitarian Evaluation
IASC	Inter-Agency Standing Committee
ICVA	International Council Voluntary Agencies
IDMC	Internal Displacement Monitoring Center
IDPs	Internally Displaced Persons
IFRC	International Federation of Red Cross and Red Crescent
ILO	International Labour Organization
IMO	Information Management Officer
INGO	International Nongovernment Organization
IOM	International Organization for Migration
SAG	Strategic Advisory Group
JIPS	Joint IDP Profiling Service
MIRA	Multi-Cluster Initial Rapid Assessment
MSB	Swedish Civil Contingencies Agency
NGO	Non-Governmental Organization
NRC	Norwegian Refugee Council
ONR	Overview of Needs and Requirements (Liberia)
PCHA	People Centered Humanitarian Action
PCNA	Post Conflict Needs Assessment
PDNA	Post Disaster Needs Assessment
RC	United Nations Resident Coordinator
SADD	Sex and age disaggregated data
SAG	Strategic Advisory Group
SBP	Standby partners
SOP	Standard Operation Process
SR IDPs	Special Rapporteur on Human Rights of IDPs
STAIT	Senior Transformative Agenda Implementation Team
TA	Transformative Agenda.
TWG	Technical Working Group
UN	United Nations
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNITAR	UN Institute for Training and Research
UNOSAT	UN Operational Satellite Applications Technology
UN OCHA	United Nations Office for the Coordination of Humanitarian Affairs
WASH	Water, Sanitation and Hygiene
WFP	World Food Programme
WHS	World Humanitarian Summit

Opening Page

Project Title: *Enhancing Interagency Early Recovery Capacity: A Smarter Humanitarian Response—*
ECHO/UNDP Project ID 2014/00258/RQ/01/03

Evaluation Time Frame and Date of Report: April 1, 2016–May 31, 2016

Total cost of the action: US\$1,480 140. ECHO funded US\$1,200,000

Region and Countries in the project: Global, Niger, Bangladesh, Chad, Nepal, plus 42 countries receiving deployments of trained ERAs, IMs and or CC.

ECHO Project: 2014/00258/RQ/01/03

ECHO Expected Results:

- The expertise for rapid early recovery support to country operations will be enhanced.
- An information management system and multilingual online resource center on Early Recovery and Resilience will be developed and maintained.
- The early recovery capacity of international, national and local actors will be strengthened at regional and country levels.
- An Early Recovery Monitoring and Impact Assessment tool will be developed and rolled out.
- UNDP Strategic Plan 2014–2017
- 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).

UNDP/ECHO Expected Outcome Indicators:

- Number of countries prone to facing a humanitarian crisis having integrated early recovery in humanitarian strategic objectives according to the standards.
- Early Recovery/Resilience Building approaches are integrated in major global humanitarian and resilience policies.

Executing Agency: Global Cluster on Early Recovery

Coordinating Agency: United Nations Development Agency UNDP

Management Arrangement: UNDP Crisis Interface Unit, Crisis Response Unit CRU

UNDP Programme Period: 2014–2017

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Executive Summary

ECHO and UNDP commissioned this Terminal Evaluation (TE) to review the partnership agreement, its implementation and results. The TE assesses the relevance, effectiveness, and efficiency of the action, and determines the overall contribution of the project activities to the main target. In doing so, it supports and improves the integration of early recovery into humanitarian action. The exercise is instrumental in influencing the design of future capacity strengthening and early recovery mainstreaming activities (2015-2017).

Main conclusions, recommendations and lessons learned:

Relevance - Satisfactory

The project's design and output reflected the joint support objectives of the UNDP and ECHO Partnership strengthening early recovery in humanitarian response. Implemented through the Cluster Working Group on Early Recovery CWGER, otherwise known as the GCER, hosted by the CRU/CIT UNDP, the capacity strengthening, normative work (policies and tools, workshops, IM and measurement) undertaken were contributions to the linking humanitarian and development agenda and have provided a significant push. The progression can be seen in terms of the number of people trained (157) as ERAs, CC and IMO, and through the development of enabling tools [supportive interactive website, training packages on ER analysis for countries and standards and tools for measurement (guidance and indicators registry)]. The project logic was coherent and in line with a global learning and early recovery mainstreaming approach. This project's input has enabled other clusters, humanitarian actors with Early Recovery Advisors, and programmatic support to build the early recovery capacity support system.

Together, the four expected results and the deliverables have been oriented to support longer-term capacity development objectives (Involving *Mind shift Change*) and increasing understanding of the early recovery approach across the humanitarian and development practices. With financial support from the project, the early recovery approach and the barriers to its integration (capacity strengthening and measurement tools) were theoretically validated (R3, R4), i.e. Groupe URD developed and pilot tested), researched, vetted and rudimentarily packaged.¹ The gathering of important evidence for the ER policy and mainstreaming was also significant. The results of the GCER Overview of Early Requirements and Mid-year Funding Analysis 2015 study disclosed that 47 percent of all projects submitted in humanitarian response plans fall within the criteria of early recovery and had a significant impact/resonance with respondents of the interviews.

Post project interventions, as well as global, regional and country level stakeholders, and the members of the global cluster, report greater clarity and normative tools for a better understanding of the concept of Early Recovery approach. Mainstreaming of the learning targets was achieved through stakeholder participation in project activities, which has been integrated in the work programme of the GCER and its work with other clusters and the IASC subsidiary bodies. UNDP also greatly benefited. An unintended consequence was the timing of the project activities, coinciding with the policy window for bridging the divide in the humanitarian and development nexus. In 2012, the IASC principals requested an exploration of the role of early recovery in humanitarian work (See annex 1). There has been a shift in the enabling environment on the humanitarian and development nexus. The global agenda-setting process requested clarification on the role of early recovery advisors, global institutions and resource issues that inhibit effective humanitarian response and practices that this project supported.²

The project team are active in the global debates and ER sensitization process, and in turn have responded with greater demand for enhanced global understanding of *how to* develop joint relief and recovery-related interventions. The need for relevant, strategic, and long-term planning in the humanitarian space is gradually becoming recognized. The evaluator observed that the ER approach and methodology is becoming recognized across the UN country team networks. Even country teams not targeted (based on need) for assistance are requesting for their own initiatives. For example, the Mongolia Country office (non-crisis) has created an informal (in peacetime) multi-cluster ER network and requested methodology support from the global ER cluster lead.

Respondents across the agencies and partners interviewed perceived UNDP's role in humanitarian response, accompanied by early recovery activities, as imperative and welcome. The shift was also apparent within UNDP, which demonstrated increased institutional leadership for early recovery work, and expressed its support internally, since 2014, by including ER in its own strategic planning process and creating the Crisis Response Unit. Evaluator takes note that it will be important for UNDP to continue to build bridges internally to ensure greater synergies with its evolving global work programme around resilience. Externally, the project's goals were supported by the WHS preparatory work on joint planning and financing humanitarian and development activities. The policy and programme guidance, the training and normative approaches, and the enabling tools have begun the global learning process and development of a community of practices for bridging the humanitarian and development-planning gap.

The project logic undertaken a holistic implementation approach to the ER normative work, the capacity building, and the mainstreaming, as expressed through the four result areas. These tools and guidance are now ready to be further consolidated and rolled out: training/support to deployment of the ERAs and rollout of learning and measurement supportive tools, i.e. 1) a core group of trained Early Recovery Advisors and Cluster Coordinators,³ 2) training packages for strategic planning and interdisciplinary work at country level, 3) information management system and 4) normative guidance for measuring early recovery. These tools and the systemic support approach to learning (if continued to be supported—project concept), will help a growing ER community of practice to meet a growing demand for early recovery advisory support services (verified). The availability of normative guidance and measurement tools and mainstreaming actions are a significant step in the right direction.

Financed by the project are the joint work with UNHCR and the Global Protection Cluster on durable solutions for protracted displacement and accountability to affected populations. These are two key ER global programme areas that have begun to advance. The work on protracted displacement is in direct response to the request of the Secretary General (SG) to develop guidance and work with UNHCR.⁴ These activities are indicative; they show the growing global demand for early recovery programming and tools, and support institutional, operational, and resource-level guidance to deal with problems requiring durable solutions. An unexpected result has been the timeliness through which these activities fed into the humanitarian and development nexus. The evaluator took note of the significant rise in requests from field office and from stakeholders for clarification on what early recovery work does to support the global humanitarian and development agenda.

The UNDP *ERC project framework was relevant*, based on what the partners wanted (interviews: list of project partner's section xx). The project logic was vetted by stakeholders and confirmed to be clear: to train (supported by the ECHO funding)/to deploy (supported by core funds of UNDP), to support the growing community of practice with interactive/interoperable web tools, to sensitize and provide process-level support for the in-country multi-stakeholder processes (supported by ECHO financing and UNDP local support), and to measure with a vetted tool kit of indicators and measurement support tools. The project fed into the intercluster learning service needs on Early Recovery in humanitarian crisis. It supported the understanding of Early Recovery and provided funds to UNDP to build upon a decade-long effort of clarifying what early recovery is in the humanitarian space and in the cluster. This was a message of support to the cluster system and the leadership on these issues of cluster vs. non-cluster in the humanitarian space, i.e. WHS.

The importance and absolute centrality of the GCER global policy work towards mainstreaming is underscored. *The Crisis Interface team coordinating GCER was actively involved* in the IASC subsidiary bodies, humanitarian task teams, global clusters, and GenCap Steering Committee (Annex 9). During the evaluation mission, the CI team engaged in an interagency work of protracted crisis, guidance for which was developed as an output of this project (Annex 2). The guidance documents for durable solutions for IDPs were developed through participatory process and are available. The project played a decisive part in it, and the implications are far-reaching for the entire humanitarian and development sectors. This is very commendable.

The project targeted the systematic support to the humanitarian and recovery goals in targeted pilot countries also through an operational focus on information management, knowledge sharing skills and competency building.

The planning and implementation of the Early Recovery Approach was confirmed, and perceived (by partners interviewed in the field and at the global level) as having an impact. Mostly, through its concrete integration of Early Recovery Advisors, and approaches and measurements in the humanitarian response plans and the multi-stakeholder response processes where they were deployed (Discussions with current or former ERAs in Burundi, Sudan, Fiji, Nigeria and Nepal).

The evaluator took into account the barriers to early recovery work within the context of the global, national, and local realities. These were in part structural: the absence of willingness of the international community

to broadly support work on tools, guidance, and developing in-country level platforms and programmes for multi-year planning and resources. UNDP has the institutional leadership for early recovery coordination work at country level and is already financing both normative and operational ER work from its core budget⁵. Meeting this growing demand by all partners is now accelerating the reshaping of the business-as-usual approach to humanitarian aid, by nature, it is short-term and underfunded. While the global policy temperature was still inconclusive on the development and humanitarian nexus, most stakeholders interviewed were anticipating supportive outcomes of the WHS. While the ER concept was agreed in 2005 as part of the humanitarian reform agenda to improve the humanitarian coordination system, the current debate was important for dealing with the lagging issues around the institutional and resourcing support.

The project period for capacity and tools for measuring capacity-building impacts was very short. The evaluator confirms the gap in strategic planning assistance with the project direct beneficiaries during the Geneva and the subsequent mission to Fiji, where interviewees included government stakeholders and UNDP groups working on the recent Winston response. Greater investment (resources) is needed to help continue the process. It is needed to support the deployment of the fielding of longer-term ERAs (three weeks to three months was viewed by all interviewed as short); training for all actors, including humanitarian coordinators on the role of ERAs; vetting the normative tools; and continuing to build the supportive knowledge and information management infrastructure at the global level. Then it would be possible to continue to grow the practice and support the inter-cluster ER learning agenda, as well as to roll out the guidance tools and approach.

Efficiency - Satisfactory

Merged with the broader UNDP support approach to crisis response and through the Geneva based Crisis Interface Team (2005), the project was efficient and cost-effective. This was achieved through capitalizing on the comparative benefits of UNDP and capable partners, ensuring synergies with ongoing activities at the global, regional, and country levels. For this project, the key implementation strategy was to build on the existing GCER relationships developed for early recovery support services with NRC, MSB, DRC, URD, and others. A complete list of partners and implementing consultant contracts is included in section 2.4.

The project experienced a major procurement delay, which affected timeliness and implementation for two key results areas. The issue is described in the section on financing. These problems might have been avoided if internal UNDP communications had been clear about what the possibilities for working and procuring implementing partners were. Unfortunately, through long delays and communications to hire qualified partners for implementation, the recruitment necessitated an overly lengthy procurement process and further delays. After which the PIU experienced interrupted work planning with the main implementing partner. Concretely, this affected scheduling of results three and four (measurement tools and pilot training multi-stakeholder workshops). Project implementation slowed down and the workshop package and measurement tools were delivered as drafts by end of December 2015. This was a critical problem for this projects implementation. The lesson has been around the need to ensure open communications for recruitments and a quick and nimble procurement process,

During the project period, the trained ERAs who were deploying the tools needed time to learn and use these tools, and support the vetting internally. This led to lessons on the need for nimbleness - UNDP must consider its internal options for fast tracking work and easing on procurement rules, in order to maintain credibility with humanitarian partners who are used to working quickly and nimbly.

There was a clear sense of interagency resistance to change the business-as-usual approach at country level. This was due largely to fear of change and uncertainty over humanitarian funding, etc. The project objective to convene multi-stakeholder planning at the country level in the three countries was perceived as a key challenge (discussion with Groupe URD). Its success depended on understanding the context and getting the right set of actors working together on the country pilots (URD consults). An appetite for the measurement tool, however, was whetted (testimonials from partners, currently and formally deployed ERAs, CC and IMOs), but not fully expressed. It was too early to make judgments on the new concept of thematic coordination and strategic planning in Burundi, Yemen, Chad, Bangladesh and Niger. The reluctance to augment the cluster gap uptake approach to more leadership in strategic planning and bridging work on HRP to UNDAF planning was perceived to be reinforced by a clear understanding of a

direct chain of command (interviews with ERAs). The evaluator probed this and found that the chain of command was clear, but the understanding of the ERA's longer-term role for working with HCs in an advisory and planning capacity was not. This needed more work and sensitization (i.e. a workshop with HCs/RCs). Moreover, the ideas of innovation and cooperation still did not seem to be high on the list of humanitarian actors.

The project was implemented within deadline and cost estimates. One issue was exchange rate fluctuations, which gave the appearance of under-delivery at the end, when that was not the case. The dollar gained significantly in 2015, generating a savings for extra programming at a late stage. This was subsumed into the cost of inputs. The monitoring practices could have benefited from the services of a full-time monitoring and evaluation officer; however, the oversight provided by the project manager permitted on-time adjustments. For a capacity building project the time frame was short (only 18 months). Therefore, monitoring by ER cluster lead and programming management was limited.

Effectiveness - Satisfactory

Observed changes at the outcome level were supported. Beneficiaries, partners and project implementation teams reported a shift in the overall humanitarian landscape for early recovery, durable solutions and accountability to affected populations-type programme engagement. Although it is hard to qualify the success of the UNDP increased support through cluster and project-related activities exactly, the evaluator took note of the direct correlation with the enhanced support and increase in demand for support on strategic planning and durable solutions expressed through the request for quality deployments and ER-related experts (See # of deployed experts in December 2015, Annex 11). In particular, deployment of trained ERAs and the request for longer engagements in protracted crises (Sudan, Burundi, Nigeria CAR, Nepal and Yemen) demonstrated the growing awareness of the benefit of having strategic thinking, thematic early recovery coordination and longer-term sustainable development-type multi-year convening and planning leadership. The project created a cadre of 157 deployable experts (30 of whom are deemed highly appropriate according to profiles by the PIU), and a slate of supportive tools for the integration of early recovery in the humanitarian practice, including trained advisors and mainstreaming.

The awareness of the ER concept is growing⁶. The spread benefited from the recent positive shift in enabling environment around the humanitarian and development nexus and work processes feeding into WHS. Testimonials by the partners support this. It was difficult, however, to measure how much the project activities have been linked to the overall enabling environment and windows of opportunity. However, it was clear that the activities were timed to support positive change. The opportunity to develop the ER support system was supported by the humanitarian partners and by the development community (interviews with HCs, ERAs and or CCs in Iraq, Nigeria, Yemen, Nepal, Fiji, Comoros, Madagascar, Mauritius (based on evaluators' past work experience with HCs in that context) and Sudan. It was demonstrated by a request to keep the early recovery approach in place for up to two years in cases, in order to develop a relevant planning and implementation process that would bridge to development activities. This is supported by the high-level commitment by the development and humanitarian communities to provide capacities to support the underlying root causes and systemic issues that create the vulnerability leading to a crisis.

In response to the question of the *extent to which the project has achieved its expected outputs*, or whether progress has been made, the four expected result areas are delivered. However, there is a need for consensus and vetting of all products produced. A theory of change was that 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, clusters' prioritization, strategic processes, and that the deployment of early recovery advisors to the emergency at the onset would make a difference. This concept is proven an important aspect of supporting governments with recovery needs, aligning the stakeholders work and bridging the humanitarian work to development work. Refinements may be needed however on the ERA's length of service based on feedback. The project - training, the web support (IM toolkit) and measurement tools, can now be further vetted internally and with the extended UNDP CRU and the intercluster teams to develop a rollout plan. The country level workshops can be further packaged and communicated with countries in need of in country and online consumption. The web page is up and running.

The project products have been presented to ECHO, UNDP headquarters and the Global Cluster Coordination Group. These have been rolled out at global, regional and local levels. It needs further consideration of sustaining the support services around the tools. The project results also need to be presented to ECHO headquarters.

In addition, core ER technical profiles needed to be available the GCER, and the knowledge system needed strengthening and staffing. An area that must be further developed is the management of the fledgling ER community of practice. The project website, tools, and guidance undoubtedly would support a holistic learning, deployment, and results monitoring system. Since the system and capacity building are a longer process, it is too early to judge its contribution of these to impacts. The next step was to reinforce all the design prototypes delivered with more stakeholders and undertake an internal vetting.

The project contributed to outcome level changes by setting in motion dynamic changes and processes that moved the learning and inputs towards the long-term outcome. However, further push (some refinements, strengthening, rollout and scale up of project activities) is required to achieve the mind-shift level changes on early recovery mainstreamed through continued capacity development support and sensitization work. During interviews, partners expressed interest to use the ER measurement tools. It is impressive that these indicators are up on the OCHA global registry. The work on durable solutions and the step guide to programming guidance and field-testing work on durable solutions was also a significant result during the project period. These were presented to the broader cluster group and are now available. These also needed further rollout. They were an important resource developed as a joint work of UNDP, UNHCR, GPC and GCER. The gender and age marker work and the work on environmental mainstreaming across clusters were recognized by interviewees as important mainstreaming inputs. These were also indicative demonstration of the thematic demands.

In a *positive sense*, several enabling factors supported the project's contribution to the overall outputs and outcomes, including the accelerating shift in the international environment with the processes (humanitarian development nexus, solutions for protracted displacement and financing humanitarian action) leading up to the WHS. The internal restructuring of UNDP 2014–2015 provided the internal alignment to continue to provide training, mobilize resources, and deploy learning and support services. Global practices related to financing the humanitarian work were a systemic bottleneck to early recovery. However, it progressed with the ongoing Grand Bargain process.⁷ Two key systematic issues remain: the ability for multi-stakeholder planning post-disaster and issues related to the financing and multi annual funding. Proving the evidence base has proven a critical area for policy work related to the uptake of the guidance and support.

Negative factors impacting the intended results included the lesson learned related to the issue of slow and inflexible UNDP procurement processes (need a nimble fast track), the need for a stable team at the GCER and the need for establishing joint with ECHO and intercluster group global monitoring practices and to continue work on key programme areas. For instance, the UN SG request to work on protracted crisis and accountability to affected population. The need to do more intercluster training and learning services. Constant changes and team restructuring have been problematic. Project-funded consultants were involved in significant areas of work, which have been stunted, including strategic planning and AAP. The work on knowledge management and systems building required a significant investment for knowledge management to function and integrate with the UNDP internal knowledge systems, including teamwork platforms.

The contribution of partners and other organizations, especially beneficiary countries, to the outcome was significant. How effective the project has been in its contribution to achieving the outcome is shown by the growing humanitarian partner's role in growing humanitarian programme work on early recovery, the already occurring cluster coordination system and the approach to building upon the existing good practices, and ongoing cluster and country level coordination in humanitarian spaces. For implementation, in part the delays were due to uneven staffing and delayed procurement for Groupe URD's work on results 3 and 4. The project was able to produce and design a system of support services, but sustained support and commitment is needed from all partners to help properly finalize products and prototypes and to secure sustainability through constant staffing of the section.

The increased awareness of ER and cluster strategic role for development within UNDP has fit into a unique window of opportunity for influencing positive change toward the overall expected outcome (improved humanitarian response). The next step is thus to fine-tune and roll out the guidance. UNDP can assess the resourcing needs to operate a supportive knowledge and learning hub at the global level. There is the need to continue to support the transformative agenda linking early recovery to resilience and longer-term recovery work, work on protracted crises, and work on accountability to affected populations.

Sustainability - Likely

Considerations for *sustainability included financial, socio-political, environmental, and institutional*. There has been ongoing questions around institutional support (including maintaining and building multi stakeholder partnerships and multiyear resourcing) at the global and country level. These questions included institutional leadership for ER thematic coordination at all levels. UNDP's positive and growing role in this space needs advertising and greater visibility. The deployment system of the UNDP CRU has been a good step for affirming the commitment. Longer term ERAs and linked to the work on resilience and longer-term recovery would be the next step. The UNDP leadership can be recognized as a source of partner co-financing and early recovery /sustainable development programme financing. The uptake of UNDP's current role on thematic coordination role is not well understood. UNDP can quickly focus on drafting a short communication on the role for the deployment of an Early Recovery Advisor. For example, what that means in practice for strategic planning and thematic convening aid coordination, including in terms of time of deployment (has to be longer than one or two weeks) - a criticism was perceived as short ER deployment was only serving as 'two week holiday', and in terms of multi-year funding modalities and multi-year planning coordination mechanism and support actually needed. This function is still not communicated clearly. To support the knowledge of its intercluster coordination function, a short guidance on multi-stakeholder strategic planning processes for early recovery coordination can be quickly developed with the roll out.

In addition, regarding the ER cluster role, it is important to keep in mind that transitions tend to be country-specific, and therefore treated according to its unique characteristics. Durable solution planning is, more often than not, a country-by-country based multi-sector endeavor. Key partner respondents emit the consensus that clusters (managers and the members) need to demonstrate a willingness for support and to share information and not work in a silo mentality at that level. As a result, there will be the need to develop coordination gaps analysis at the end of every mission, in order to understand the shortcomings of that specific intercluster work. UNDP and its partners have been recommended to take into account the possibility of the end of its ER cluster, because either it has transitioned into a more sustainable coordination mechanism led by the Government, a crisis has ended or funding has been exhausted. In this case, the function is to the ongoing longer-term coordination support to others to undertake some of the necessary programming.

Lesson Learned

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. Some important lessons include the following:

1. (Effectiveness) Semantics and the framing of the cluster as a gap cluster was not always seen as a positive phrasing and in cases reported as a negative factor for the concept uptake and tools. Some partners were happy with the framing of a gap cluster, while others felt it had seen a proliferation of overlap. This need to be considered carefully. The idea was a concept and approach that includes critical expertise to lead ER thematic coordination and planning processes and advice on strategic areas of need.
2. (Efficiency) Timing matters for policy openness. This project's focus on tools, guidance and knowledge systems as enablers caused the normative work to feed into an open policy window and a growing demand for conceptual clarity to grow the early recovery practice and enable a development actor, such as UNDP, to lead in its role on earlier recovery.
3. (Relevance) Evidence for policy was central to the early recovery-mainstreaming objective. Partnership with the university to develop research on the uptake (see table one below) on all the humanitarian response plans to demonstrate mainstreaming was significant and showed that early recovery was

happening within the work of all other clusters post conflict and crisis. It resulted in an increase in awareness and served to validate the role and need for thematic coordination and supportive guidance in these areas.

4. (Efficiency) Implementing partnership needed to be reconsidered in order to navigate/debunk the principal-agent trap and seek modalities for true joint implementation, especially when agencies have commonly shared outcomes. Other modalities might be determined for true collaborating on the work. These modalities of engagement with partners needed to be explored. The lesson was that subcontracting partners is not necessarily the best way to obtain results or to gain institutional leadership and a holistic management approach across result areas or for leadership/buy-in of the principle at the country level.
5. (Effectiveness) Knowledge vs. information management: Creating and managing a learning system has broader implications for work than information management, which is a part of it. Building a knowledge system is about developing a systemic two-way exchange of information and learning and rigorous monitoring that can help build the practice. This enables one to continually gather good practice arising from the field, supporting the overall capacity development, and learning goals through the sharing of relevant information and support services. For this project the flagship knowledge tools and publication were ready (five major publications uploaded to the new website and launched during evaluation) but would need the benefit of a knowledge management strategy and possibly service of knowledge manager advisor to oversee the interlinkages between the results areas, as well as to manage the growing body of knowledge on early recovery in order for systemic learning to occur at all levels.
6. (Effectiveness) Dynamic and sustained monitoring strategy is central to results. This project needed to develop and a joint monitoring plan with its partner ECHO and see that both parties (ECHO Global and UNDP Global) commit the plan and human resources for this aspect. By project, end the joint ownership and commitment to the roll out needs to be reconfirmed. This aspect of the partnerships was not obvious and so a key lesson learned.
7. (Effectiveness) Tailoring Early Recovery Guidance and instilling ownership with the Humanitarian Coordinator at the country level was key. The principles of ER work were consistent across the spectrum of different development and humanitarian programming contexts. There should have been a workshop with humanitarian coordinators related to the value added of trained ERA services over and above existing social development and strategic planners.
8. (Effectiveness) A common misconception was that doing Early Recovery means capacity-building work, which is not something the other actors in the lifesaving clusters feel comfortable with. The work on capacity building and how to do this is a clear UNDP early recovery niche for support to the other clusters and for enhancing UNDP programming in general.
9. (Efficiency) To capitalize on the opportunity for programming in the humanitarian context, UNDP processes needed to be nimble and systematic. The issue is related to the lesson about long procurement processes. Agility was key in this space to maintain credibility. Many of the good practices came when ERA had to bend the rules. This should not have been the case. The UNDP rules needed to be bent to conform to the response need of humanitarian action.
10. (Effectiveness) It was essential for UNDP to be present in humanitarian planning discussions. The entire organization must be more visible and present. The CRU lead was needed to really show commitment to the early recovery leadership.
11. (Effectiveness) Communication for Early Recovery was central. The idea of financing lifesaving vs early recovery activities, such as debris removal, livelihood support or local government, should not have been an issue since all interventions are linked and enabling for strategic longer-term resilience and capacity building. Financing early recovery priorities will support other priorities and reduce risk of protracted crisis, but this was still not viewed as a priority despite the evidence. Currently, the humanitarian programming for health, water, sanitation and school is equally as important as early programming on rebuilding local authorities, but it was perceived by those interviewed as not a priority because it was not communicated well. Communication has to be a priority for the way forward.
12. (Efficiency) Internal coherence (SOPs) should be strengthened for quick and nimble early recovery response that keeps UNDP credible in Emergency Response work. Within UNDP, it would be necessary to link programme services provided by crisis response with the policy and planning oriented BPPS DRM work.

13. (Effectiveness) The importance and absolute centrality of the GCER global policy work towards mainstreaming was underscored by learning on the uptake of the new ER guidance.
14. (Effectiveness) The importance of UNDP internal coherence between work programme on resilience and early recovery as it rolls out its global work agenda around sustainable development.

Table 1: UNDP ECHO Project Study outlining the Evidence for increasing demand for ER support in Humanitarian Response

In 2015, with financing from the Echo project, the UNDP Crisis Interface team GCER took the initiative to analyze 2,620 humanitarian projects, and these were highlighted: All country response plans proposed a significant number of early recovery focused projects. The proportion of these projects ranged from 15% in Mauritania to 65% in Nigeria. The proportion of ER funding requested across 9 clusters, on average, 35%, ranged from 18% for CCCM to 48% for Education (not including the Early Recovery Cluster).

These two metrics offered encouragement that early recovery is *being increasingly adopted and integrated* throughout the humanitarian response.

Recommendations

Recommendation 1: Partners can further consolidate all ER tools and the website developed as prototypes. The deliverables are rudimentary in quality and now need to be fine-tuned and thoroughly rolled out. Rollout has begun with an internal memo to UNDP and ECHO regarding a joint launch. The UNDP/ECHO ER partnership forum can then develop the joint launch strategy. Partner organizations need to be prepared to present these normative tools to their groups for global coherence, which should reverberate through all aspects of the respective organizations at global, regional and country level. A vetting process involving stakeholders, both within UNDP, ECHO and external, should finalize trainings and webpage.

Stage 1. Vet tools with a small group of stakeholders and continue to refine and roll out the tools. Broader vetting of the indicators registry with UNDP ERA, in particular, is needed;

Stage 2. Reinforce the tools (feedback) process with UNDP and ECHO staff internally;

Stage 3. Reinforce the SAG presentation done in GCER plenary meeting early this year with more communication and learning events of the tools.

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 (According to the Global Early Recovery Overview 2015, an early recovery approach is integrated across all clusters in 47% of the projects included in the humanitarian response plans at global level). Global practice knowledge sharing and networking is necessary. Coordination must be considered for funding, staffing and building the global ER community of practice. Early Recovery is highly technical and normative work, so there is a clear requirement for broad education and communication to express the interlinkages and the synergies, information and communications needed to build this community. Practitioners have disclosed during interviews that they have no knowledge of the ER tool and forthcoming events, and that their network is ad hoc and in many ways left to chance.

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. Knowledge management, monitoring, evaluation, and communications are core staff competencies at GCER. Following the launch of the tools, the normative guidance will need a knowledge management strategy to give structure to the cross-result linkages and planning for the knock-on effect of a community of practice approach to ER learning and awareness.

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. Undertake a survey across the HC regarding what expertise has been deployed and further consider the role and length of time of ERAs, CC and IMs in the response - through recovery - through development contexts.

Recommendation 6: The UNDP / ECHO partnership should finance and develop sensitizing training for UN RCs and HCs as a priority. Given the importance of this function as it relates to the strategic plan, HCs needs to understand the role of the ERAs and the relevance of cluster coordination in strategic planning and crisis response contexts.

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.

Recommendation 9: The final (full) amount of the ECHO funding be released to the UNDP in line with the partnership agreement.

Matrix of evaluation ratings

<i>Evaluation Ratings:</i>			
<i>1. Monitoring and Evaluation</i>	<i>rating</i>	<i>2. IA & EA Execution</i>	<i>Rating</i>
<i>M&E design at entry</i>	<i>S</i>	<i>Quality of UNDP Implementation</i>	<i>S</i>
<i>M&E Plan Implementation</i>	<i>S</i>	<i>Quality of Execution–Executing Agency</i>	<i>S</i>
<i>Overall quality of M&E</i>	<i>MS</i>	<i>Overall Quality of Implementation/Execution</i>	<i>S</i>
<i>3. Assessment of Outcomes</i>		<i>4. Sustainability</i>	<i>Rating</i>
<i>Relevance</i>	<i>S</i>	<i>Financial resources:</i>	<i>L</i>
<i>Effectiveness</i>	<i>S</i>	<i>Socio-political:</i>	<i>L</i>
<i>Efficiency</i>	<i>S</i>	<i>Institutional framework and governance:</i>	<i>L</i>
<i>Overall Project Outcome Rating</i>	<i>S</i>	<i>Environmental:</i>	<i>L</i>
		<i>Overall likelihood of sustainability:</i>	<i>L</i>

1. Introduction

1.1. Purpose of the evaluation

Evaluations are critical for UNDP to progress towards advancing human development. Through the generation of evidence and objective information, evaluations enable managers to make informed decisions and plan strategically. This exercise is a final project evaluation, which is intended to demonstrate the level of change in indicators and level of success of the outputs achieved and contributions to outcome-level changes. It should focus on distilling the important lessons learned. In addition to the assessment of product achievement, all UNDP managed evaluations should also assess the contribution of the project to the outcome-level results, normally demonstrated as changes in the performance of institutions or behavioral changes.

This evaluation has done the following:

- Analyzed the progress of the project activities, quality of results and impacts vis-à-vis its expected outcomes;
- Evaluated the project's management and coordination arrangement, highlighted lessons learned in implementation and project management and identified challenges of eventual corrective measures;
- Generated evidence of biased findings and conclusions and recommendations regarding the results, challenges, sustainability and cost effectiveness;
- Analyzed the reasons for deviation, if any, from the project goals and outcomes;
- Met with all stakeholders related to the projects within the portfolio;
- Further reflected on developments brought on by internal or external events and the possible resulting chain in priorities;
- Reviewed the added value of the UNDP support or cooperation with global (international partners), governmental authorities and local civil society actors in achieving the outcomes;
- Provided concrete recommendations toward the sustainability of results;
- Provided recommendation on improving strategies and suggested mechanisms and orientations for a possible new phase of support.⁸

1.2. Methods

An international independent consultant conducted the evaluation, supported by the UNDP/ECHO Project Implementation Unit (PIU/GCER) in the following stages:

1. Documentation review (desk study) Dates: April 1–April 15, 2016. See also Annex 2, containing the complete list of all documentation reviewed. These key documents were availed by the ECHO/UNDP/Global Cluster Project Implementation Unit PIU and the New York-based Crisis Response Unit CRU;
2. Stakeholders/Partners/Beneficiaries consult dates: April 11–May 1, 2016 (Mission Programme Annex 17). The evaluator consulted, gathered information concerning the project results through face-to-face meetings, Skype interviews, focus group workshops (dates), and individual meetings (see stakeholders section below). These included meeting with the PIU, UNDP CRU and standby partners. The evaluator made an orientation and results validation visit to the Project Implementation Unit at the Global Cluster on Early Recovery, Geneva, April 11–16, 2016;
3. Drafting zero draft report (April 20–May 1, 2016);
4. Drafting and finalizing report (May 1–May 10, 2016).

This evaluation entailed an inclusive and participatory process based on the TORs (Annex 4) involving primary and secondary research with representatives of relevant stakeholder groups at different levels, including those primarily aligned vertically (internal to UNDP's role as GCER Cluster lead and Crisis

Response Unit) and horizontally (intercluster/agency and partners for improving humanitarian outcomes). This was to gain perspectives and insights about the overall outcome goal, the two strategic objectives and the four expected results (see above).

Specifically, consultations and research were conducted with the project implementation unit PIU; target beneficiaries, ERAs, ER Cluster coordinators and information managers trained and deployed to humanitarian and other teams; and the intercluster working groups and/or the members of the broader humanitarian and development system at the country and global levels.

Evaluator spoke with individuals and beneficiaries of the trainings and personnel deployed during the project period the interviewees were selected based on their vantage point, whether they were involved in development of the tools or from which they would engage with the tools as user groups via Skype and meetings (Programme of Meetings, Geneva Agenda - Annex 17).

Skype meetings were conducted with the following stakeholders (URD, UNDP HQ, ECHO Brussels, Groupe URD France, MSB, UNHCR, UNICEF Clusters lead, Protection Cluster leads, WFP Cluster leads, Staff at PIU, Consultants). Evaluator aimed to gain insights by interviewing international consultants linked to the project results and work of the GCER (GenCap consultants, IASC-AAR working group, protracted crisis guidance document, global standards on accountability, strategy development consultant), working on the GCER projects.

The evaluation process was guided by the ToR and the EU/ECHO/UNDP/OECD DAC guidelines for conducting a terminal evaluation. It was managed and guided through distinct, simultaneous and compounding activities and a series of key evaluation questions and document review (Annex 5 and Annex 8). It addressed the criteria of project relevance, efficiency, effectiveness, sustainability, and impact. The primary evaluation questions are contained in the evaluation inception report. The inception report was the first exercise and presented the evaluation inputs and core questions based on the TOR (Evaluation Drop box). This report was the principle mechanism employed for agreeing on methods and for collecting data. The evaluation matrix provided clarity and a common understanding.

The inception study work included reviewing the overall GCER (theory of change) and desk study. This was followed by broad consultations with the stakeholder groups and the project management team (UNDP/ECHO Programme Manager, PIU and the ERA advisors deployed to humanitarian and development teams at UNDP country offices in Yemen, Nepal, DRC, Burundi, Nigeria and Sudan). It has ensured a clear and common understanding by evaluation stakeholders of the approach and methods employed. A review of the conceptual and theoretical background linked to the overall outcome goal to strengthen early recovery within the humanitarian response system was undertaken. A fact-finding and data validation mission to the project implementation unit based at the GCER in Geneva (Mission programme - Annex 4) transpired between April 9 and April 16, 2015.

Project performance was assessed based on the expectations for four expected results and eleven indicators set out in the Project Logical Framework/Results Framework (Annex 2 and sections below). A comprehensive analysis would ensue post mission and desk study in order to distill trends, changes, uses and demands for crisis response and early recovery management and support systems development).

The evaluation methods were participatory. Questions were directed to all groups of GCER and UNDP Early Recovery stakeholders involved in implementation and as beneficiaries about the project design, assumptions, implementation and the results. It covered relevance, efficiency and effectiveness. At its core, the evaluation sought to question the impact, for example what has changed, whether the project is still relevant (doing the right thing) and how stakeholders might move forward. Documenting lessons learned and notes taken on the practice to inform the further activities were key evaluation outputs.

Key project beneficiaries are the Humanitarian Resident Coordinator and Resident Coordinators receiving the ER services. During the project implementation, these key users were on the receiving end of the country level workshops and the ER deployments (those receiving inputs of the training and other expected results, i.e. website and measurement tool - Annex 11). A selection of ER practitioners were surveyed face to face for their general perspective on the trained ERA deployments, the tools - utility and services linked

to the four project result areas and activities (HC in Fiji, Samoa, DRR in Solomon's). The survey questions were also presented to select member of the other clusters, i.e. protection and the livelihood clusters WFP. The evaluator led a half-day focus group workshop with the project implementation unit in Geneva (April 15, 2016) specifically on project design, implementation and lessons learned. This has been facilitated to receive inputs from the implementation team on findings.

Limitations

The evaluation would have benefited from a built-in validation mission and broad survey of HCs to observe a cross representation of the support in conflict and disaster affected countries, for example, where the project funds supported project activities and where there was deployment of trained ER cluster coordinators, ERAs and IMOs. Observation and meeting with local government stakeholders would have helped to vet the expected change process, i.e. where multi-stakeholder planning workshops and where the measurement tools were devolved and applied. It could have served better to assess the dynamics of the training and the general impact on the humanitarian system outcomes, based on the new approach (with systematic trading on vetted measurement tools).

The situation was overcome by interviewing through Skype, telephone and e-mail correspondence's, the implementing partners and stakeholder/beneficiaries on the lessons learned and on the benefits of the tools and training with the users and beneficiaries via Skype and survey, in particular the Humanitarian Coordinators HC. This was completed directly through email survey and through Skype calls with deployed people trained (ERA, CC and IMs), including those with concrete experiences in Nepal, Fiji (ER ongoing during evaluation mission), Chad, Bangladesh, Niger, Nigeria and Burundi⁹. Concern was also overcome as the evaluator was recently deployed in situations where early recovery action has been ongoing, Fiji and Madagascar, Comoros, South West Indian Ocean, through reports and interviews with the PIU staff and the ERA-supported data collection in those countries..

1.3. Structure

The report has seven sections: 1. Introduction; 2. The Project Description and Development Context; 3. TE Findings, including sections 3.1 Formulation and 3.2 Implementation; 4. Results; 5. Sustainability; 6. Conclusions (relevance, efficiency and effectiveness); 7. Lessons Learned.

2. The Project and its Development Context

2.1. Project start and its duration

In partnership with ECHO, the United Nations Development Programme UNDP signed a contract in July 2014 and began implementing the project entitled *Enhancing Interagency Early Recovery Capacity: a Smarter Humanitarian Response*. The project would be implemented by the Global Cluster on Early Recovery and Groupe URD (responsible for Results 3 and Results 4). ECHO's contribution was USD 1,200,000. The project implementation unit based at the GCER-based Programme Coordination Unit PIU initiated with kickoff activities in June 2014. The action was expected to end in Dec 2015.

Table 2 Key Project Dates

Activity	Dates
Approval Date	17/07/2014
Signature Date	Start date 2014-07-01
Date of first disbursement	08/10/2014
Date of second disbursement	30.12.2014
Planned project duration	01/07/2014 – 31 /12/2015
Original Planned Closing Date	31/12/2015

Actual Planned Closing Date	31/12/2015
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2.2. Problems that the project seeks to address

This project problem analysis drew heavily upon the policy document, “Saving Lives Today and Tomorrow” (OCHA-SLTT) that 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).*” The document says that it inhibits medium-term activities (e.g. disaster preparedness, safety nets, livelihoods support) that could prevent crises and support recovery. The situation at the country level was a fragmented and siloed situation in terms of planning the early recovery responses. The Humanitarian Coordinator/Resident Coordinator (HC/RC) had the lead responsibility, together with the Humanitarian Country Team, to ensure 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 was strong, issues remained to be addressed regarding how the interagency early recovery approach was designed, integrated, coordinated and supported at global, national and local levels, This was done in order to help better serve the needs of populations affected by crises and to help lay the foundations for real improvements in their lives for both the medium and long term.

The project documents (UNDP correspondence and ECHO single form) stated that in crisis contexts there exists an inadequate global understanding of Early Recovery and a lack of capacity to support the HCs, HCT and national actors at the onset of the crisis and early stages of the humanitarian programme cycle. Furthermore, 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) were not properly addressed when the humanitarian strategies and response plans did not include an early recovery approach. There is need for correction: Emergency preparedness, early action and supporting livelihoods were 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)

The strategy for change was based on the premise that Humanitarian Country Teams (UN Agencies and NGOs), development organizations, donor representatives, and national and local actors be trained on Early Recovery towards building the goals of resilience.¹⁰ The major gap was perceived to be timely support of an Early Recovery Advisor, who would be deployed to assist intercluster early recovery issues at the onset of a crisis. OCHA-SLTT recognized that, although RCs were 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 a growing consensus that well-trained, seasoned and experienced experts must be deployed as Early Recovery Advisors to support Humanitarian Coordinators and HCTs on early recovery strategic planning, prioritization and coordination, advocacy with national and local authorities and actors, donors and other partners on early recovery issues. They will support integration of early recovery in information management and monitoring tools and shaping funding strategies for the early recovery elements of the humanitarian response.

2.3. Immediate and development objectives of the project

The Interagency Standing Committee (IASC) established the Cluster Working Group on Early Recovery in 2005 to enhance the global capacity for developing relief and recovery-related interventions and the impact of development interventions and integrate risk reduction measures at the very early stages of emergency response and beyond. (See annex 1) .The project logical framework was embedded in work of the global early recovery cluster GCER. This cluster supported the CWGER, which was chaired by the head of the GCER and governed by the SAG. The project had two main high-level strategic objectives, four key expected outputs and eleven indicators, along with their corresponding targets, outputs and annually determined activities. The project’s development goal was that “*Early recovery is adequately integrated into*

humanitarian strategic objectives in countries prone to facing a humanitarian crisis and on global level.”¹¹
 The project’s main objective was “*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.*”

Indicator 1: Number of countries prone to facing a humanitarian crisis having integrated early recovery in humanitarian strategic objectives according to the standards.

Target Value: 70% of countries by end 2015.

Indicator 2: Early recovery/resilience building approaches are integrated in major global humanitarian and resilience policies and guidance developed between July 1, 2014, and end 2015.

Target Value: 90% of policies

The project aimed to create the enabling environment for adequately mainstreaming early recovery programmatic approaches across the humanitarian and development sectors through support in training, training tools, demonstration of ER approaches (ERA advisors¹² and sensitization workshops i.e. training package), and measurement tools.

2.4. Beneficiaries/Partners

The key stakeholders/partners/ beneficiaries included the following groups:

Global level:

- IASC WG subsidiary bodies:
- Task Team on Humanitarian-Development Nexus
- Reference Group on Early Warning and Preparedness
- Global Clusters:
- Global Cluster for Early Recovery
- Global Protection Cluster
- Global Cluster Coordination Group
- UNDG working group on Transition
- Solutions Alliance
- Precaps Project
- Member States

Regional level:

- Regional intergovernmental organizations

Country level:

- National governments
- Local authorities
- Civil society
- Humanitarian country teams

Humanitarian Country Teams (32 HCTs were involved in cluster activities funded by the project. HCTs included UN Agencies, NGOs and Red Cross Movement.)

- Country Teams in disaster-prone countries without HC
- National actors (national and local authorities, Community Based Organizations, NGO's, other Stakeholders)
- Member states
- Donor country representatives

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

2.5. Results expected

The project's objective was *"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."* This objective again listed two indicators below which guided the work.

Indicator 1: Number of countries prone to facing a humanitarian crisis having integrated early recovery in humanitarian strategic objectives according to the standards. This could be measured by the number of HRP integrating early recovery and others planning activities with ER mainstreamed.

Target Value: 70% of countries by end 2015.

Indicator 2: Early recovery/resilience building approaches are integrated in major global humanitarian and resilience policies and guidance developed between July 1, 2014, and end 2015.

Target Value: 90% of policies

The four key expected results were:

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

Indicators:

- Number of countries prone to facing humanitarian crisis having integrated early recovery in humanitarian strategic objectives according to the standards.
- Early recovery/resilience building approaches were integrated in major global humanitarian and resilience policies and guidance developed between July 1, 2014, and end 2015.
- By December 2015, 120 humanitarian and development experts were trained in Early Recovery.
- Early Recovery Advisors were deployed in 80% of countries in crisis requesting global support by end 2015.
- Actual person-days of deployment of Early Recovery Advisors.
- Usage statistics of the website (# of unique visitors, # of visits/sessions).
- The www.earlyrecovery.info website was updated on a weekly basis with material produced during that week.
- Four awareness workshops for country and regional actors were conducted at regional or country level by December 2015.
- The Early Recovery Monitoring and Impact Assessment tool was developed in one country and piloted in at least two other countries by end 2015.
- Partner feedback on ER monitoring and impact assessment tool.
- Standards for integration of ER in humanitarian strategy were developed and applied.

Activities:

- The CWGER conducted 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 standby partner).
- The CWGER conducted 3 one-week Cluster Coordinator training courses: 2 training courses for UN Agencies and NGOs and 1 for standby partners in 2014 and 2015 (hosted by a standby partner).
- The capacity of the Early Recovery Partnership Team was 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.

- A multilingual on-line resource center was established for integrating early recovery/resilience building approach in humanitarian response (tools, background information, guidance, handbooks, strategies, action plans, project reports, training material, best practices, etc., per sector/cluster and cross-cutting issue).
- The www.earlyrecovery.info website was finalized. The website was to function as an on-line platform for Early Recovery; provide factsheets on the integration of ER in ongoing and future humanitarian responses; and include links to other clusters and relevant sources, such as the on-line resource center, on integrating ER/resilience building in the humanitarian response.
- A multi-stakeholder awareness workshop was designed on Early Recovery and Resilience Building for HCT members and regional actors.
- Four awareness workshops were conducted at regional or country level by December 2015.
- An Early Recovery Monitoring and Impact Assessment tool was designed in a selected country, based on a real-time monitoring and iterative evaluation approach. This would in turn serve as the basis for the development of a generic Early Recovery Monitoring and Impact Assessment tool.
- Standards were developed for the integration of ER in strategy.
- Feedback was received on the early recovery monitoring and impact assessment tool (survey and interviews).
- The early recovery monitoring and impact assessment tool was reviewed and refined, based on feedback.

These activities/results were expected to support actors involved in humanitarian action and those involved in work on transitioning programmes from relief to development. They would receive support, training and guidance. The learning system would continually equip development and humanitarian practitioners with the knowledge, skills and tools and eventually see the efficient integration of an early recovery approaches and planning in the humanitarian preparedness and response. Furthermore, the activities would begin the process of mainstreaming through normative tools and capacity development by effectively integrating an interagency early recovery approach and resilience building approach into the humanitarian response, strengthening the links between relief, rehabilitation and development and enhancing gender-sensitive early recovery actions. At the institutional and individual levels (i.e. strengthening capacity), project outputs were to improve capacities in Early Recovery.

3. Findings and Conclusions

3.1. Project Formulation

3.1.1. Conceptualization/Strategy/Design: Satisfactory (S)

The project design and strategies were premised on core assumptions, including critical risks identified (see risk analysis, Annex 13) that directly relate to the project's main objective. In particular and notably, the risk of continued misunderstandings between humanitarian and development actors as to the role and nature of the ER in and for humanitarian response continued. A central design assumption was that the Humanitarian Country Teams and Country Teams CT would drive the learning/sensitization tools development process together with CWGER. Several key risks were reduced during implementation, such as the significant risk posed by realignment and transition of UNDP at project start (Annex 13). The UNDP structural review was readying UNDP to deliver on the new Strategic Plan. It had indicated areas for improvement in the way it operates and required that certain adjustments be made to enable sustainable growth over the course of the implementation 2013–2017. In addition, the following assumptions formulated in the conception phase of the project were also met:

- The UNDP Crisis Response Unit created in October 2014 was led by ASG Izumi Nakamitsu. CRU included a Rapid Response and Preparedness Team and two crisis coordination teams in New York and the Crisis Interface team in Geneva.

- The Crisis Interface team capacity was being reinforced. See Human Resources and Management Capacity below.
- In addition, the Global Cluster for Early Recovery established partnerships that benefited the cluster and increased the capacity of actors involved in Early Recovery. The figures below illustrate the strength of the partnership.

Log Frame and Indicators Analysis

The project logic was straightforward and in line with a global cluster on early recovery learning and mainstreaming approach, enabling agencies with early recovery advisory and programmatic support and allowing the development of the longer inputs needed to build a dynamic longer-term capacity support system. The project outcome goal is invariability linked to the willingness of the entire humanitarian and development community to enable the early recovery agenda. This is in terms of institutional leadership and resourcing. The four expected results, if properly refined and linked together, were to create a learning and ER support system towards the longer-term capacity development objectives.¹³ Enabled by the UNDP ECHO partnership project, the early recovery approach was theoretically validated, researched, vetted and packaged. The work undertaken under project framework included important evidence for ER policy and mainstreaming.

3.1.2. Global/Country Ownership/Driven-ness: Satisfactory (S)

In 2012, the IASC principals also put forth recommendations to strengthen ER recovery in humanitarian response (Evidence). Through this partnership, the UNDP and ECHO through GCER began to work on the need for trained and seasoned Early Recovery Advisors, with high level coordination abilities and an advisory background on the socioeconomic and political context. During the project period, the stakeholders and beneficiaries of the project gained from an enabling shift within the ongoing dialogues on humanitarian and development nexus and on financing humanitarian action. The concrete idea for strengthening work at country level to bridge the need for strategic planning was to deploy trained Early Recovery Advisors, CC and IM, who would support the Humanitarian Coordinator from the onset of a crisis on early recovery strategic planning, prioritization and coordination, undertake advocacy with national authorities, work with donors and other partners on early recovery financing issues. They would support information management and monitor and shape future funding strategies for the early recovery elements of the humanitarian response. There was a recognized need for a bridge. The issue that has emerged with this driven-ness is the ongoing but shifting perception of a lack of institutional leadership, the need for further strengthening of the credibility of UNDP's role and the general ability of development actors to deploy trained expertise to work nimbly and effectively in this space.

3.1.3. Beneficiaries/Partners: Satisfactory (S)

Beneficiaries

The actual total beneficiaries involved 10 UN agencies, 3 multilateral financing partners (IFRC, ICRC, and WB), ICVA members (75 NGOs) and SCHR (9 NGOs) through the annual plenary meeting (180 NGOs, national actors and donors). The main project beneficiaries were actors involved in humanitarian and early recovery development type work at the field and the global level. The training directly benefited a new cadre of 157 experts who received the training (see result one below). The project target was to train 50% male and 50% female experts, and the evaluation confirms this target was met. All the beneficiaries mentioned in the planning documents were invited to participate in the induction/training workshops at country/regional level (interviews with project coordination unit). Member states were involved through the deployment of ERAs and Cluster Coordinators from standby rosters.

At global level, with the launch of the project-supported ER website (<http://www.earlyrecovery.global/about>), members of the CWGER, SAF, HCTs and Country Teams in disaster-prone countries would directly benefit from the online platforms and the Information Management System. The Early Recovery Advisor trainings were on target: one in Sweden in October 2014 and one Cluster Coordinator Training in Switzerland in November 2014. These trainings have benefited 157 humanitarian and development experts. The evaluator reviewed the participation and confirmed that participants were selected from UNDP country offices, partner

agencies, standby partners and several independent consultants. See attached reports on the training outcomes in the evaluation drop box.

2014 -2015 Trainings + Location

2014

1. Early Recovery Advisor Training, from Sunday, 5th October to Friday, 10th October 2014. Location: Folke Bernadotte Academy's campus at Sandö, Sweden, the training facility used by the Swedish Civil Contingencies Agency (MSB)
2. Cluster Coordinator for Early Recovery Training - held at the Château de Bossey, BOGIS-BOSSEY, SWITZERLAND from Sunday, 23rd November to Friday, 28th November 2014.

2015

- Cluster Coordinator for Early Recovery Training –held at the Starling Hotel located in Geneva, Switzerland, from Wednesday, 2nd to Tuesday, 8th December 2015
- Early Recovery Advisors Training - MSB's Training Centre in Sandö, Sweden from the 19th to the 25th of September, 2015.
- Cluster Coordinator for Early Recovery Training - the Hotel Novotel, Geneva Switzerland, from Saturday, 22nd August to Friday, 28th August 2015.
- Early Recovery Advisors Training - held at the Best Western Hotel in Chavannes-de-Bogis, in the proximity of Geneva, Switzerland - from Saturday, 23rd of May to Friday, 29th of May, 2015.

Partnerships

This project's design and implementation was an expression of the GCER partnerships' and multi-cluster planning approach, including advocacy, programming (technical) and financial implementation with other clusters, humanitarian and development partners. A good example of the concrete programme partnerships includes with the Child Protection Cluster and UNHCR involvement in the development of the Guidance on Durable solutions for IDPs. It was the primary stakeholder and, per the SG decision 14 (ibid footnote), and central GCER partner for this work. The normative work on durable solutions in protracted crisis was done in partnerships with GPC and is now available as guidance for others. The protection cluster has 28 protection clusters in the field. 22 are led by UNHCR and 6 are led by UNICEF. Recently the protection cluster is shifting focus in response to the recent events in Sri Lanka and a call for reform. A new strategic framework has been developed based on the realities of multiple crisis and protracted crisis. With the response to the Secretary General's 2013 statement concerning the work to be done on supporting durable solutions for IDP in protracted crisis, the work will involve the protection fields cluster in Sudan, Somalia, DRC and Congo¹⁵.

Collaboration was demonstrated to be particularly strongest at field level, in the various pilot and other countries supported, e.g. Kyrgyzstan, Cdl, Philippines, South Sudan, Mali and Myanmar, to develop the guidance (interview with consultant working on guidance). In the beginning, the guide included case studies and "field practices" (both good practices and "lessons learned") in the draft. However, the consultant working on these guidance advised that the case studies removed based on a decision made about the length of document. Instead, it was decided internally at GCER and with the partners to post this information on the GCER website, also allowing for an evolving repertoire of field practice on DS. Child Protection sub-cluster WG of the GPC, via UNHCR, was the primary stakeholder and partner (see above) and responsible for reflecting full inputs of GPC membership (additionally, GCER worked directly with many organizations are also GPC members, e.g. IDMC, IOM, Habitat, etc.) The evaluator takes note of the emphasis being put on the newly launched website as an interactive content management portal and the need for collecting relevant content will be a future day to day function.

Another key programming partnership was the development of joint work on accountability to affected populations. This work was completed in partnership with IASC Task Team on AAP/PSEA, OCHA, IOM, FAO, GenCap, World Vision International, and Groupe URD.

A central implementing partnership was planned with standby partners/donors who had agreed to deploy trained ERAs and ER Cluster Coordinators and Information Management Officers through UNDP systems. MoUs and LOAs reviewed by the evaluator show that these were expressed (DFID, Irish Aid, Ministry of Foreign Affairs Netherlands, MSB, etc.) and proved to be a very successful modality for implementation of the four outcomes and cooperation. Standby Partner arrangements for technical expertise, including Swedish Civil Contingencies Agency (MSB), Danish Refugee Council (DRC), Irish Aid, CANADEM, UKAID/DFID and Norwegian Refugee Council (NRC), also supported the policy work at the global level (Early Recovery advisors and Gender advisor).

- Total number of new deployments and extensions to UNDP in 2014 and 2015, defined as single roles filled: 11
- Period completed by partners: 50.2 months.

Partner Support actually provided in 2014:

- CANADEM: 6 months
- DFID: 3.1 months
- MSB: 17.2 months
- NRC: 4.9 months
- UNV: 19 months.

Other implementing partnerships included Groupe URD who were responsible for results 3 and 4 (Measurement tools and indicator register). Partnerships were also the nature of the work for developing the country level training package in Chad, Niger, Bangladesh and Nepal. The MoUs with standby partners/donors to deploy trained ERAs and ER Cluster coordinators were developed (DFID, Irish Aid, Ministry of Foreign Affairs Netherlands, MSB, etc.).

3.1.4. Replication Approach:

The project was embedded in the work of the GCER. It was designed in line with GCER's work plan and priority work. However, the evaluation noted that stronger linkages between the four results (e.g. the link between ERA training and ER workshops) would be necessary to successfully scale up the early recovery support approach. An aspect of the project design that seemed to be lacking was an understanding of the ways to create synergies across the four results as part of the capacity building approach internal to the GCER.

Knowledge management vs. information management system.

The project's global target was to integrate ER in the humanitarian phases. This was a longer-term goal, so the work of building a practice required a knowledge management approach to enable tools and training to support the longer-term mind-shift change. However, building a knowledge system is about imparting learning through a dynamic two-way sharing of information. The web page, although a great product, is still only a dissemination platform until the tools can be shared effectively and guided by a full time knowledge facilitator. In retrospect, the approach to learning through a knowledge management approach would be the best way to frame the GCER learning approach, and this might have been piloted during the implementation with the concrete employment of a monitoring/knowledge management advisor. When the evaluator asked the deployed ERAs, whether they had access to tools, the reply was negative. When asked how they share information with each other they replied almost unanimously that this came about through private networking. Lesson learned from these deployed ERA personnel is the host valuable asset for mainstreaming and for learning. This aspect of the GCER need to be developed as a priority. The web design was supported by an intern and commendable work was done, but the knowledge and information system was a core piece of cluster work.

3.1.5. Linkages

All project activities were designed to start the work of the global cluster on early recovery GCER to support the improvements in the operational coordination of humanitarian actors and between humanitarian and recovery/development actors (interviews with programme and SAG managers). Furthermore, to support global humanitarian policy and mainstreaming needs assessment and early recovery programming processes. The evaluator consulted with deployed senior ERAs regarding their role at the country level in protracted crisis situations (Sudan, Fiji, Yemen, Nigeria and Burundi). This also took into consideration context and time deployed in conflict and natural disasters (Fiji and Philippines, Nepal). The idea was to pilot by responding to demand for advisory support to the Humanitarian Coordinator/Resident Coordinator (HC/RC). The HC/RC has the lead responsibility in ensuring that early recovery issues are adequately integrated into the humanitarian programme at the national level. The HC/RC does so in cooperation with national actors and now usually supported by an Early Recovery Advisor. Planning together with the HCT, the HC supported by the ERA would identify whether an additional coordination body (cluster) needed 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.¹⁶

A flexible approach was tested through results areas 1, 3 and 4 for coordinating intercluster early recovery at the national level, and by employing existing intercluster humanitarian coordination mechanisms—rather than creating new ones—for coordinating early recovery as a component of the humanitarian response. The GCER stressed the importance of the involvement and leadership of the national actors, where possible, in leading the coordination mechanism. (Evaluator learned while visiting Fiji in 2016, that the response (also confirmed by interviews with ERAs) was recognized as coordinated because the government took lead of response and recovery efforts).¹⁷

At the Global level (see mainstreaming activities at the Global level in the Annex 12), the CWGER (now GCER) was established as a forum to ensure that early recovery multidisciplinary issues that could not be tackled by individual global clusters alone or that called for a concerted action, were addressed appropriately and that intercluster duplications and gaps were eliminated. Intercluster IASC work was expressed during project implementation.

ER mainstreaming activities were verified even during the evaluation mission to Geneva, for instance, as recently as the latest IASC event, held Tuesday, April 19, in Geneva. “Displacement—A Panel Discussion”. The Preliminary Operational Guide for Joint Durable Solutions Strategies was presented by project manager Mr. Jahal de Meritens (UNDP). The panel discussed approaches that would allow the international community to better support governments in addressing situations of displacement within the humanitarian-development nexus. Solutions for displacement have become a humanitarian priority, with major accidents taking place that would influence a common narrative for both humanitarian and development organizations. Examples of mainstreaming activities at the global level:

- Integration of Early Recovery in the IASC Transformative Agenda Protocols (i.e. co-chair of the Task Force on the Interagency 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 that reviewed 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 (i.e. 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).
- With contributions from ECHO and five other donors, UNDP/CRU Geneva administered the STAIT (Senior Transformative Agenda Implementation Team) project that aimed at strengthening the effectiveness of collective humanitarian response through the rollout of the IASC Transformative Agenda. The objectives and effectiveness of this project will be significantly reinforced by the proposed intervention.

The project efforts vetted during the evaluation aimed at improving operational coordination within humanitarian actors and between humanitarian and recovery/development actors and included the following: At the country level.

- UNDP Crisis Response Unit requested an external evaluation of early recovery coordination mechanisms aiming at strengthening these coordination mechanisms;
- 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.

The SG Decision directive for UNDP to lead the development of a guidance on Durable Solutions was considered by the evaluator.¹⁸ This work was recognized by the intercluster working group through an intercluster vetting process. It is being rolled out in Burundi, Iraq, Somalia and Yemen. In 2015, the cluster provided ongoing support to the countries mentioned. The GCER also collaborated with IDMC in delivering Durable Solutions training in 2014 in Cote d'Ivoire and in Zamboanga, Philippines. A draft of the guidance for developing Durable Strategies for displacement was reviewed for finalization and dissemination to the field. To date, Durable Solutions strategies for Displacement were developed/are being supported by GCER 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.
- Burundi (currently developed)
- DRC (currently developed)

At the global level

1. The Global Cluster for Early Recovery (GCER) together with all global clusters (except Logistics and Emergency Telecoms) finalized 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 was included in the new guidance note on intercluster 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), launched in April 2015.
4. A study on the implementation of Early Recovery in 2015 was 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 took place at regional level in 2015.

3.2. Project Implementation

3.2.1. Project Institutional and Management Arrangements

This project was designed, executed, coordinated and supported through the CRU/CIT unit with the Geneva-based UNDP/BCPR Early Recovery Partnership Team. The project was embedded into the work plan of the GCER. Its day-to-day delivery was the responsibility of the Early Recovery Partnership Team (PT) located within GCER team, which had a full-time cluster coordinator in position since June 2005. The cluster coordinator was responsible to oversee the work plan for the Global Cluster of Early Recovery. TE learned that the structure and the capacity at UNDP for Early Recovery work were consolidated at UNDP. The move was also an indicator of sustainability. For example, early recovery is objective six in the 2013-2017 UNDP Strategic Plan. In addition, the increasing interest in early recovery work (e.g. ECHO, Netherlands, etc.) was creating demand for technical service and support in these areas. The Early Recovery Partnerships team also deepened its collaboration with partners, including standby partners, to engage in a systemic way of deploying trained ER advisors and support. Discussions with the standby

partners on deployments of experts and their contribution towards the training courses vetted this and transpired (NRC, MSB).

Governance and Oversight

During project period, UNDP transitioned and strengthened its work on crisis response through the establishment of the CRU-CIT unit. All Early Recovery Advisors (as well as the project manager at the GCER), cluster coordinators and information managers were deployed in support of the CRU's work agenda. This included providing resources and support to the CWGER Strategic Advisory Group's work through the GCER. These governing bodies oversaw the two areas of work under whose jurisdiction these project activities fall:

1. Foundational work through the project activities:

- Enhanced the expertise for rapid early recovery support to country operations;
- Developed and maintained an information management system;
- Strengthened the Early Recovery capacity of international, national and local actors at regional and country levels;
- Developed and rolled out an Early Recovery Monitoring and Impact Assessment tool;
- Consolidated the response capacity of the ERP Team and the Standing Capacity.

2. Enhanced interagency coordination, support and decision making in the CWGER through the main governing entities/beneficiaries:

a. The Global Cluster for Early Recovery (formerly Cluster Working Group on Early Recovery (CWGER), supported by the UNDP)

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

The GCER work agenda is presented during SAG meetings and in addition, revisited during a GCER annual global conference with all GCER stakeholders including NGOs, private sector partners, cluster and financial partners. In the project period the discussion of project activities focused on four main lines of action: 1) providing direct strategic and coordination support to the humanitarian system by 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.

b. Strategic Advisory Group (SAG)

To reinvigorate the interagency aspect of early recovery, the CWGER established a SAG in 2009) as the oversight mechanism. The SAG was 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).

GCER was governed by the strategic advisory group SAG, the mechanism for overseeing the early recovery cluster including this project's activities. Essentially the GCER SAG is a cross-cutting cluster advisory group on early recovery that oversees the work plan and joint activities. It is its main governing body. UNDP is in essence the lead for cluster work in addition to being a partner beneficiary of the mainstreaming through SAG membership. The SAG should meet at least twice a year to sustain its thematic oversight functions. During the project period, it had only met twice: July 16, 2015, when all of results and work streams were discussed, and January 2016. SAG members present in July included UNICEF, FAO, IOM, MSB, WFP, OCHA and UNDP. These specific project activities were discussed (minutes): Early

Recovery Advisor and Cluster Coordinator Trainings and multi-stakeholder workshops on Early Recovery, including project activities in Chad, Niger, Dakar (regional) and Bangkok (regional); as well as the work on Early Recovery Information Management; the TWG on Durable Solutions and the thematic working group TWG on Accountability to Affected Populations in Early Recovery; Gender and Early Recovery; the Early Recovery Website and the GCER Products. The SAG members debated the learning and knowledge-sharing approach. They provided constructive recommendations, notably those on issues concerning the overall sustainability included in the institutional commitment of UNDP to host the work and support it.

c. GCER (formerly CWGER) leadership and coordination support: CRU (formerly BCPR) Early Recovery Partnership team

As Cluster Lead for Early Recovery, UNDP provided leadership and coordination support to the GCER through the Early Recovery Partnership ERP team) based in Geneva. The core functions of the Early Recovery Partnerships team were the following:

- Supported the strategic integration of an interagency Early Recovery approach in the overall humanitarian response as a foundation for building resilience in a crisis and in post-crisis countries;
- Represented UNDP in Geneva and in Europe in global humanitarian forums and with humanitarian donors and advocated for the integration of early recovery in the humanitarian agenda;
- Included gender perspectives early in the humanitarian programme cycle and decision-making processes;
- Supported and advised UNDP's leadership in the interagency early recovery process.

d. Deployment of Early Recovery Advisors/Cluster Coordinators/IMs (UNDP in-kind support)

Three Interagency Early Recovery Advisors supported the GCER Coordinator with the leadership and coordination of the global cluster and response to the HC and HCT calls for worldwide support. The team was in situations during which the existing capacity could not cover all the needs, and sudden-onset crises were prioritized (e.g. Philippines; CAR) to the detriment of other humanitarian crises. The UNDP Crisis Response Unit developed a Standing Capacity for rapid Early Recovery response and support to strengthen its capacity to respond timely to HCs and HCTs through secondments (temporary reassignments) from standby partners (e.g. one Interagency Early Recovery Advisor seconded by DRC; two Gender Advisors seconded by GenCap through NRC).

e. Technical expertise (UNDP, NRC, MSB, URD support)

The project planned for technical expertise to be available within the GCER as necessary to support the global and field work and to produce quality tools and resources. The technical experts were deployed to the project either through a partnership agreement or paid by project funding (Annex 7): strategic planning, specific programmes on AAP and Durable solutions, Gender, Environment and Capacity building. The project implementation approach required technical expertise, especially on inclusive and gender responsive recovery, environmental and sustainability, protection and capacity building. The project benefited tremendously from having two successive gender advisors on a standby agreement with the GCER. The gender advisor had developed a *people-centered framework for programming* that promises to enable more on the inclusive development approach. The evaluator had also benefited from participation during an environmental mainstreaming training by GCER, UNDP and Groupe URD hosted in France in 2010.

Project Management Unit

The UNDP supported the Early Recovery Partnerships (ERP) team maintained in Geneva to support UNDP's commitments for leadership in early recovery and the GCER office and functions, including monitoring the results of the project under a new Crisis Interface Team, part of a larger crisis response unit (UNDP/CRU organogram in Annex 10). It included four UNDP positions (two in New York and two in Geneva), reporting to the Crisis Interface Team Leader (current title: Global Cluster Coordinator, Early Recovery). The UNDP Crisis Interface Team was integrated as part of the newly created UNDP Crisis Resource Unit, headed by an Assistant-Secretary General. Its work included these activities:

1. Coordinated the ER sector response;
2. Supported roster ER capacity building, surge (or support surge) and dialogues;
3. Built capacity of others, clusters included;

4. Ensured the sector was represented with interagency tools and policies and planning, including MIRA, HRP.

Although robust, the Human Resources situation was unstable throughout implementation. In addition to a UNDP P-5 staff member who was in charge of the GCER, four consultants were hired, as part of the budget of the action, to support the capacity of the team (see endnote and Annex 6 staff and Annex 7 detailing the consultancies)¹⁹. Eventually the consultants were let go. The following additional support was provided outside the budget of the action (also refer to analysis in partnerships and financing sections): three secondments were provided by standby partners (1 DRC until December 2015, 1 MSB until July 2015, and 1 GenCap until December 2015).

This staffing matter requires serious consideration and correcting for long term credibility and for sustaining partnerships and work of the GCER. Many of the consultants spoken to had been pulled from the work they were initiating during the process of developing their products. For instance, the strategic plan consultant, the consultant for work on durable solutions and the communication and website consultant are cases in point. It was neither conducive nor indicative of the future sustainability of the project. The instability of the core staff working on the activities at the GCER is a barrier to sustainability of the products. If the work of the GCER was to grow and seriously have an impact, it would need to review its human resources again core functions based on the activities that have been implemented. The suggestion is to do a functional review of the cluster. It will need to consider that it has a set of flagship knowledge services to the other clusters and to the practice at large—resources dedicated to the country-level practices.

On the positive note, UNDP strengthened its staff for early recovery core global staff in 2015 with the recruitment of two additional UNDP P4 staff members in Geneva and two UNDP P4 staff members in New York (all five permanent staff are funded by UNDP).

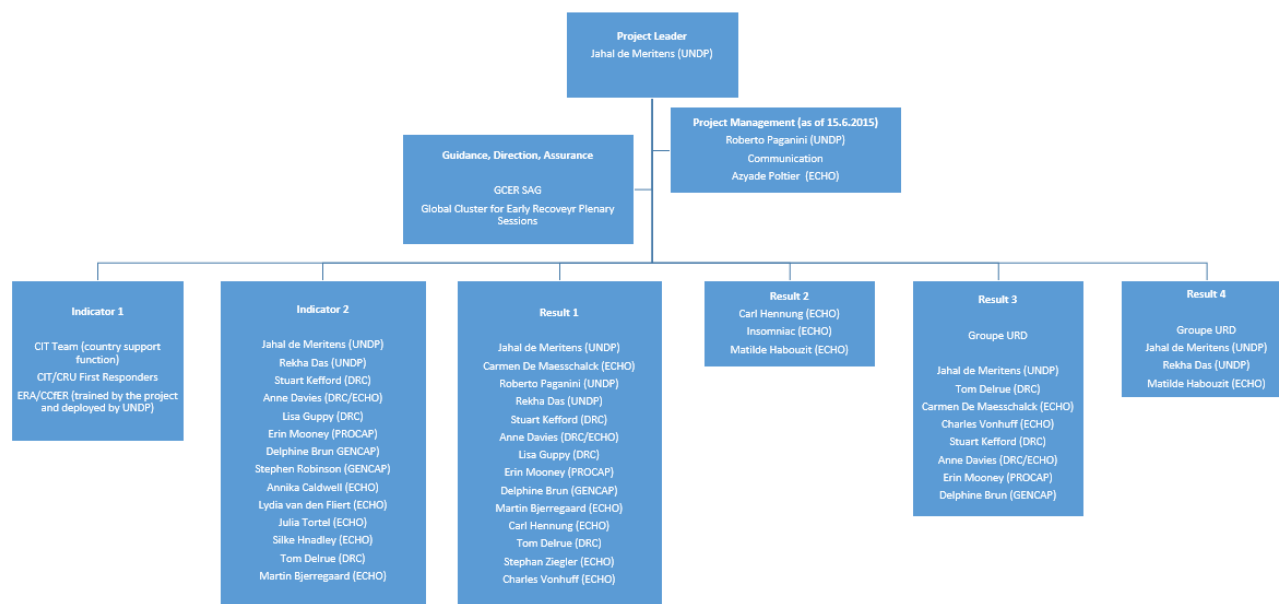


Figure 1: project implementation structure

3.2.2. Implementation Approach: Satisfactory (S)

The strategy was to achieve mainstreaming by engaging in joint work and collaborating where it made sense. The four key expected results related to the integration of early recovery into the humanitarian response included building the capacity of project stakeholders to do so. The capacity building approach was a combination of learning by doing and targeted training (built into outcomes) along with the project partners/stakeholders in order to build on the practice of the early recovery. It involved ER advocacy through upstream soft policy and programming work to mainstream the concept across the humanitarian and development spaces. The intent (interview with the programme managers) was to sensitize others about early recovery across their work and to provide them with measurement tools, training and online support on how to do it. To support integration of early recovery, they would need to provide evidence (studies and strategic information on early recovery in humanitarian action) and training on how to do it. At the global level, the GCER supported programme guidance through Technical Working Groups or TWGs. These working groups supported intercluster and or joint work efforts common work. During period, the GCER supported TWG on guidelines for programming Durable Solutions for IDPs in protracted crisis and guidance on accountability to affected populations (initiated and supported by project funding).

Country level results

Groupe URD was contracted to support the PM with implementation of two results (R3 & R4). They reported that, although they were happy with their theoretical work and field testing as outside agent, it was not possible for URD to express the institutional leadership necessary for sustaining the strategic planning begun at the country level in the pilot countries. Through collaboration, work between Groupe URD and UNDP was enhanced during organizing and co-facilitating the workshops, supporting the dynamic knowledge generated by the events organized, etc. Groupe URD could not replace UNDP country offices' primary leadership role in convening stakeholders and for sustainability. The lesson was that it would have been good to do more back office engagement to ensure there was uptake, ownership and demand for the work before UNDP travel, as it would have ensured a higher ownership of the implemented activities and final products of the project and provided continuity to the launched initiative (especially for cross-results linkages to the ER measurement tool).

3.2.3. Monitoring and Evaluation: Satisfactory (MS)

The project was included in the GCER and UNDP CIT work plans for 2014 and 2015, and activities were monitored by the Director of UNDP Crisis Response Unit and by the GCER Strategic Advisory Group SAG. It was managed against the logical framework of the GCER (Annex 12), which took into account the targets set by this project, which were employed as management tools insofar as it contributed to the work of the GCER and broader UNDP CRU through the CIT). The project is purported to have benefited from more structured joint monitoring. ECHO conducted a monitoring visit to Nigeria in January 2016 and as it was conducted without UNDP involved from the global level project. Monitoring at times by different partners lead to uninformed and biased interpretation of the results (Interview with financing partners).

A key lesson learned was that monitoring and the overall capacity building approach for global early recovery work is best linked to a partnership and a jointly owned knowledge management agenda, ensuring that linkages are made among the four results, that partners jointly commit to the final results for roll out and there is a two way sharing for information and knowledge on the practices system firmly established. This might have included a knowledge networking platform (discussion with URD on need for cross-result synergies through on line information exchange).

The evaluator spoke to members of the SAG during evaluation. They were supportive in general of the GCER work plans presented and implementation approach to KM and evaluation activities (interviews during evaluation, SAG minutes, July 2015). The only issue reported was that the SAG only met once during implementation and again to review activities during the annual CGCER meeting in January 2016. In all practicality, this project was monitored by its oversight only twice. The programme manager, however, assured that he monitored the project daily and had frequent interaction with members of the oversight board through intercluster work areas, TWG, panel and programme activities. This was verified.

3.2.4. Stakeholder Participation: Satisfactory (S)

The project implementation approach was working through partnerships. All project activities were directed toward building the multi-cluster/partnership approach to implementation. This approach also served the mainstreaming and learning targets at two levels, global and national. Mechanisms employed to promote stakeholder participation included TWG, SAG, ad hoc work groups, panels on issues of concern, advocacy events for early recovery and others. All of these activities required substantive activity of the GCER as an implementation and focal point for the project work. Stakeholders were active across the four result areas and also in monitoring activities.

3.2.5. Finance: Satisfactory (S) (Annex 15)

The three issues reported by respondents related to finances were procurement delays for contracting implementing partners IP URD, exchange rate fluctuations and financing for the longer-term capacity strengthening and support system. First, disbursements of the institutional contracts to the implementing partner Groupe URD were very late. Groupe URD was a main implementing partner contracted and made responsible for results 2 and 4. The delay in the URD recruitment caused a serious setback to the project implementation plan, such as result 3, in-country training and result 4 piloting the ER measurement tool. The negotiations for joint implementation with group URD were present in the project design, but there was no easy modality to recruit them outside of the regular procurement channels. URD project partners spent money of their own in advance of formal implementation (interview with URD).

Additionally, the fluctuation in the exchange rates needed to be considered during project design stage since the change in the dollar left the project with unexpected unspent dollars at project end, affecting its delivery targets (see elaboration below).

Co-financing

The project maximized cost-effectiveness of multi-partnering (for results and implementation arrangements). UNDP provided staff, the CIT unit and deployments.

In-kind Standby Partner Agreements:

- 1 Interagency Early Recovery Advisor (eq. P4), contracted and funded by *Danish Refugee Council*, seconded to the Early Recovery Partnership team. MoUs were developed with standby partners' rosters to enhance cost-free deployments of trained ERAs and ER Cluster Coordinators;
- MSB provided their training center in Revinge, Sweden, for the ERA training conducted in December 2013. This included transport to and from Copenhagen airport, accommodations, and food and training facilities. MSB offered the same support for 2014. Other standby partners were considering a similar support in the future.

The breakdown of cash and in-kind is highlighted in the Annex 15 attached. This has been vetted and confirmed during the TE. A significant cost reported as co-financing and not understood at project design stage has used up funds. It was the project management costs for individual IP to conduct project-related management activities, including reporting and meetings/engagements.

The evaluator reviewed correspondence concerning the latest SRF and the final financial report (Annex 15) and following review of the consultations regarding the eligibility costs, noted the team has now delivered the full ECHO funds and thus should receive the full amount of the ECHO contribution as reimbursement.

3.2.6. UNDP Comparative Advantage

Respondents say UNDP plays an important role in Emergency Response for strategic planning and longer-term recovery efforts that are in line with sustainable development pathways. The UNDP can offer a long-standing relationship built on trust and an operational platform at the country level for coordinating and helping governments to manage longer-term planning and funds for multi-year recovery exercises. UNDP

is trusted partner of governments for coordination of thematic DRM and ER action (interviews with government counterparts spoken to during the time of this evaluation, Fiji and Solomon Islands, May 2016).

Respondents agree that UNDP is able to advise upon and to convene partners on behalf of the governments around a coherent planning process that links to the longer-term national planning processes. The UNDP is positioned to provide important support for longer-term recovery advisory services linking emergency response and recovery work (PDNA) to the UNDAF processes. UNDP is present in most countries from the onset of a crisis and through the longer term. The relationship with governments to support intergovernmental work and for convening on strategic planning processes has been well established. By providing technical advisors, shorter term ER cluster coordinator, as well as the coordinators and information manager / recovery communication advisors (the provision of communication and information management system support is kept as a key technical service requested by governments. It is noted as being central for strengthening capacity and creating a system for emergency response to learn and plan for and to respond to future events.)

In line with the initial needs assessment, 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 was 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 the Assistant Secretary General for Crisis Response. CRU is represented in Geneva by the Crisis Interface Team, which took over the responsibilities of former BCPR Early Recovery Partnership Team.

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4. Results

4.1. Attainment of Outcomes/Achievements of Objectives: (Marginally Satisfactory)

At project end, based on the review of the four expected results, including their indicators and projected targets (Annex 2), the project has exceeded targets for *almost all* of the stated indicators. At project objective level, the financial sustainability was also reviewed, and the project lacks clarity because it is linked to the GCER cluster sustainability. For the output level indicators, the two overarching results indicators have been advanced, verified by review of the indicators with the project team.

Indicator 1: Number of countries prone to facing a humanitarian crisis having integrated early recovery in humanitarian strategic objectives according to the standards. Target Value: 70% of countries by end 2015.

The evaluator learned that in 2015, the Global Cluster for Early Recovery (GCER) sought to measure how well early recovery was integrated into each cluster and, in parallel, to advance understanding of the relative importance of early recovery 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 financing 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:
- All country response plans proposed a significant number of early recovery-focused projects. The proportion of these projects ranged from 15% in Mauritania to 65% in Nigeria.
- The proportion of ER funding requested across nine 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 Early Recovery).
- 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 six months of 2016.

Furthermore, in 2015, the Global Cluster for Early Recovery and the Global Protection Cluster worked together to finalize a “Preliminary operational 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.

Indicator: 2: Early recovery/resilience building approaches integrated in major global humanitarian and resilience policies and guidance developed between July 1, 2014, and end 2015. Target Value: 90% of policies.

With the approach of the World Humanitarian Summit and the full operationalization of the STAIT (Senior Transformative Agenda Implementation Team), the period between July 1, 2014, and end 2015 witnessed a dynamic discussion on the humanitarian development nexus and ultimately on the relevance of early recovery approaches to humanitarian interventions.

Based on the results of this partnership with ECHO, GCER could significantly contribute 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:

1. Guidance Note on Intercluster 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
6. In addition, through the work of the UNDP Crisis Interface Team, in the interagency 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

EXPECTED RESULT 1 THE EXPERTISE AND CAPACITY FOR RAPID EARLY RECOVERY SUPPORT TO COUNTRY OPERATION IS ENHANCED

Result 1	Indicators	Source of verification:	Activities	Comments
Result 1: The expertise and capacity for rapid early recovery support to country operations is enhanced	Indicator 1: 120 humanitarian and development experts are trained in Early Recovery by December 2015 Target Value: 160	Source of verification: ▪ Training course reports	Activity 1: 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 standby partner).	Actual achieved 175
Global costs: 861.315,00 €	Indicator 2: Early Recovery Advisors are deployed in 80% of countries in crisis requesting global support by end 2015 Target Value: 80	Source of verification: ▪ Number of staff deployed (UNDP staff, staff seconded by standby partners free of cost or on reimbursable loan agreement) ▪ Number of crisis countries where the humanitarian programme cycle has been rolled out	Activity 2: 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 standby partner).	Actual Achieved 94.6
Beneficiaries Organizations: 300	Indicator 3: Actual person-days of deployment of Early Recovery Advisors Target Value: 1550	Source of verification: ▪ Deployment contracts and mission reports	Activity 3: 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.	Actual Achieved 6418

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

Target: 160 - Achieved

Activity 2: The CWGER conducted one-week Cluster Coordinator training courses for UN Agencies and NGOs 92), and for standby partners in 2014 and 2015 (1), hosted by a standby partner.

Target 80 - Achieved

Beneficiaries: 135 experts

Organizations: 635

- 37 ICs +
- 60 (includes UNDP COs)

- X5

Observations

The stated results were achieved. In 2014 and 2015, 135 experts were trained, with participants drawn from within UNDP (Surge), Standby Partners, GCER, SAG members and other global clusters as follows: 37 ICs, 6 SAG (IOM, UNICEF, FAO) + 26 SBP (CMC Finland, MSB, ZIF, NRC, CANADEM) + 66 UNDP staff members from Country. Staff members from headquarters units were trained: from the Crisis Response Unit in New York and Geneva, the Bureaus of Europe and CIS, Latin America and the Caribbean, Policy and Programme Support and Liaison Offices of Brussels and Copenhagen.

Calculating that each trained expert brought and applied his newly gained skills in HCTs, donor forums, government ministries and other interagency forums, reaching and benefiting five organizations (on average), the total number of beneficiary organizations can be estimated at 635 (final project status report to ECHO).

According to the project managers and training designers, the beneficiaries were screened to ensure that their respective organization level and the candidates' experience would maximize the training's relevance and impact. The involvement of the beneficiaries was ensured from start to finish. Prior to the training, participants undertook a self-study programme, using resources and reading materials developed by UNDP Crisis Response Unit. This aimed to ensure that all had a working knowledge of the key principles and elements of ER programming and knew where to access further guidance. The beneficiaries were also involved through a methodology where the participants undertook a number of self-assessments before, during and at the end of the training to gauge their level of "perceived" knowledge against "actual" competencies. All trained experts were then included in a community of practice mailing list and regularly kept up to date of the development in the fields. In addition, their inclusion in the UNDP rosters ensured they were considered for possible deployment opportunities.

Respondents reported on much work that has advanced in support of national disaster loss and damage databases. Also noted is the Asia project's role in early recovery and the formulation of recovery plans, notably in the wake of disasters in the Philippines and Nepal. When Afghanistan CO requested the RP for an early recovery and livelihoods adviser for the Kunduz province, which had been under Taliban control, the adviser was immediately on the spot, despite difficult travel to Kunduz. The RP has also provided technical support for the upcoming ASEAN Disaster Recovery Reference Guide due to be ratified by ASEAN member countries.²⁰

Indicator 1: 120 humanitarian and development experts were trained in Early Recovery by December 2015.

Target: 160

Achieved Value: 175

Source of verification: Training course reports (attached) and evaluations (attached).

Reports on indicators: 135 experts from UNDP, GCER SAG members, standby partners, and Individual consultants were trained in 2014/2015. Out of this total number, 51 are women (12 Independent Consultants, 13 SAG and Standby partners and 26 UNDP staff member), and 84 are men (25 Independent Consultants, 19 SAG and standby partners, and 40 UNDP staff members; 75 are Early Recovery Advisors, and 60 are 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 response capacity to requests for ER experts to be deployed to crisis countries. In order to ensure consistency and competence in those deployed, the training targeted a specific core group of individuals who were selected through a pre-determined list of criteria and established selection processes.

The nominations 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. All participants who were selected had to provide GCER with a release agreement signed by their organizations prior to their arrival to the training.²¹

Indicator 2: Early Recovery Advisors were deployed in 80% of countries in crisis requesting global support by end 2015.

Target: 80%

Achieved Value: 94.6

Source of verification: CRU deployment tracking system.

During the period covered by the project, CRU/GCER received requests from 22 countries affected by crisis to deploy Early Recovery Advisors, Cluster Coordinator for Early Recovery (CCfER), and Information Management Officers. The strengthened capacity and update of the roster secured the possibility to deploy 12 CCfERs, 27 ERAs and 14 IMOs, meeting a total of 53 out of 56 requests (i.e. 94.6%) of all requests. The countries assisted were Bangladesh, Burundi, Cameroon, Iraq, Libya, Malawi, Myanmar, Ukraine, Yemen and others. 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.

Indicator 3: Actual person-days of deployment of Early Recovery Advisors

Target: 1550

Achieved Value: 6418

The total person/days of deployment of Early Recovery Advisors, Cluster Coordinator for Early Recovery (CCfER) and Information Management Officers in the 22 countries affected by crisis amounted to 6,418 (weekends included).

Strengthening the capacity of potential Early Recovery Advisors from UN Agencies, standby partners, NGOs and consultants by building a roster of qualified and ready-to-be-deployed experts was a central objective. The GCER team reported having reviewed and constantly updated the existing material for the ERA training and selected the adequate profiles from a large pool of applicants. They organized, funded and conducted three Early Recovery Advisors training sessions. The training was conducted in English, and relevant training material was translated to French and made available to participants and put on the ER website (Annex 2).

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

In addition to providing logistical support and partial funding, the MSB management and the organization's training staff provided opportunity for an enriching dialogue and a deeper understanding of the needs and expectations of standby partners on one hand and of the functioning of the UN system and IASC mechanisms on the other (ECHO final report). The reports on training course implementation were attached to the final report, which presents 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 rate of satisfaction, as shown in the assessment analysis attached to this report.

The ERA training was designed as face-to-face training. Prior to the training, the participants participated in a self-study programme using resources and reading materials developed by the UNDP Crisis Interface Team. These key readings provided an overview and an introduction to a number of humanitarian coordination and early recovery concepts and tools. The training replicated field realities through group work in which participants worked through and shared experiences on how to deal with the complexities they would encounter in the field.

Training facilitators and their respective sessions were reported generally well received (evidence), with some potential areas for improvement generally related to the structure of sessions rather than the content. The overall courses succeeded in their objectives, and the facilitators were generally highly appreciated for the high level of content they provided, as well as for their input and knowledge. Also see training evaluations.

Strengthening the capacity of prospective Cluster Coordinators for Early Recovery (CCfERs) from UN Agencies, standby partners, NGOs and consultants and building a roster of qualified and ready-to-be-deployed experts was the main objective of this activity. Thus the Cluster Coordinator for Early Recovery 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 newly developed Humanitarian Programme Cycle. GCER organized three CCfERs trainings in Geneva, Switzerland, between November and December 2015

The training's overall objective, according to the evaluation respondents, 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 that included a reference data repository. The training focused on specific early recovery competencies required by a cluster coordinator. Reports on the implementation of each training course were attached to the final report and presented 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 rate of satisfaction, as shown in the evaluation assessment analysis attached to the report. While the training was conducted in English, the relevant training material was translated into French, made available to participants and is to be posted on the new GCER website.

EXPECTED RESULT 2: AN INFORMATION MANAGEMENT SYSTEM IS DEVELOPED AND MAINTAINED

Indicator 1: Usage statistics of the website (# of unique visitors, # of visits/sessions)

Target Value: 2000, Achieved Value.

Source of Verification: Google Analytics

Indicator 2: The www.earlyrecovery.info website was updated on a weekly basis with material produced during that week.

Target Value: 1, Achieved Value:

Source of Verification: www.earlyrecovery.info

Reports on Indicators:

Activity 1: The multilingual on-line resource center established an integrating early recovery/resilience building approach in the humanitarian response (tools, background information, guidance, handbooks, strategies, action plans, and project reports, training material, best practices, etc. per sector/cluster and crosscutting issues).

Activity 2: The www.earlyrecovery.info website was finalized. The website functions as an on-line platform for Early Recovery; provides factsheets on the integration of ER in ongoing and future humanitarian responses; includes links to other clusters and relevant sources, such as the on-line resource center on integrating ER/resilience building in the humanitarian response.

Result 2	Indicators	Source of verification:	Results as reported by IP	Evaluator Comments
Result 2: An information management system is developed and maintained Global costs: 78.655,00 € Beneficiaries – Organisations: 500	Indicator 1: Usage statistics of the website (# of unique visitors, # of visits/sessions) Target Value: 2000	Source of verification: <ul style="list-style-type: none"> ▪ Google Analytics 	Activity 1: 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 crosscutting issue).	The vetted website was launched in April 2016. It is already showing promising number of responses and reviews through the google analytics'. Evaluator recommends a knowledge management and communication strategy to be developed with it and informed the capacity needed at GCER to manage it as a core function.
	Indicator 2: The www.earlyrecovery.info website is updated on a weekly basis with material produced during that week Target Value: 1	Source of verification: <ul style="list-style-type: none"> ▪ www.earlyrecovery.info 	Activity 2: Finalisation of the 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 integrating ER / resilience building in the humanitarian response.	

The stated results have been fully achieved. The official website, www.earlyrecovery.global, was launched in April 2016. Its launch was delayed due to complications with the website developers and an overall policy debate about Early Recovery. Meanwhile a temporary website, <http://gcer.insomnation.com>, was made accessible to a limited number of users in December 2015. Early recovery experts in more than 20 countries were given access to the website to support the populations in need and to refine the content. UNOSAT, MSB, Groupe URD and ACAPS were also given access to the website and allowed to edit the content within the area allotted to them. OCHA and www.humanitarianresponse.info were contacted and agreed to share information about the launch and the content of the website. The final number of beneficiaries targeted by this activity remains unchanged. It includes all members of the GCER, SAG, HCTs and Country Teams in disaster prone countries.

Indicator 1: Usage statistics of the website (# of unique visitors, # of visits/sessions)

Target value: 2000

Achieved value: 100

Initially, Google Analytics will be used as the source of verification. The estimated number of users for the temporary website was estimated by the web administrator based on ER email queries, contacts and profile users.

During the testing phase of the website, the number of unique visitors, visits/sessions was limited to internal users and stakeholders contributing to the finalization of the documentation. Google Analytics was not yet fully functional during the testing phase, but it is now in operation. It is estimated that 50 users visited the temporary website during the testing phase. Given the interest in this tool shown so far, it is expected that

the total number of unique visitors, # of visits/sessions will exceed 2,000 in 2016. As of 15 June 2016: 645 unique visitors (15 June 2016), 1075 sessions, 5166 page views.

Indicator 2: The www.earlyrecovery.info website is updated on a weekly basis with material produced during that week.

The content management system used for www.earlyrecovery.global is Drupal, an online platform that allows tracking of changes and their respective dates. The website, launched in May 2016, will monitor the frequency of updates in 2016. The website will be updated daily by the GCER team and is expected to host a vibrant online discussion forum for ER related matters. The evaluator takes note of this positive development but also recommends that the operating system and platform be integrated with UNDP platforms for interoperability and more study to see uses of the matured UNDP teamwork's platform.

Activity 1: Development of a multilingual online 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). The online open-source resource center is demonstrating a one-stop shop and easy access to all early recovery-related content. Information may pertain to interventions at the local, national or global level. The documents may be developed by Governments, UN agencies, NGOs, civil society, academia, etc.

According to the partnership team, the online resource center design was based on modular information architecture allowing organization, display, search documents and tools, according to the needs of the client. Three informative links: "What is Early Recovery," "Integrating Early Recovery" and "About Global Cluster for Early Recovery" inform the visitors about the principles of the discipline. The home page displays key documents and tools, and all countries in a current state of emergency. In cooperation with Groupe URD, IASC members and the GCER members and stakeholders, the GCER team collected and developed the material required to present the full range of ER activities and their impact in humanitarian settings. These efforts have been commendable.

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.

Activity 2: Finalization of the www.earlyrecovery.info website.

The website and its content generated will function as the online platform for Early Recovery. It already provides fact sheets on the integration of ER in humanitarian responses and include links to other clusters and relevant sources (interview with GCER partnerships team)²². The Early Recovery Partnerships team's in-house capacity will maintain the web platform and support the production of communications products for advocacy but as mentioned above the evaluator takes note of the importance of the role and the need for a knowledge management strategy..

As highlighted above, the early recovery website www.earlyrecovery.global was launched in April 2016

In terms of history of process, the website developer firm was contracted in May 2015 but due to changes in the ambition of the website, three changes to the original scope of the contract were deemed necessary between August and December 2015. These amendments included, adding a module for Information Manager Officers (IMO) - an online easy-to-use IMO toolkit and including more work on the design and layout of the key ER documents produced. However, these improvements to the functionalities of the website and additional requirements delayed its finalization. In December 2015, GCER staff was trained in the use and basic maintenance of the website. The testing phase started with the establishment of a temporary website in December 2015. The piloting /testing phase demonstrated a need for a number of improvements including adding the user manual. The firm agreed to continue working on these improvements until the website's completion.

The design of the online resource center included the revision of the content completed. With the launch in May 2016, the humanitarian community now have access to repository for documents, a one-stop shop resource center, tools and guidance on early recovery and resilience building in a humanitarian context. 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 the creation of an online ER community.

Observations

The evaluator's recommendation is to consider option or viability of integrating with UNDP's online platforms and to consider the option for sustainability and maintenance, including that it be linked to a knowledge management plan. The evaluator has taken note of a need for the GCER to garner support on the concept of a knowledge management approach and make this a critical recommendation. These web support tools need to be further developed, and resources need to be allocated to make the GCER an ER global community of practice. The project website, tools and guidance are integral to a knowledge management and capacity building strategy and undoubtedly can support a holistic learning, deployment and results monitoring system.

EXPECTED RESULT 3: EARLY RECOVERY CAPACITY OF INTERNATIONAL, NATIONAL AND LOCAL ACTORS IS STRENGTHENED AT REGIONAL AND COUNTRY LEVELS

Result 3	Indicators	Source of verification:	Results as reported by IP	Achieved
Result 3: Early Recovery capacity of international, national and local actors is strengthened at regional and country levels	Indicator 1: 4 awareness workshops for country and regional actors are conducted at regional or country level by December 2015. Target Value: 4	Source of verification: Workshop reports.	4 workshops were organized in Kathmandu (August 15), N'djamena and Niamey (November 15) and Dhaka (December 15). Delivered documents: workshop PPT (4); workshop reports (3); participants' handbook (2, in French & English); ER leaflet (2, as previously); workshop facilitation methodology (1).	Agree Achieved (Late implementation) However, evaluator agrees with Groupe URD commentary that this process should be led by the UNDP and that the roll out must be preceded by sensitisation work with the HCs office globally as to the role of the ERAs and the purpose of the workshops as a long term goal for multi- stakeholder ER planning linked to UNDAF processes.

Global costs: 176.900,00 €, Beneficiaries/Organizations: 400

The stated results have been fully achieved. Four workshops were organized in Kathmandu (August 15), N'djamena and Niamey (November 15) and Dhaka (December 15). Delivered documents were workshop PPT (4), workshop reports (3) and participants. These activities were rolled out late (refer to the issue with procurement and slow recruitments of implementing partners noted above). However, the evaluator agrees with Groupe URD's commentary that this process should be owned and led by the UNDP, and that the rollout must be preceded by sensitization work with the HC office globally.

This result involved the design of a multi-stakeholder awareness workshop on Early Recovery and Resilience Building for HCT members and regional actors. The training will be composed of several modules, allowing HCTs/regional actors to adapt the content to the country/region's specific situation. It will be available in French and English.

Organization: Target: 200

Achieved: 230

Representing approximately 230 organizations, 422 experts have been trained, with participants being drawn from Humanitarian Country Teams; Country Teams in disaster-prone countries, INGOs, donor representatives and national actors. The five multi-stakeholder workshops organized by UNDP/CRU in 2014-2015 in Ukraine, Sudan, Democratic Republic of Congo, Myanmar and Colombia engaged 286 participants from around 120 different offices and organizations. The four multi-stakeholder workshops organized by Groupe URD were attended by a total of 136 participants. The workshop reports provide in

the drop box that goes along with this final report provides an overview of the number of participants per country/training.

The beneficiaries were thoroughly screened to ensure that 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 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. On the other hand, Groupe URD conducted preparatory missions to Sahel (Niamey December 4-9; Bamako December 3-17, 2014; Dakar December 25-29, 2014), Bangladesh (June 23 to July 4, 2015); Nepal (August 20-31, 2015) to better understand the needs and best design for the Early Recovery Assessment and Monitoring tool. While Groupe URD encountered some difficulties to get all relevant participants on board, these processes ensured the beneficiaries' full involvement and ownership of the definition of the workshop objectives and the tailoring of the material prepared and presented.

Indicator 1: Four awareness workshops for country and regional actors are conducted at regional or country level by December 2015.

Target: 4

Achieved: 9

Activity 1: Design of a multi-stakeholder awareness workshop on Early Recovery and Resilience Building for HCT members and regional actors.

Recognizing the importance of explaining the concept, tools and terminology of Early Recovery to the stakeholders involved in the humanitarian response, 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.

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.

Groupe URD has tested the methodology 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.

Activity 2: Conduct 4 awareness workshops at regional or country level by December 2015.

UNDP Crisis Interface team Geneva conducted 5 multi-stakeholders workshops or meetings in a) Ukraine from December 14–8, 2014; b) Sudan from February 27–March 7, 2015; c) Democratic Republic of Congo from March 23–27, 2015; d) Myanmar from March 29–April 3, 2015; e) Colombia from April 27–30, 2015. Staff was also deployed to Yemen for one sensitization mission. The objectives of these workshops and missions were to a) strengthen the conceptual and actionable framework for Early Recovery (ER) in situations of prolonged crises, complex emergencies and transitions contexts, illustrating and explaining 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.

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 and the ER measurement tool. They 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 Early Recovery and the use of the ER measurement tool.

Conclusion

The concept of Early Recovery has come a long way since its introduction in the humanitarian context in early 2000. Not only have the concepts and language of humanitarian coordination changed, but Early Recovery itself has undergone changes in substance and language. The recognition in 2013 of early recovery by the IASC Principals as an essential part of humanitarian response has allowed the shift in focus to integration of early recovery in the response 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 aimed at greater awareness and shared understanding of the importance of an Early Recovery approach.

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 stakeholder (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.

CRU/CIT conducted four multi-stakeholders workshops with these results:

- The Ukraine workshop conclusions substantiated the request to deploy a Cluster Coordinator for at least six months to lead the Early Recovery and Livelihoods Cluster and support the RC in developing a durable solutions strategy. The request to deploy an Information Management Officer contributed to revive the ER structure in the country;
- The DRC workshop conclusions included 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, as well as the analysis of the feasibility of establishing a window within the pooled fund for development-related projects to be funded from development budgets to support the transition from ER to development initiatives (i.e. exit strategy).
- The Sudan workshop recommendations included the request to deploy an ERA, the creation of a standing ER working group; and the setting-up of 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 in Myanmar committed 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 get the support of an Information Management Officer (IMO).

EXPECTED RESULT 4: METHODS AND TOOLS ARE DEVELOPED TO PROVIDE ER GUIDANCE, STANDARDS AND PERFORMANCE MONITORING

Global costs: 283.765,00 €, Beneficiaries/Organizations: 200

Indicator 1: The Early Recovery Monitoring and Impact Assessment tool was developed in one country and piloted in at least two other countries by end 2015.

Target: 1

Source of verification: Early Recovery Monitoring and Impact Assessment guidance, Early Recovery Monitoring and Impact Assessment reports.

Activity 1: An Early Recovery Monitoring and Impact Assessment tool was first piloted/designed in Bangladesh, based on a real-time monitoring and iterative evaluation approach. This would in turn serve

Result 4	Indicators	Source of verification:	Results as reported by IP Group URD	Evaluator Comments
Methods and tools are developed to provide ER guidance, standards and performance monitoring	Indicator 1: The Early Recovery Monitoring and Impact Assessment tool is developed in one country, and piloted in at least two other countries by end 2015. Target Value: 1	Source of verification: § Early Recovery Monitoring and Impact Assessment guidance § Early Recovery Monitoring and Impact Assessment reports	Based on an in-depth desk review and conceptual thinking, a generic method for elaborating ER context-specific measurement tools was conceived and tested in Bangladesh (from June to December 2015). The methodology was then shared and adapted in Nepal and Niger. Delivered products about the ER measurement tool: presentation leaflet (1); participants' handbook (describing the methodology of tool elaboration, 2, in French & English)	Agree. This is a conceptually sound product. It can be further vetted with a group of internal UNDP/ECHO practitioners.
	Indicator 2: Partner feedback on ER monitoring & impact assessment tool Target Value: 3	Source of verification: § The ER monitoring and & Impact assessment tool will be rolled out in 3 countries. § The target value represents the stakeholders (humanitarian and development actors) in these 3 countries.	Prototype tools were elaborated in 3 contexts (Bangladesh, Nepal and Niger) through a collaborative process with key stakeholders (working seminars and at-distance consultation). Delivered products: 3 prototype tools (list of proposed indicators, around 20 for each context); working materials of 4 working seminars (including report, PPT, list of participants); 2 were held in Bangladesh).	Agree. The UNDP/ECHO approach in country may have included sensitization training/ workshop / education local UNDP including the HC and HCs office as to the link to their office and roles.
	Indicator 3: Standards for integration of ER in humanitarian strategy are developed and applied. Target Value: 1	Source of verification: § One (1) set of standards	The 3 field tests led to the formulation of a generic version of the ER tool. Delivered product: 1 generic version of the ER measurement tool (to be further adapted or contextualized to any other context)	Agree. The generic version can also be further vetted internally by a UNDP internal group of practitioners with partners from the ECHO and intercluster group.

as the basis for the development of a generic Early Recovery Monitoring and Impact Assessment tool.

The stated results have been fully achieved.

Estimated total number of direct beneficiaries targeted by the result:

Target Organizations: 200

Organizations: 112

The evaluator learned that the preparation of the Early Recovery measurement tool involved four preparatory missions to Sahel (Niger, Chad and Senegal), Bangladesh, and Nepal to consult with major stakeholders and ascertain the needs and functionality of the tool (interviews with IP -Groupe URD). In this phase, 149 participants from 79 organizations were consulted and engaged in the preparatory work. A validation workshop was then conducted in Niger. The tool was piloted during two workshops in Nepal and Bangladesh, involving a total of 39 selected participants representing 33 different organizations. 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 and other humanitarian strategies and plans and having a global reach and impact. (See annex 16)

Respondents interviewed agreed that the relief actors generally recognize the relevance of ER and resilience approaches but there was no clear evidence to date about the added value of these approaches (until this project's normative, evidence and advocacy work), i.e. the relevance of integrating ER-related aspects into humanitarian response. This is the greatest obstacle that prevents ER programmes from being supported adequately. Besides, the current focus 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 project's impact. To address this shortcoming, through the project involvement of Groupe URD and the country teams from Niger, Chad, Bangladesh, and Nepal, the project supported the development /tested the new methodological approach to assess and measure Early Recovery during the humanitarian response. The measurement tool indeed monitors the levels of resilience that have been attained over a certain period of time. Using a minimum set of piloted indicators and value thresholds, the well thought out (and now tested) tool establishes priority objectives for recovery and measures to what extent these have been attained. The evaluator agreed that 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 and the (indicators selected for measuring programme interventions with in it) will support local level analysis of existing and available M&E data. As such, it avoids overloading operators and generating additional costs (good point). The tool also provides a dashboard for strategic and operational decision-making.

By end of this project, this activity has constructively led to the following:

- The development of a generic methodology to monitor and measure progress towards recovery and resilience. This method can be used either collectively or adapted by a single organization for its own uses;
- The development of three 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.

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

- To collectively validate the choice of Early Recovery indicators;
- To set up value thresholds for each indicator to fix 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 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.

Indicator 1: 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

Target value: 1
Achieved: 3

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 Early Recovery Monitoring and Impact Assessment methodology and tool. The preparation of the Early Recovery measurement tool involved four areas: Sahel (Niamey December 4–9, Bamako December 3–17, 2014; Dakar December 25–29, 2014), Bangladesh (June 23–July 4, 2015); Nepal (August 20–31, 2015). Three prototypes for Nepal, Bangladesh and Niger were developed and approved. The tool will be launched and applied at global level; Sudan, Lebanon, CAR and Bangladesh will be the first countries to apply it in 2016.

Indicator 2: Partner feedback on ER monitoring; impact assessment tool.

Baseline: 0
Target value: 3
Achieved: 3

To develop and test the Monitoring and Assessment tool, Groupe URD conducted a series of preparatory workshops in Sahel (Niamey December 4–9; Bamako December 3–17, 2014; Dakar December 25–29, 2014), Bangladesh (June 23–July 4, 2015); Nepal (August 20–31, 2015). In all workshops, the target group showed a very strong interest for 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.

Indicator 3: Standards for integration of ER in humanitarian strategy are developed and applied.

Baseline: 0
Target value: 1
Achieved: One (1) set of standards
Source of verification: ER Monitoring and Assessment tool and user handbook.

Report on indicators: In cooperation with Groupe URD, the action developed the ER Monitoring and Assessment tool. The tool is accompanied by a user handbook to guide and 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 identifying key factors along the recovery path after one or more shocks (floods, drought, conflict, etc.). 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 tool not only brings together and positions these capacities, but also shows how these are mobilized by the population after a crisis. These capacities can be either generic or specific to the context. The *second step* leads to prioritizing the most influential recovery factors that are easy to measure. Subsequently, these priority factors can be the object of priority operations. The *third step* involves formulating indicators for each key prioritized factor, 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 identification and prioritization of an early recovery specific programme relevant to the crisis response in a given context.

Activity 1: 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.

To improve the quality of the humanitarian response and strengthen the resilience of the affected communities, the CWGER will develop a generic Early Recovery Monitoring and Impact Assessment tool. The tool will 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; this will allow HCTs, Country Teams, clusters and organizations 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 of a generic Early Recovery Monitoring and Impact Assessment tool made available to all actors.

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 preparatory missions and workshops in Sahel (Niamey, Bamako, and Dakar), Bangladesh and Nepal. Three prototypes for Nepal, Bangladesh and Niger were developed and approved. The tool will be launched and applied at global level; Sudan, CAR and Bangladesh will be the first countries to apply it in 2016.

Activity 2: Development of standards for the integration of ER in strategy.

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 identifying seven key human dimensions (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 to identify the key factors for the early recovery process following a shock or a sustained period of stress. The underlying principles behind the design of the early recovery measurement tool were: a) precision; b) adaptability; c) reproducibility and d) a simple and pragmatic format. National, community and household factors are to be considered.

The expected main benefits of measuring Early Recovery were to be achieved in the following terms:

Visibility: To display the benefit of an Early Recovery/Resilience approach for the humanitarian response, both externally and internally (within NGOs and relief structures).

- Advocacy to potentially scale up and mobilize resources for Early Recovery priorities;
- Accountability because it is a priority both towards donors and affected populations. Measurement of Early Recovery is essential to enhance the quality of aid interventions and AAP (Accountability towards Affected Populations) is one of the Early Recovery principles (IASC, Guidance Note on Early Recovery, April 2008);
- Strategic and operational guidance: Nowadays, relief actors acknowledge the relevance of ER and resilience approaches but still do not know how to convert these approaches into practice. 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 should strengthen the focused impact of some specific interventions. It will foster humanitarian actors to analyze and highlight more on structural vulnerabilities, people's own agency, constraints and opportunities, etc. to develop an Early Recovery Monitoring and Impact Assessment methodology and tool.

Activity 3: 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. 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, 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, starting with Sudan, CAR and Bangladesh in 2017, and further rounds of feedback will allow improving and refining the approach and methodology.

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 tackling humanitarian crises. It is therefore expected that UNDP/CRU will capitalize on the results achieved in 2014–2015, update, and refine, as needed the methodology and tool developed to continue building regional and country level capacities through tailored ER multi-stakeholder workshops.²³

5. Sustainability: Likely (L)

Indicative of the demand for the GCER services both at the global and at the country level, the IASC overarching goal for 2016–2017 was to strengthen the effectiveness of humanitarian action. See the IASC working group work plan 2016–2017 (January 2016). Four priorities have been identified by the IASC Working Group: 1. Effective response to emergencies and protracted crises; 2. Accountability and inclusivity; 3. Displacement and protection outcomes; 4. Financing.

Other consideration regarding sustainability includes financial, socio-political and environmental Institutional framework and governance. Most important are lingering questions around institutional leadership and longer term support at the global and country level. These were still being questioned by respondents working in the humanitarian sector. UNDP's institutional work is to assert and communicate its leadership in this space as focal point /lead agency for the ER advisory coordination services and the ER cluster. This needs advertising and visibility. The deployment system of the UNDP CRU has been a good step for affirming the commitment. This move will be recognized as a value proposition and commitment to partner co-financing and for mobilizing early recovery financing. Further visibility of UNDP services is recommended since they were still subject to questions and clarifications because the uptake of UNDP. Its role is found to not be broadly understood. To support the knowledge of its intercluster coordination function, a short guidance on how the multi-stakeholder strategic planning processes for early recovery coordination look like can be quickly developed. Partner want to be assured of the complementary role with others in this space. UNDP can now put focus on the defining the *longer term thematic coordination* (value added) and programmes advisory role (including the focus on systems thinking i.e. IM, cross sectoral programme linkages and gap filling) of an Early Recovery Advisor. What that means in practice for strategic planning and *thematic convening aid coordination*, including in terms of time of deployment (has to be longer than one or two weeks) - the criticism that the job was a 'two week holiday'. This has to do with the need for advisor coordination services with multi-year funding modalities and multi-year planning mechanisms support.

4. Sustainability	Rating
Financial resources:	S
Socio-political:	S
Institutional framework and governance:	S
Environmental:	S
Overall likelihood of sustainability:	L

6. Conclusions (relevance, efficiency and effectiveness)

Relevance - Satisfactory

The project's design and output reflected the joint support objectives of the UNDP and ECHO Partners in linking humanitarian and development assistance through strengthening early recovery in humanitarian response. Implemented through the Cluster Working Group on Early Recovery CWGER, otherwise known as the GCER, hosted by the CRU/CIT UNDP, the capacity strengthening, normative work (policies and tools, workshops, IM and measurement) undertaken were contributions to the humanitarian and development mainstreaming agenda and have provided a significant push. The progression can be seen in terms of the number of people trained (175) as ERAs and CC, and through the development of enabling tools [supportive interactive website, training packages on ER analysis for countries and standards and tools for measurement (guidance and indicators registry)]. The project logic was coherent. Based on desk study and respondents interviews, the project logic was perceived in line with the needs to build a global learning and mainstreaming approach, enabling other clusters and humanitarian actors with Early Recovery Advisory comparative knowledge sharing, services and programmatic support and development of the inputs needed to build a dynamic for a longer-term capacity support system.

The UNDP *ERC project framework was relevant*, based on what the partners wanted (interviews: also see list of project partners in this report. The project logic vetted by the stakeholders interviews was confirmed as: to train (supported by the ECHO funding)/to deploy (supported by core funds of UNDP), to support the growing community of practice with interactive/interoperable web tools, to sensitize and provide process-level support for the in-country multi-stakeholder processes (supported by ECHO financing and UNDP local support) and to measure with a vetted tool kit of indicators and measurement support tools. The project fed into the intercluster learning service needs on Early Recovery in humanitarian crisis. It supported the understanding of Early Recovery and provided funds to UNDP to build upon a decade-long effort of clarifying what early recovery is in the humanitarian space and in the cluster. This was a message of support to the cluster system and the leadership on these issues of cluster vs. non-cluster in the humanitarian space, i.e. WHS.

The importance and absolute centrality of the GCER global policy work towards mainstreaming is underscored²⁴. *The Early Recovery Partnership team/Crisis Interface Team (GCER) was actively involved* in the IASC subsidiary bodies, humanitarian task teams, global clusters and GenCap Steering Committee (Annex 7). Even during the evaluation mission, the CIT engaged in an interagency discussion on the work of protracted crisis, guidance for which was developed as an output of this project (Annex with the guidance document ok). The guidance documents for work, durable solutions and IDPs are available and were developed through participatory process. The project played a decisive part in it, and the implications are far-reaching for the entire humanitarian and development sectors. This is very commendable.

The project targeted the systematic support to the humanitarian and recovery goals in targeted pilot countries also through an operational focus on information management, knowledge sharing skills and competency building. The planning and implementation of the Early Recovery Approach was confirmed, perceived (by partners interviewed in the field and at the global level) as having an impact, through concrete integration of Early Recovery Advisors for thematic planning and coordination of early recovery towards durable solutions, approaches and measurements in the humanitarian response plans and the multi-stakeholder response processes where they were deployed (Discussions with current or former ERAs in Burundi, Sudan, Fiji, Nigeria and Nepal).

Efficiency - Satisfactory

Managed as part of a broader UNDP support approach to crisis response and early recovery unit since 2005, the project was efficient and cost-effective. This was achieved through capitalizing on the comparative benefits of UNDP and capable partners, ensuring synergies with ongoing activities at the global, regional and country levels. For this project, the key strategy was to build on the GCER relationships developed for early recovery support services with NRC, MSB, URD and others. A complete list of partners and implementing consultant contracts is included in section 2.4.

The project experienced a major procurement delay which impacted on timeliness and implementation issues. The issue is described in the section on financing. These problems might have been avoided if internal UNDP communications had been clear about what the possibilities for working and procuring implementing partners were. Unfortunately, through long delays and communications on the need to hire qualified partners for implementation, the recruitment necessitated an overly lengthy procurement process and further delays. After the communication situation, the PIU had a double delay that included the UNDP's heavy procurement issues related to the process. All this interrupted the smooth recruitment of a main implementing partner. This impacted scheduling of results three and four (measurement tools and pilot training multi-stakeholder workshops and interview with project consultant and implementing partner). Project implementation slowed and the training package and measurement tools were delivered as drafts by end of December 2015. The evaluator viewed this issue as the greatest problem for project implementation. The lesson learned was to trust the procurement rules and that in the end the best qualified implementing partner will always rise to the top.

During the project period, the trained ERAs deploying the tools needed time to learn and use these tools and support the vetting internally. This led to lessons on the need for nimbleness - that UNDP must consider its internal options for fact tracking work and easing on procurement rules that in humanitarian spaces in order to maintain credibility with humanitarian partners who are used to working quickly and nimbly.

The project has been implemented within deadline and cost estimates, as mentioned and evidenced above. An issue highlighted during evaluation was the exchange rate fluctuations, which gave the appearance of under-delivery at the end, when that was not the case. The dollar gained significantly in 2015, generating a savings for extra programming at a late stage. This was easily subsumed into the cost of inputs. The monitoring practices could have benefited from the services of a full-time monitoring and evaluation officer; however, the oversight provided by the project manager was efficient and permitted on-time adjustments. For a capacity building project, the time frame was short, with only 18 months for TE. Therefore, monitoring by ER cluster lead and programming management was limited.

Effectiveness—Satisfactory

In response to the question of the *extent to which the project has achieved its expected outputs*, or whether progress has been made, the four expected result areas are delivered. However, there is need for consensus and vetting of all products produced. A central change theory was based on a theory that that 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 and that the deployment of Early recovery advisors to the emergency at the onset would make a difference. This concept is vetted as the important aspect of the 'missing link' in supporting governments to undertake the recovery in a way that aligns the actor and bridges the humanitarian work to development work. Refinements may be needed however on the ERA's length of service based on feedback. The project—training, the web support (IM toolkit) and measurement tools, can be vetted internally. The extended UNDP CRU and the intercluster teams can be engaged to develop a rollout plan. The country level workshops can be further packaged and communicated with the recipient countries in need of in-country and for online consumption.

The project products need consolidation and presentation to ECHO, UNDP NY and to the intercluster networks. In some case there need to be further vetting and refinements, and consideration of sustaining the support services around the tools, before a global, regional and local rollout. The project results also need to be prepared for rollout.

More specifically, and related, core technical profiles i.e. information management, knowledge management, environment and sustainable development, needed to be considered and made available the GCER, and the knowledge sharing system needs further strengthening and possible creative staffing. An area that must be further developed is the longer-term management of the fledgling ER community of practice. The project website, tools and guidance undoubtedly support a holistic learning, deployment and results monitoring system. Since the system and capacity building are a longer process, it is too early to judge its contribution of these to impacts. The next step is to reinforce products delivered and undertake the internal vetting.

The *project contributed to outcome level changes by setting in motion dynamic changes and processes* that moved towards the long-term outcome. However, further push (some refinements, strengthening, rollout and scale up of project activities) is required to begin to achieve the mind-shift level changes required to express that early recovery has been mainstreamed through continued capacity development support and sensitization work. During interviews, however, partners had already expressed interest to use the ER measurement tools. It is impressive that these indicators were already on the OCHA global humanitarian indicator registry. The work on durable solutions and the step guide to programming guidance and field testing work on durable solutions was also a significant result during the project period. These were presented to the broader cluster group and are now available. They also needed rollout. They were an important resource developed as a joint work of UNDP, UNHCR, GPC and GCER. The Gender & Age marker work and the work for supporting environmental mainstreaming across clusters were recognized by interviewees as important support/mainstreaming inputs. This is indicative demonstration of the thematic demands.

In a *positive sense*, several enabling factors supported the project's contribution to the overall outcome, including the accelerating shift in the international environment with the processes (humanitarian development nexus and financing humanitarian action) leading up to the WHS. The internal restructuring of UNDP 2014–2015 provided the internal alignment to continue to provide training, mobilize resources and deploy learning and support services. Activities related to financing the humanitarian work were a systemic bottleneck to early recovery. However, it progressed with the recently started *grand bargain* process. Two key systematic issues remain: the ability for multi-stakeholder planning post-disaster and issues related to the financing and multi annual funding. Proving the evidence base has proven a critical area for policy work related to the uptake of the guidance and support.

Challenges include the lesson learned related to the issue of slow UNDP procurement, the need for a stable team at the GCER and the need for establishing monitoring practices and to continue work on key programme areas. For instance, the UN SG request to work on protracted crisis and accountability to affected population. The need is to do more intercluster training and learning services. Constant changes and team restructuring have been problematic. Project-funded consultants were involved in significant areas of work which have been stunted, including strategic planning and AAP. The work on knowledge management and systems building required a significant investment for knowledge management to function and integrate with the UNDP internal knowledge systems, including teamwork platforms.

How effective the project has been in its contribution to achieving the outcome can be demonstrated by the growing humanitarian partner's role in programme work on early recovery, the already occurring cluster coordination system and the approach to building upon the existing good practices, and ongoing cluster and country level coordination in humanitarian spaces. For implementation, in part the delays were due to uneven staffing and delayed procurement for Groupe URD's work on results 3 and 4. The project was able to produce and design a system of support services, but sustained support and commitment is needed from all partners to help properly finalize products and prototypes and to secure sustainability through constant staffing of the section.

The increased awareness of ER and cluster strategic role for development within UNDP has fit into a unique window of opportunity for influencing positive change toward the overall expected outcome (improved humanitarian response). The next step is thus to fine-tune and roll out the guidance. UNDP can begin to ascertain the resourcing needs to operate an active supportive knowledge and learning hub at the global level. There was a need to continue to support the transformative agenda linking early recovery to resilience work, work on protracted crises and work on accountability to affected populations.

Finally, the semantics and the framing of the cluster were seen as a negative factor for uptake of the concept and tools. Some respondents expressed that they were ok with framing of the gap cluster, while others felt it was a term that connoted a proliferation of overlap. This needed to be considered carefully as it was not necessary to mainstream the early recovery cluster work at both the country and global level. The idea was

a concept and approach that included critical expertise to lead processes and advice on strategic areas of need.

7. Lessons Learned

This project was unique and commendable as a showcase of co-implementation of global good practice for support to ER globally. Its ultimate success will generate great benefits for the countries in terms of its humanitarian and sustainable development goals. These are some important project end lessons:

Project Specific Transversal issues

Stronger linkages were needed among the four results of the entire programme (e.g. link between ERA trainings and ER workshops). Groupe URD was contracted for the implementation of two results (R3 & R4) without detailed clarity about the other results, whose implementation was fully taken in charge by the CIU (Crisis Interface Unit, UNDP Geneva). Collaboration between Groupe URD and UNDP staff (either at country or GVA level) could have been enhanced, for instance, to organize and co-facilitate the workshops, to support the dynamic generated by the events organized, etc. This would have ensured a higher ownership of the implemented activities and final products of the project, and thus have given better continuity to the launched initiative (especially for the ER tool).

Upon completion of the project, the main issue is concerning the need for institutional leadership and a joint partnerships and monitoring plan to sustain the launched initiatives. At the country level for example, while Groupe URD convened meetings and working sessions about ER issues, this could be considered as similar to the creation of a network around a common interest. However, Groupe URD, as an external agent, did not have the legitimacy to make formal the in country network and promote the continuity of the efforts engaged. Primarily this is the responsibility of ECHO and UNDP to lead the development of a joint monitoring and roll out plan. The exit strategy was not made clear! The evaluator agrees with Groupe URD in stating this should have come from a duo of actors with the right legitimacy, for instance UNDP and a national institution.

Workshops (R3)

Time for preparing and organizing the four workshops (Bangladesh, Nepal, Niger and Chad) was constrained by the administrative delays in the contracting process (interview with the URD). Without a contract, URD could not engage the expenses of such events before June/August, when the first two workshops were planned. Either by collaborating more closely with the UNDP country team (including the ER advisor, ERA) or by spending more time in the country beforehand, URD could have better anticipated and formulated the contents and issues to be addressed during the planned events. The need is for agile and flexible modalities for engagement with humanitarian partners and getting work done.

Measurement tool (R4)

The tool methodology was elaborated with a view to develop contextualized and practical tools for measuring ER progress while building up a consensus about ER among a diverse set of actors (far beyond the cluster system). The internal ownership of the elaboration of both the measurement methodology and the tool prototypes (context-specific) could have been higher, especially through the active involvement of the country teams. If availability did not allow because of real time constraints, the processes of internal ownership and dissemination should be pursued in the future, for instance by integrating the ER measurement tool into the ERA training.

These tools are exceptionally needed and linked to "Early Recovery which has become an increasingly important tool in the management of humanitarian disasters. In a context in which the resilience approach has become a priority for the aid sector, it seems essential to evaluate the impact of the efforts made in favor of resilience and recovery. According to the Groupe URD respondents and agreed by evaluator, the 'intricacy lies in delineating the boundaries of Early Recovery and developing an ever-clearer rationale'. It is not easy to establish a precise definition of the concepts that are used or the parameters and concrete

added value of Early Recovery and resilience.” For example, UNDP/ECHO/Groupe URD’s approach consists of helping field operators to better understand the processes of change involved in a complex phenomenon such as Early Recovery. ‘Like resilience, Early Recovery is a longer-term-funded, multi-actor, multidimensional, multi-level and multi-sector process’. Despite an overall increase in financial resource for the humanitarian sector, the main aid institutions and donors have not yet given Early Recovery the attention that it deserves. Furthermore, there has been no clear evidence to date about the benefit of Early Recovery approaches, i.e. the relevance of integrating ER-related aspects into humanitarian development responses. This is one of the obstacles that prevent Early Recovery programmes from being implemented effectively. The current focus 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 programmes of all kinds, and in that matter Early Recovery should be no exception.”

The way forward was presented at the latest GCER plenary meeting (Geneva, January 20, 2016). These are suggested future areas of development for the ER tools by Groupe URD:

- Finalization of measurement prototypes (indicators, thresholds);
- Field-testing in some homogenous contexts;
- Dissemination, adoption and utilization;
- Institutional support and leadership;
- Methodological support to some organizations.

Annex 1: IASC Principles Request 2012

In 2012, the IASC principals, in line with the transformative agenda, endorsed the following:

1. Requested 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 requested the CWGER, supported by global clusters, to report to the principals on progress of integrating early recovery into their work;
2. Confirmed 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. Requested UNDP as chair of CWGER to develop an early recovery intercluster country support roster to deploy Early Recovery Advisor(s);
4. Requested HCTs to identify thematic areas that were not included within the existing coordination mechanisms of a crisis-affected country. An additional coordination body might be created locally to meet specific early recovery needs that would not be covered otherwise. In consultation with the global cluster lead for early recovery, the HCT would 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 would be confirmed by the ERC during the cluster activation process and would be accountable to support that work in the country as a cluster lead agency. Where possible, local capacities and structures would be encouraged to lead early recovery coordination efforts.

Annex 2: Log frame

Title of the action e:nhancing inter-agency early recovery capacity: A smarter humanitarian response			
Principle 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.			
Intervention Logic		Objectively verifiable indicators and sources of verification	
SPECIFIC OBJECTIVE	Specific objective: Early Recovery is adequately integrated into humanitarian strategic objectives in countries prone to facing a humanitarian crisis and on global level.	Indicator: Number of countries prone to facing a humanitarian crisis having integrated early recovery in humanitarian strategic objectives according to the standards. Target Value: 70% of countries by end 2015	Source of verification: <ul style="list-style-type: none"> ▪ Strategic Response Plans (SRPs) and other humanitarian programme cycle-related documents ▪ Durable Solutions Strategies ▪ Training reports ▪ UNDP integrated results and resource framework
		Indicator: Early recovery/resilience building approaches are integrated in major global humanitarian and resilience policies and guidance developed between 1 July 2014 and end 2015 Target Value: 90% of policies	Source of verification: <ul style="list-style-type: none"> ▪ Global humanitarian and resilience policies and guidance developed between 1 July 2014 and end 2015

RESULTS	<p>Result 1:</p> <p>The expertise and capacity for rapid early recovery support to country operations is enhanced</p>	<p>Indicator 1:</p> <p>120 humanitarian and development experts are trained in Early Recovery by December 2015</p> <p>Target Value: 160</p>	<p>Source of verification:</p> <ul style="list-style-type: none"> ▪ Training course reports 	<p>Activity 1:</p> <p>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 standby partner).</p>
	<p>Global costs:</p> <p>861.315,00 €</p> <p>Beneficiaries Organizations: –</p> <p>300</p>	<p>Indicator 2:</p> <p>Early Recovery Advisors are deployed in 80% of countries in crisis requesting global support by end 2015</p> <p>Target Value: 80</p>	<p>Source of verification:</p> <ul style="list-style-type: none"> ▪ Number of staff deployed (UNDP staff, staff seconded by standby partners free of cost or on reimbursable loan agreement) ▪ Number of crisis countries where the humanitarian programme cycle has been rolled out 	<p>Activity 2:</p> <p>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 standby partner).</p>
		<p>Indicator 3:</p> <p>Actual person-days of deployment of Early Recovery Advisors</p> <p>Target Value:</p> <p>1550</p>	<p>Source of verification:</p> <ul style="list-style-type: none"> ▪ Deployment contracts and mission reports 	<p>Activity 3:</p> <p>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.</p>
	<p>Result 2:</p> <p>An information management system is developed and maintained</p>	<p>Indicator 1:</p> <p>Usage statistics of the website (# of unique visitors, # of visits/sessions)</p> <p>Target Value:</p> <p>2000</p>	<p>Source of verification:</p> <ul style="list-style-type: none"> ▪ Google Analytics 	<p>Activity 1:</p> <p>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).</p>

<p>Global costs: 78.655,00 €</p> <p>Beneficiaries – Organizations: 500</p>	<p>Indicator 2: The www.earlyrecovery.info website is updated on a weekly basis with material produced during that week</p> <p>Target Value: 1</p>	<p>Source of verification:</p> <ul style="list-style-type: none"> ▪ www.earlyrecovery.info 	<p>Activity 2: Finalization of the 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 integrating ER / resilience building in the humanitarian response.</p>
<p>Result 3: Early Recovery capacity of international, national and local actors is strengthened at regional and country levels</p> <p>Global costs: 176.900,00 €</p> <p>Beneficiaries – Organizations: 400</p>	<p>Indicator 1: 4 awareness workshops for country and regional actors are conducted at regional or country level by December 2015.</p> <p>Target Value: 4</p>	<p>Source of verification: Workshop reports.</p>	<p>Activity 1: Design a multi-stakeholder awareness workshop on Early Recovery and Resilience Building for HCT members and regional actors</p> <p>Activity 2: Conduct 4 awareness workshops at regional or country level by December 2015.</p>
<p>Result 4: Methods and tools are developed to provide ER guidance, standards and performance monitoring</p>	<p>Indicator 1: The Early Recovery Monitoring and Impact Assessment tool is developed in one country, and piloted in at least two other countries by end 2015.</p>	<p>Source of verification:</p> <ul style="list-style-type: none"> ▪ Early Recovery Monitoring and Impact Assessment guidance ▪ Early Recovery Monitoring and Impact Assessment reports 	<p>Activity 1: 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.</p>

<p>Global costs: 283.765,00 €</p> <p>Beneficiaries Organizations: 200</p>	<p>–</p>	<p>Target Value: 1</p>		
	<p>Indicator 2: Partner feedback on ER monitoring & impact assessment tool</p> <p>Target Value: 3</p>	<p>Source of verification:</p> <ul style="list-style-type: none"> ▪ The ER monitoring and & Impact assessment tool will be rolled out in 3 countries. ▪ The target value represents the stakeholders (humanitarian and development actors) in these 3 countries. 	<p>Activity 2: Development of standards for the integration of ER in strategy</p>	
	<p>Indicator 3: Standards for integration of ER in humanitarian strategy are developed and applied.</p> <p>Target Value: 1</p>	<p>Source of verification:</p> <ul style="list-style-type: none"> ▪ One (1) set of standards 	<p>Activity 3: 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</p>	

Annex 3: Guidance Note on Early Recovery

Find the guidance note on Early Recovery on ER Online resource center.

<http://earlyrecovery.global/sites/default/files/Guidance%20Note%20-010816.pdf>

Annex 4: Terms of Reference (ToR)

Enhancing Inter-Agency Early Recovery Capacity: A Smarter Humanitarian Response Evaluation

Consultancy TERMS OF REFERENCE

Job Title	Evaluation Consultancy
Contract Type	Individual Contract (IC)
Duty Station	Home Country based with a 1 week trip to Geneva
Contracting Authority	United Nations Development Programme
Contract Duration	Starting– at latest Monday 28 March 2016 with an estimated 25 working days
Start Date	Starting ASAP

1. INTRODUCTION

The Inter-Agency Standing Committee (IASC) established the Cluster Working Group on Early Recovery (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. In August 2014, the CWGER became the Global Cluster for Early Recovery (GCER), confirming UNDP as the Cluster Lead Agency.

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 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/CRU Early Recovery Team, Early Recovery Advisors, and Cluster Coordinators under the aegis of the Global Cluster for Early Recovery (GCER) Strategic Advisory Group (SAG).

In 2014-15, the ECHO-funded project titled “ENHANCING INTER-AGENCY EARLY RECOVERY CAPACITY: A SMARTER HUMANITARIAN” provided support to improve the integration and operationalization of the Early Recovery (ER) concept in the collective response to humanitarian crises.

The objective of the ECHO project was 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. Following are the project’s 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

2. EVALUATION PURPOSE

Evaluations are critical for UNDP to progress towards advancing human development. Through the generation of 'evidence' and objective information, evaluations enable managers to make informed decisions and plan strategically. This exercise is the final project evaluation, which is intended to demonstrate the level of change in the measured variables and level of success of the outputs achieved and contributions to outcome level changes. In addition to the assessment of achievement of products, all UNDP managed evaluations should also assess the contribution of the project to the outcome level results, normally demonstrated as changes in the performance of institutions or behavioral changes.

3. EVALUATION OBJECTIVES

This evaluation will identify the outputs produced and the contributions to results at outcome level and positive or negative changes produced along the way, including possible unexpected results. The evaluation will also seek to identify the key lessons learned and best practices.

The evaluation will:

- Measure the extent to which the project has achieved its Specific Objective and Results indicators as presented in the project Logical Framework. The project proposal (ECHO single Form) can be found in Annex I to these Terms of Reference.
- Assess the relevance, effectiveness, efficiency, sustainability, impact and accountability of the project to date in the targeted communities.
- Identify and document lessons learnt and good practices, and to formulate clear recommendations regarding specific actions that should be taken to improve future programming of similar projects.

4. EVALUATION SCOPE

Period to Consider: 1 January 2014 – 31 December 2015.

However prospects for sustainability and potential for longer term impact will be made far beyond this period.

The evaluator is expected to work a total of 25 days during the period 28/3/2016 – 30/4/2016

Specific issues to consider

As part of this project, in collaboration with UNDP, Groupe URD developed a method for measuring progress in terms of resilience and early recovery after a shock. The scope is also expected to include documentation of lessons learned, findings and recommendations regarding opportunities and challenges brought about by the additional agency (Groupe URD) with the development of a generic methodology to monitor and measure progress towards recovery and resilience.

5. EVALUATION QUESTIONS

The evaluation will at a minimum cover the criteria of: relevance, effectiveness, efficiency, sustainability and impact.

The evaluation should answer, at least, the following questions; the selected evaluator shall complement this listing in its methodological proposal in order to comply with the objectives and scope of the evaluation.

The evaluator will seek to answer the following questions: In assessing **relevance**:

- i. To what extent was the project' selected method of delivery appropriate to the development context?
- ii. Is it consistent with the IASC guidance and the specific needs of the humanitarian community?

In assessing **effectiveness**:

- i. What have been the observed changes at the outcome level?

- ii. To what extent have expected outputs been achieved or has progress been made towards their achievement?
- iii. How has the project contributed to outcome level changes? Did it at least set dynamic changes and processes that move towards the long-term outcomes?
- iv. What factors have contributed to achieving or not achieving intended outputs and contributions to outcomes?
- v. What has been the contribution of partners and other organizations, especially beneficiary countries, to the outcome, and how effective have been the project in contributing to achieving the outcome?
- vi. What were the positive or negative, intended or unintended, changes brought about by the project?

In assessing **efficiency**:

- i. To what extent were quality outputs delivered on time?
- ii. Has the project been implemented within deadline and cost estimates?
- iii. Were the monitoring practices efficient and did they permit for on-time adjustments in the implementation of the project

In assessing **sustainability**:

- i. What indications are there that the achieved results (both at output and outcome levels) will be sustained, e.g. through requisite capacities (systems, structures, staff, etc.)?
- ii. To what extent has the capacity development of key national, regional and international stakeholders been strengthened?
- iii. What issues emerged during implementation as a threat to sustainability? What were the corrective measures that were adopted?
- iv. How has the implementing partner addressed the challenge of building national capacity in the face of high turnover of government officials?

6. Methodology:

The project evaluation is to be undertaken in accordance with UN evaluation norms and policies, including UN Standards and Norms for Evaluations^{xxv}, UNDP Handbook on Planning, Monitoring and Evaluation for Development Results^{xxvi}, and in particular UNDP outcome-level evaluation a companion guide to the handbook on planning monitoring and evaluating for development results for programme units and evaluators^{xxvii}. Evaluation methods should be selected for their rigor in producing empirically based evidence to address the evaluation criteria, to respond to the evaluation questions, and to meet the purpose and objectives of the evaluation.

The Consultant (or consultants) is expected to follow a consultative approach ensuring that all stakeholders of the project area are closely engaged. The evaluation approach will include 1 week of work in UNDP Geneva to collect first-hand information. If need be, the consultant will meet other agencies / projects engaged in similar interventions. The Evaluation will start with a meeting at the UNDP CIT Office in Geneva and conclude with a debriefing meeting/phone conference with the team and the project partners, with their feedback incorporated into the final report. Consultations/interviews relevant to partners can be convened through online mediums or via phone.

The evaluator will define the final methodology to be applied and it should include methodologies as outlined in the Handbook on Planning, Monitoring and Evaluating for Development Results.⁴ The evaluator will be expected to undertake:

- Comprehensive Desk review. All needed documentation can be obtained directly from the CIT team.
- Consultations with Group URD contacts/focal points either in person or via online mediums (skype etc.) or telephone

- Consultations with selected training beneficiaries
- The evaluator is expected to frame the evaluation effort using the criteria of relevance, effectiveness, efficiency and sustainability

6.1 Results Framework and Indicators to consider

Indicators are specified in the ECHO single form annexed to the present Terms of Reference. While this evaluation should be pitched at outcome level, it should be noted that indicators found in the Project Document at output (and at activity level at least to some degree to cover the most strategic activities) level may be completed/specified with the indicators, which may give a better measure of the project's outputs and most strategic activities.

7. EVALUATION PRODUCTS (DELIVERABLES/OUTPUTS)

The evaluator shall produce, in English:

7.1. A brief inception report

This report will be submitted to UNDP at the end of the first week of work. It shall confirm any scheduled visits, the methodology adopted and the assumptions made to complete the assignment. The inception report should also include a brief assessment, identify possible limitations to the evaluation process; and the response of the evaluator to overcome these limitations to allow for a methodologically valid evaluation. Sample table of contents for the inception report format can be found at http://web.undp.org/evaluation/documents/guidance/UNDP_Guidance_on_Outcome-Level%20_Evaluation_2011.pdf page 31.

The Inception Report shall provide an opportunity to verify that UNDP and the evaluator share the same understanding about the evaluation, and shall clarify any issues at the outset. This report shall detail the understanding of the evaluator on what they are going to evaluate and why, showing how each evaluation question shall be answered and by which means: the proposed methodology, the proposed information sources, and the data recollection procedures..

7.2 Draft Evaluation Report

A draft evaluation report shall be submitted. This draft evaluation report shall at least include the following elements as detailed in the Annex 7 of the PME Handbook, and shall not surpass 50 pages:

- The title and opening pages
- Table of contents
- List of acronyms and abbreviations
- Draft executive summary
- Introduction
- Description of the intervention
- Evaluation scope and objectives
- Evaluation approach and methods
- Data analysis
- Findings and conclusions
- Recommendations
- Lessons Learnt

The report annexes may be partly provided at the level of submission of the draft report:

- ToR for the evaluation
- Addition methodology related documentation
- List of individuals or groups consulted
- List of supporting documents reviewed
- Results and Resources Framework

- Summary table of findings
- Short biographies of the evaluator
- Code of conduct signed by evaluators

7.3 Final evaluation report

The draft evaluation report will be reviewed by CIT/CRU, UNDP and key partners. It is thus essential that main findings and recommendations are shared informally during the mission with the relevant stakeholders.

The final Evaluation report must comply with the quality standards set up in Annex 7 of the PME Handbook and key standards for UN evaluators.

The reports shall be written and structured in a way that they can also be read and edited independently from the final evaluation report. All reports produced must be in modifiable word format, Times New Roman 12 point font, numbered pages and have all images compressed.

It is expected that the final evaluation report would be shared with both UNDP electronically.

7.4 Specific Deliverables

- Participate in the CIT/UNDP – Groupe URD meeting organized at the beginning of the assignment and undertake consultations with all stakeholders
- Conduct consultations with CIT focal points/contacts based in Geneva.
- Conduct consultations with Groupe URD focal points/contacts via online mediums or telephone
- Produce an inception report, draft report and final report for the evaluation

8 EVALUATION MEMBERS

The composition and size of the team (if deemed applicable) is largely at the discretion of the consultant, who will detail it in the offer, taking into consideration the following:

- UNDP anticipates that the service can be undertaken by one individual. However if a team is chosen it should not consist of more than two (2) individuals. Evaluator(s) should have a minimum of four (4) years' experience evaluating projects and programmes, preferably at outcome level and as per UNDP's guidelines, with a strong emphasis on disaster risk reduction.
- If a team is selected at least one member must possess at least three (3) years of experience in humanitarian coordination or a related field.

The evaluator(s) shall provide detailed résumés for each team member (if applicable), as well as work samples and references when available.

The evaluator(s) must be entirely independent from any organization or firm that has been involved in designing, executing or advising the ECHO project.

9 QUALIFICATIONS AND COMPETENCIES

- At least 10 years of relevant experiences in monitoring and evaluating projects and programmes, utilizing participatory approaches
- Extensive knowledge of, and experience in applying, qualitative and quantitative evaluation methods to projects and/or programmes.
- Excellent ability to work in English, effective oral and written communication skills;
- Full computer literacy
- Good presentation, interpersonal and communication skills
- Previous consistent and successful experiences in leading similar evaluation mission (theme, scope, development context) including in post conflict regions;
- Experience with researching and writing on international development issues.
- The consultants shall not have been directly involved in the design or implementation of the project.

- Ability to meet deadlines and priorities multiple tasks
- Excellent report writing and editing skills
- Excellent working knowledge (written and oral) of English is required
- Plans and produces quality results to meet established goals; Responds positively to critical feedback and differing points of view.
- Previous experience evaluation UNDP or UN system projects will be an asset

10 EVALUATION ETHICS

Evaluations in UNDP shall be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation' and the evaluator is expected to sign the UN ethical code of conduct on evaluations as part of his/her contract

In particular, the evaluator shall apply anonymity and confidentiality protocols to safeguard the rights and confidentiality of information providers.

<http://www.uneval.org/search/index.jsp?q=ethical+guidelines>

IMPLEMENTATION ARRANGEMENTS

A pre-evaluation briefing will be provided after which the evaluator is expected to conduct consultations with key stakeholders in different countries. The evaluator will then provide a de-briefing to UNDP after these consultations have been completed.

A possible schedule is proposed as follows:

Phase	Activities	Duration in working days
Inception (home based)	Desk review, preparation of the inception report UNDP	5 days
Primary Data Collection –	<ul style="list-style-type: none"> • Meeting with the CIT team • Meeting/Consultations with Groupe URD 	5 days
Primary data collection and elaboration of the draft report (Home based with consultations with CIT UNDP in Geneva)	<ul style="list-style-type: none"> • Skype or phone interview/consultation with CIT contacts/focal points • Skype or phone interview/consultation with other local stakeholders • Skype or phone interview/consultation with key partners involved in the project • Skype or phone interview/consultation with the donor. • On-going draft report writing. Submission of draft report for comments 	5 day
Geneva	<ul style="list-style-type: none"> • Information meeting with UNDP • Debriefing with UNDP based on the draft report and the comments received • Final report writing • Integration of comments on draft report • Delivery of Final report 	10 days

The evaluator (s) must be equipped with a laptop and cellular communication means.

The evaluator will report directly to the Global Cluster Coordinator of Early Recovery and Programme Specialists of CIT/UNDP in Geneva.

Please note that the UNDP is not bound to select any of quotations provided. Furthermore, since a contract will be awarded in respect of the quotation which is considered most responsive to the needs of the project concerned, due consideration being given to UNDP's general principles, including economy and efficiency, UNDP does not bind itself in any way to select the firm offering the lowest price.

11 APPENDICES

APPENDIX 1 – Table for Submission of Quotation SUPPLIER'S QUOTATION

Item No.	Description of Service	Unit Price	Quantity (No. Of Days)	Total Price
1	Rate			
2	Travel			
3	Allowances			
Total Price				
Total Final and All-Inclusive Price Quotation				

[Name and Signature of the Supplier's Authorized Person]

[Designation]

[Date]

Annex 5: Evaluation Questions

<ul style="list-style-type: none"> ▪ How does the project's output reflect the objectives of the <u>Cluster Working Group on Early Recovery</u>? ▪ Does the project enhance <u>global capacity for developing relief and recovery-related interventions</u>? Does the project integrate risk reduction measures at the early stages of emergency response? ▪ Is the <u>UNDP ERC results framework relevant</u> and what need to be changed based on what partners want? ▪ Are the <u>Early Recovery Partnership teams</u> actively involved in the IASC subsidiary bodies, humanitarian task teams, global clusters, and GenCorp Steering Committee?
<ul style="list-style-type: none"> ▪ How does the project support humanitarian and recovery goals in the targeted countries? ▪ How does the planning and implementation <u>of the Early Recovery Approach</u> impact the local areas in the targeted countries? ▪ Does the project adequately take into account the national and local realities in terms of institutions and policies?
<ul style="list-style-type: none"> ▪ What have been the observed changes at the outcome level? ▪ To what extent have <u>expected outputs been achieved</u> or has progress been made towards their achievement? ▪ How has the <u>project contributed to outcome level changes</u>? Did it at least set dynamic changes and processes that move towards the long-term outcomes? ▪ What factors have contributed to achieving or not achieving intended outputs and contributions to outcomes? ▪ What has been the contribution of partners and other organizations, especially beneficiary countries, to the outcome, and how effective have been the project in contributing to achieving the outcome? ▪ What were the positive or negative, intended or unintended, changes brought about by the project?
<ul style="list-style-type: none"> ▪ To what extent were quality outputs delivered on time? ▪ Has the project been implemented within deadline and cost estimates? ▪ Were the monitoring practices efficient and did they permit for on-time adjustments in the implementation of the project? ▪ How did UNDP cooperate with partner countries and donors?
<ul style="list-style-type: none"> ▪ Were the project's positive outputs maintained and expanded? ▪ What were the lessons learned from this programme and what can be used in the future? ▪ What initiatives do local actors continue to support and expand? ▪ Does the government have a high degree of ownership over the initiatives?

Annex 6: Email addresses of CRU Staff as of June 2016*

Staff directly involved in the implementation of the Action titled “ENHANCING INTER-AGENCY EARLY RECOVERY CAPACITY: A SMARTER HUMANITARIAN RESPONSE”		
Jahal de Meritens	Team leader, Global Cluster Coordinator for Early Recovery	jahal.de.meritens@undp.org
Roberto Paganini	Programme Specialist	roberto.paganini@undp.org
Rekha Das	Programme Specialist	rekha.das@undp.org
Carmen De Maesschalck	Training and workshop focal point	carmen.maesschalck@undp.org
Matilde Habouzit	Information and result management	matilde.habouzit@undp.org
Staff who joined after the end of the implementation period and not directly contributing to the Action titled “ENHANCING INTER-AGENCY EARLY RECOVERY CAPACITY: A SMARTER HUMANITARIAN RESPONSE”		
Ernesto Maio	Programme Officer	ernesto.maio@undp.org
Caroline Blay	ProCap Advisor	caroline.blay@undp.org

Annex 7: Contracts

Staff and consultants directly charged to the Action titled “ENHANCING INTER-AGENCY EARLY RECOVERY CAPACITY: A SMARTER HUMANITARIAN RESPONSE”

Positions*	Start Date of employment in the project	End Date	Major areas of involvement
CRU Team Leader	01.07.2014	31.03.2016**	Project management, strategy and direction, training development and delivery
CRU Programme Specialist 1	15.06.2015	31.03.2016**	Project management and reporting
CRU Programme Specialist 2	15.07.2015	31.12.2015	Accountability to Affected Populations, Durable Solutions
Early Recovery Temporary Appointment	15.07.2014	14.04.2015	First Responder, training development and cofacilitation
Consultant 1	02.02.2015	31.03.2016**	Organization, delivery and follow-up of ERA and CCfER trainings
Consultant 2	10.06.2015	31.03.2016**	Website preparation and information management
Consultant 3	21.09.2015	31.03.2016**	Information management, Cluster Coordination Performance Monitoring, website content management
Consultant 4	04.12.2014	31.03.2015	Co-drafted GCER Strategy
Consultant 5	03.12.2014	15.05.2015	Accountability to Affected Populations
Consultant 6	12.11.2014	29.05.2015	Report to IASC on ER integration
Consultant 7	03.12.2014	29.05.2015	Operationalization of principles of Early Recovery and Resilience; position paper Early Recovery and Resilience
Consultant 8	02.02.2015	31.12.2015	Mainstreaming Environment in Early Recovery; GCER Guidance note
Consultant 9			Co drafted the Durable Solutions Guide

Communication Specialist	01.10.2015	31.12.2015	ER infographic, document layout, communication
Project Assistant	01.10.2015	31.12.2015	Administrative support

* In line with UNDP's Public Disclosure Policy (, p. 11), names of staff are not disclosed for security and confidentiality reasons

** Staff and Consultants who – as per Article 19: Eligible costs – devoted a part of their time between January and March 2016 for the preparation of the Final Report, post-distribution monitoring, and final evaluation of the Action.

Annex 8: List of documents reviewed

ECHO Evaluation				
Folder/Subfolder	Subfolder (2)	Name of document	Date achievement	of Author
Contact List				
		ECHO Contact List	April 6, 2016	
Environment				
		Mainstreaming Environment into Early Recovery: Briefing Note and Strategy (Version 1.1)	Jul 15	Martin Bjerregaard , Technical Advisor to UNDP CIT
		Mainstreaming Environment into Early Recovery: Debris Management (Version 1.0)	Jul 15	Martin Bjerregaard , Technical Advisor to UNDP CIT
		Mainstreaming Environment into Early Recovery: Industrial Facilities (Version 1.0)	Jul 15	Martin Bjerregaard , Technical Advisor to UNDP CIT
		Mainstreaming Environment into Early recovery: Disaster Waste (Version 1.0)	Aug 15	Martin Bjerregaard , Technical Advisor to UNDP CIT
ER Coordination Structures				
		ER Coordination Structures	Apr 16	GCER
ER Core Documents				

.....		Durable Solutions. Preliminary Operational Guide	Finalized Dec 2015 Published Jan 2016	GCER
		Global Early Recovery Review 2015. Early Recovery Requirements & Mid-Year Funding Analysis (Trifold)	Finalized Dec 2015 Published Jan 2016	GCER
		Guidance Note on Intercluster Early Recovery	Finalized Dec 2015 Published Jan 2016	GCER
		Implementing Early Recovery	Finalized Dec 2015 Published Jan 2016	GCER
		Strategic Plan for Early Recovery (2015–2017)	Finalized Dec 2015 Published Jan 2016	GCER
	Global Early Recovery Overview	Global Early Recovery Review 2015. Early Recovery Requirements & Mid-Year Funding Analysis + Nepal Profile	Finalized Dec 2015 Published Jan 2016	GCER
GCER Meetings, SAG, Plenary				
		Minutes GCER Plenary Meeting Jan 1, 2016	Jan 16	GCER
		SAG Meeting Minutes	Jul 15	GCER
		Minutes GCER Plenary Meeting Feb 2, 2016	Feb 16	GCER
GCER Strategic documents				
		Global Cluster for Early recovery 2015 Logical Framework, M&E	Jan 16	GCER
Guidance for evaluations				
		Interagency Standing Committee (IASC) Structure		IASC
		Evaluation of Humanitarian Action, Pilot Guide		ALNAP
Humanitarian Indicators Registry				
		Early Recovery Cluster Indicators. Humanitarian Indicator Registry (HIR) & Associated Question Bank	Sep 15	GCER

		Link to the Humanitarian Indicators Registry, Early Recovery	Oct 2015	GCER + updated by OCHA
Indicator 1. No of countries prone to facing humanitarian crisis having integrated ER in humanitarian strategic objectives according to standards				
New ECHO Proposal 2016-17				
		Mail: HIP 2016 - ERC - UNDP Project proposal "Improving the efficiency of humanitarian response through enhancing capacities in the humanitarian-development nexus" (Appel ref. 2016/00574/RQ/01/01), email 1/2 with UNDP Project Proposal attached	Jan 16	UNDP
		Mail: HIP 2016 - ERC - UNDP Project proposal "Improving the efficiency of humanitarian response through enhancing capacities in the humanitarian-development nexus" (Appel ref. 2016/00574/RQ/01/01) - email 2/2 with Annex 12.1 attached	Jan 16	UNDP
PRODOC Midterm report - contract				
		European Union Indirect Management Delegation Agreement. ECHO/ERC/BUD/2014/91011	Aug 15	ECHO
		ECHO Letter	Aug 15	ECHO
		Mail: ECHO/ ERC/ BUD UNDP CRU Interim Report	Jun 15	UNDP
		Mail: Follow up Early Recovery Cluster Proposal	Apr 14	ECHO
		General Conditions Applicable to Delegation Agreements relating to Humanitarian Actions Financed by the Union	F eb14	ECHO
Result 1. The expertise and capacity for rapid early recovery support to country operations is enhanced				

		2015 ERA & CCfER Training, Participants Evaluations	Dec 15	GCER
		All participants - Trainings 2014-2015	Dec 15	GCER
		Business Processes for trainings Final-Internal Use		GCER
		Manuel Resilience WORD-VF-DRC 2016	Jan 16	ER cluster DRC
		Poster Trainings 2014–15	Dec 15	GCER
A. Dashboard Trainings 2015		Training dashboard CCfER Training August 2015	Aug 15	GCER
		Training dashboard CCfERs Training December 2015 GVA	Dec 15	GCER
		Training dashboard ERA training May 2015	May 15	GCER
		Training dashboard ERA training Sept 2015	Sep 15	GCER
B. Pre-readings Trainings 2015		Cluster Coordination Reference Module 2015	Jul 15	GCER
		Durable solutions Preliminary Operational Guide	Jan 16	GCER
		Guidance on Early Recovery Coordination 2015	Oct 15	GCER
		HPC Reference Module 2015	Jul 15	GCER
		Reading List CCfERs and ERA	Oct 15	GCER
C. ToR - ERA, CCfERs, IMO		Generic ToR Cluster Coordinator for ER	Aug 15	GCER
		Generic ToR Early Recovery Advisor	Aug 15	GCER
		Generic ToR Information Management Officer for ER	Aug 15	GCER
	CCfERs Training Geneva Dec 2–9, 2015	Annex 1. CCfERs Tr. Facilitators	Dec 15	GCER
		Annex 2. CCfERs Participants	Dec 15	GCER
		Annex 3. CCfER Tr. Agenda	Dec 15	GCER
		Annex 4. Self-Assessment	Dec 15	GCER
		CCfER Tr. Report	Dec 15	GCER
	CCfER Training Geneva Aug 22–28, 2015	Annex 1. Agenda CCfER Tr.	Aug 15	GCER
		Annex 2. Facilitators Team	Aug 15	GCER

		Annex 3. Participants List CCfER Tr.	Aug 15	GCER
		Annex 4. Self-Assessment CCfER Tr.	Aug 15	GCER
		CCfER Tr. Report	Aug 15	GCER
	CCfER Training Geneva Nov 23–28, 2014	Annex 1. CCfER Schedule 2014	Nov 14	GCER
		Annex 2. Core competencies CCfER	Nov 14	GCER
		Annex 3. HPC	Nov 14	GCER
		Annex 4. Participants List CCfER -with emails	Nov 14	GCER
		Annex 4. Participants List CCfER	Nov 14	GCER
		Annex 5. Training Facilitators Team	Nov 14	GCER
		CCfER Training Report FINAL	Nov 14	GCER
	Deployment Tracking Matrix	Deployment Tracking Matrix July 2014–Dec 2015	Jan 16	GCER
	ERA Training Oct 5–10, 2014 Sandoe	Annex 1. Participants List	Oct 14	GCER
		Annex 2. ERA Course Schedule	Oct 14	GCER
		Annex 3. ERA Participants Self-Assessment	Oct 14	GCER
		Annex 4. ERA Core Competencies	Oct 14	GCER
		Annex 5. HPC	Oct 14	GCER
		Annex 6. Facilitation Team GCER	Oct 14	GCER
		ERA 2014 Final Report	Oct 14	GCER
	ERA Training Sep 19–25, 2015 Sandoe	Annex 1. ERA Tr. Facilitators	Sep 15	GCER
		Annex 2. ERA Participants list	Sep 15	GCER
		Annex 3. ERA Schedule	Sep 15	GCER
		Annex 4. Self-Assessments	Sep 15	GCER

		ERA Training Report	Sep 15	GCER
	ERA Training 23-29 May 2015 Geneva	Annex 1. Training Facilitators Team	May 15	GCER
		Annex 2. ERA Participants List	May 15	GCER
		Annex 3. ERA Schedule	May 15	GCER
		Annex 4. Self-Assessments Results	May 15	GCER
		ERA Tr. Report	May 15	GCER
Result 2. An information management system is developed and maintained				
A. IM toolkit Introduction		Early Recovery Information Management Toolbox	Sep 15	GCER
B. Information Management Strategies		Knowledge Transition Principles	Aug 15	GCER
		Monitoring Evaluation and Learning Strategy 2015–2017	July 15	GCER
		Information Management for Early Recovery. Introductory Guidance for Humanitarian Response	July 15	GCER
C. Website Manual		Website Manual	Mar 16	Insomniac
Result 3. Early Recovery capacity to international, national and local actors is strengthened at regional and country levels				
A. Colombia 27-30 April 2015		TdR Aprobado por el Grupo RT 100506		ER cluster Columbia
		Training ER Colombia	Apr 15	GCER
A.1. ER Key Messages EN + Spanish	A.1.1 ER Key Messages ENGLISH	The Humanitarian Programme Cycle Reference Module (Version 2.0)	Dec 2014/Jan 2015, - Revised in Jun 2015	GCER
		What is Early Recovery?	Dec 14/Jan 15, Revised in Jun 15	GCER

		What are the Three Enablers of Early Recovery?	December 2014/ January 2015 - Revised in June 2015	GCER
		Implementing ER	Dec 14/Jan 15, Revised in Jun 15	GCER
		Elements for Effective Early Recovery Coordination and Programming	Dec 14/Jan 15, Revised in Jun 15	GCER
		Early Recovery - A people Centered Approach	Dec 2014/Jan 15, Revised in Jun 15	GCER
A.2 ER Key Messages SPANISH		Ciclo de Programacion Humanitaria Modulo de Referencia (Version 2.0)	Feb 14, 2015	GCER
		Que es la recuperación temprana?	Feb 14, 2015	GCER
		Los Tres Facilitadores de la Recuperación Temprana	Feb 14, 2015	GCER
		Implementación de la Recuperación Temprana	Feb 14, 2015	GCER
		Productos representativos del PNUD	Feb 14, 2015	GCER
		Elementos para la Coordinación y Programacion de la Recuperación Temprana Efectiva	Feb 14, 2015	GCER
		Recuperación Temprana - Un Enfoque Centrado en las Personas	Feb 14, 2015	GCER
		Ciclo de Programacion Humanitaria (CPH) - Calendario Indicativo	Feb 14, 2015	GCER
		Une réponse humanitaire plus efficace. Relèvement Immédiat Résilience et les Solutions Durables.	Jun 15	GCER
		Implementación de la Recuperación Temprana. Comité Permanente entre Organismos. Cluster Mundial sobre la Recuperación Temprana	Feb 14, 2015	GCER
		Ciclo de programación Humanitaria (CPH)		GCER

B. DRC 23-27 March 2015		BTOR ER DRC 23-27 March - One Page Mission Report Summary	Mar 15	BPPS
		DRC Early Recovery Resilience Workshop DRC	Mar 15	BPPS
		Early Recovery Support Mission DRC. Mission Report	Mar 15	GCER
		Interaction PNUD avec les Humanitaires. DRC Workshop	2014	UNDP, Benoît Almeras
		Liste Participants. March 23–24, 2015	Mar 15	UNDP, DRC
		ER Multi-stakeholder Workshop - Draft Agenda	Mar 15	GCER
		Presentation GCP Recommendation Workshop 2015	Mar 15	UNDP DRC DRC/GCER
		TDRs Induction Workshop ER	Mar 15	GCER
		Workshop ER - Recommendations	Mar 15	UNDP DRC DRC/GCER
C. Groupe URD				
	C.1. ER Workshops	ER Workshop facilitation methodology	Dec 15	Groupe URD
	C.2. Kit Atelier	Leaflet Early Recovery EN HD	Nov 15	Groupe URD
		Leaflet Early Recovery FR HD	Nov 15	Groupe URD
		Livret Participant Atelier sur Relèvement Rapide.doc	Dec 15	Groupe URD
		Livret Participant Atelier sur Relèvement Rapide.pdf	Dec 15	Groupe URD
		Participant handbook atelier RR ENG.doc	Dec 15	Groupe URD
		Participant handbook atelier RR ENG.pdf	Dec 15	Groupe URD
	C.2.1. Cancelled events	Invitation workshop Bangladesh - draft	Jun 15	Groupe URD
		ER Workshop 3 day Final	Jun 15	Groupe URD
		ER Workshop 2 days Final	Jun 15	Groupe URD

	C.2.2. Dhaka	Ppt Atelier Dhaka	Dec 15	Groupe URD
		workshop on Early Recovery Dhaka	Dec 15	Groupe URD
	C.2.3. Kathmandu	Compte rendu Nepal.doc	Dec 15	Groupe URD
		Compte rendu Nepal.pdf	Dec 15	Groupe URD
		PPT mini seminar Nepal ER	Aug 15	Groupe URD
		PPT Workshop December Nepal ER	Dec 15	Groupe URD
	C.2.4. Ndjamena	Compte-rendu Atelier ER Tchad VF.doc	Nov 15	Groupe URD
		Compte-rendu Atelier ER Tchad VF.pdf	Nov 15	Groupe URD
		PPT ER workshop Tchad	Nov 15	Groupe URD
	C.2.5. Niamey	PPT Atelier Niger	Nov 15	Groupe URD
		Annexe 2 Participants atelier	Nov 15	Groupe URD
		PPT Atelier Presentation demarche Outil VL	Nov 15	Groupe URD
	C.3. Mapping Trainings	Mapping ER trainings and workshops	Jan 15	Groupe URD
		Desk review ER trainings and workshops FINAL.doc	Jun 15	Groupe URD
		Desk review ER trainings and workshops FINAL.pdf	Jun 15	Groupe URD
D. Myanmar 29 February - 7 March 2015		ToR: Global Cluster on Early Recovery Mission to Myanmar	Mar 15	GCER
		Intercluster Early Recovery Network Workshop Report	Apr 2, 2015	GCER
E. Sudan 27 February - 7 March 2015		Early Recovery Training and Workshop - Final Report	Mar 1–5, 2015	UNDP Sudan
		Mission Support Summary Sudan March 2015	Feb–Mar 2015	BPPS

		ToR: Support Mission to UNDP Sudan	Feb 2015	GCER
F. Ukraine 14-18 December 2014		Cluster Coordination for Early Recovery	Dec 15–18, 2014	GCER
		Ukraine Mission Report	Dec 22, 2014	GCER
Result 4. Methods and tools are developed to provide ER guidance, standards and performance monitoring				
A. Generic Tool (Final Draft)		ER Measurement Tool Generic Version	Dec 15	Groupe URD
		Participant Handbook ER measurement tool EN	Dec 15	Groupe URD
		Presentation leaflet ER Measurement tool ENG	Dec 15	Groupe URD
B. Groupe URD missions	B.1. Bangladesh July and Dec 2015	Aide memoire Bangladesh Final Version.doc	Sep 15	Groupe URD
		Aide memoire Bangladesh Final Version.pdf	Sep 15	Groupe URD
		Aide memoire Mission ER Bangladesh Final (revised)	Sep 15	Groupe URD
	B.2. Nepal Aug-Dec 2015	AM Nepal ER Mission.doc	Aug 15	Groupe URD
		AM Nepal ER Mission.pdf	Aug 15	Groupe URD
		Concept note, ER Workshop Nepal	Dec 15	Groupe URD
		ToR Mission ER Nepal	Aug 15	Groupe URD
	B.3. Sahel Jan–Nov 2015	Aide memoire RR Mission exploratoire Sahel FINAL ANG	Mar 15	Groupe URD
		Aide memoire RR Mission exploratoire Sahel FINAL francais Submitted ECHO	Mar 15	Groupe URD
		Aide memoire RR Mission exploratoire Sahel Submitted ECHO	Mar 15	Groupe URD

C. Kit Outil		Presentation leaflet ER Tool ANG	Dec 15	Groupe URD
C.1. Arbres	C.1.1. Bangladesh	ER Factor tree Bangladesh Partial	Dec 15	Groupe URD
		ER Factor tree Bangladesh Complete	Dec 15	Groupe URD
		ER factor tree Bangladesh Squeleton	Dec 15	Groupe URD
	C.1.2. Niger	Arbre a facteurs RR Complet 2	Nov 15	Groupe URD
		Arbre a facteurs RR Partiel 3	Nov 15	Groupe URD
		Arbre a facterus RR Squelette 1	Nov 15	Groupe URD
C.2. Bangladesh		Annex List of participants Dhaka	Dec 15	Groupe URD
		ER Factors Framework Dhaka Seminar ANG	Dec 15	Groupe URD
		PPT Tool Seminar Dhaka	Dec 15	Groupe URD
		Tool seminar agenda	Dec 15	Groupe URD
C.3. Niger		Annex 1 Participants seminaire Outil Niger	Nov 15	Groupe URD
		PPT Seminaire Outil Niger Final VL	Nov 15	Groupe URD
		Programme seminaire Outil Niger	Nov 15	Groupe URD
C.4. Participant Handbook		Manuel du participant outil mesure FR Final.doc	Dec 15	Groupe URD
		Manuel du participant outil mesure FR Final.pdf	Dec 15	Groupe URD
		Participant Handbook EN Nepal	Dec 15	Groupe URD
		Participant Handbook ER measurement tool EN.doc	Dec 15	Groupe URD
		Participant Handbook ER measurement tool EN.pdf	Dec 15	Groupe URD

C.5. Prototypes		ER Measurement Tool Nepal	Dec 15	Groupe URD
		ER Measurement Tool Bangladesh Final	Dec 15	Groupe URD
		Outil Prototype Niger Final	Dec 15	Groupe URD
WHS and other papers				
		HLP on Humanitarian Financing Report		
		Secretary General's Report for WHS	Feb 2, 2016	UN General Assembly
		Addressing Protracted Displacement - A Think Piece	Dec 15	OCHA, UNDP, UNICEF, WFP, World Bank, supported by the Center on Internationa l Cooperatio n

Annex 9: Overview of UNDP's recent involvement in IASC structures 2014–2015

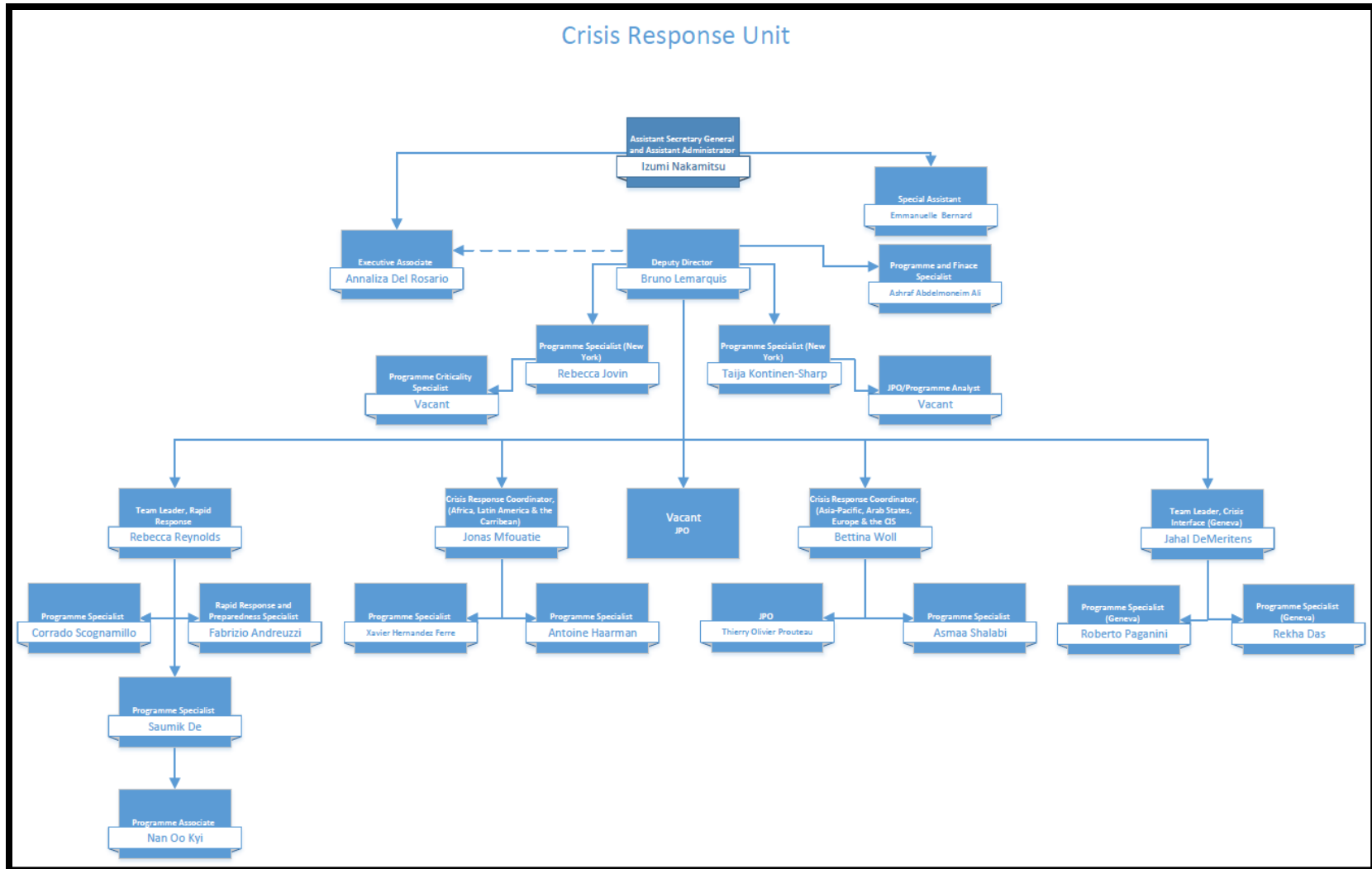
OVERVIEW OF UNDP'S RECENT INVOLVEMENT IN IASC STRUCTURES 2014-2015			
Inter-agency mechanism (name)	Recent representation and working level FP	Proposed future responsible bureau	Result of CIT engagement
The Inter-Agency Standing Committee (IASC)	Bruno Lemarquis and (back-up Jahal de Meritens CRU)	CRU	Report to the IASC on the Integration of Early Recovery Nov 14
IASC Emergency Directors' Group	Bruno Lemarquis and (back-up Jahal de Meritens CRU)	CRU	Deployment of ERAs and integration of ER in the discussions on humanitarian responses
IASC Humanitarian Programme Cycle Steering Group	Jahal de Meritens CRU;	CRU	Integration of Early Recovery in all Transformative Agendas protocols and guidance www.humanitarianif
IASC Task Team Humanitarian Financing	Tom Delrue CRU Roberto Paganini CRU	CRU/CIT	Integration of Early Recovery in the humanitarian response financing. HD nexus
IASC Task Team on Preparedness and Resilience	Co-chair: Jahal de Meritens CRU Focal point Resilience: Samuel Doe BPPS; Focal point Disaster Preparedness: Patrick Gremillet BPPS + CADRI	CRU Focal point Disaster Preparedness: Patrick Gremillet BPPS + CADRI	Position paper on Early Recovery and Resilience. 2015 Putting Resilience principles into practice 2015
IASC Task Team on Accountability to Affected Population and PSEA	AAP: Jahal de Meritens CRU Rekha Das (as of July 2015)	AAP: Jahal de Meritens CRU	Integration of Early Recovery in AAP policy discussions

IASC Task Team on Protection Priority (Global Protection Cluster)	Centrality of Protection: Anne Davies	CRU Anne Davies	Integration of recovery and resilience issues into policy on centrality on protection (documents from Anne)
IASC Reference Group on Gender in Humanitarian Action	Jahal de Meritens (back up Tom Delrue) CRU Delphine Brun /??moved to UNDP Gender Unit as of Fall 2015	BPPS	Inclusion of Early Recovery in policy discussions on Gender and IASC Gender and Age Marker Tip sheet on gender and age marker in Early Recovery 2016
Gender Capacity Steering Committee	Jahal de Meritens CRU moved to UNDP Gender Unit as of Fall 2015	CRU	Ensured deployed GenCap advisors support gender work also in Early Recovery Approaches CIT hosted the Global GenCap Advisor who reviewed the IASC Gender and Age Marker and supported the GCER with gender in Early Recovery
Global Cluster on Early Recovery (GCER) Technical Working Group on Durable Solutions	Jahal de Meritens CRU Tom Delrue Anne Davies	CRU	Guide on Developing strategies for Durable solutions
IASC Global Cluster Coordination Group	Jahal de Meritens CRU	CRU	Integration of Early Recovery in all clusters
IASC Technical Group on Inter-Agency Rapid Response Mechanism (IARRM)	Co-chair Jahal de Meritens CRU	-	2014 ensured IARRM includes early recovery

			coordination experts and gender advisors
IASC Technical Group on Monitoring /Indicators	Rekha Das CRU	-	Early Recovery indicators developed and integrated in the IASC indicator XXX
IASC Technical Group on MIRA	Rekha Das CRU	-	Ensured ER is integrated in MIRA questionnaire
IASC HPC SG sub-group on strategic guidance revision HNO HRP Working Group	Jahal de Meritens Rekha Das CRU	-	Ensured ER is integrated in the HNO and HRP
Information Management Working Group	Stuart Kefford CRU Lisa Guppy Matilde Habouzit	-	Development of information management in Early Recovery strategies and tools, see core doc ER
CCPM	Rekha Das Matilde Habouzit		Developed a CCPM tool for early recovery

Attached – Inception Report

Annex 10: UNDP New Crisis Response Unit



Annex 11: Country Profiles, current deployments by 2016

Country	Cluster system activated	ER Coordination mechanism	ER coordination mechanism name	ER Job sub profile	Job sub title complement : Non CRU deployment
Middle East and north Africa					
Iraq	Yes	Cluster	Emergency and social cohesion and sustainable livelihood cluster	ERA	
Libya	No	Cluster	ER cluster	ERA	
oPt	No	No		ERA	
Syria	No	Sector	ER and livelihood Sector	CC	CO
Yemen	Yes	Cluster	ER cluster	CC	UNV
Yemen				IMO	
Yemen				Other	ER specialist
Eastern Africa					
Ethiopia	No	No		ERA	
Somalia	Yes	No		X	
Sudan	Yes	Sector	Recovery return and reintegration	ERA	
Sudan				CC	CO
Uganda	No	No		X	
West and central Africa					
Burundi	No	No		ERA	
Cameroun	Yes	Cluster	ER cluster	CC	
CAR	Yes	Cluster	Moyens de Subsistance et Stabilisation Communautaire	ERA	
CAR				CC	CO
Chad	Yes	Cluster	ER cluster	Other	CO
Chad				CC	UNV
DRC	Yes	Cross cutting issue	Thèmes transversaux - Résilience	ERA	
Mali	Yes	Cluster	ER Cluster	CC	CO
Mali				Other	
Niger	Yes	Cluster	ER cluster	X	
Nigeria	No	Sector	Early Recovery & Livelihoods Sector Working Group	ERA	
Nigeria				CC	
Nigeria				IMO	

Southern Africa					
Asia - Pacific region					
Bangladesh	No	Sleeping		ERA	CO
Bangladesh				Other	CO
Myanmar	No	Network	ER network	ERA	CO
Myanmar				IMO	
Myanmar				IMO	
Philippines	Yes	Sleeping		ERA	CO
Central Asia					
Nepal	No	Platform	Platform	ERA	
Pakistan	Yes	Sleeping		ERA	CO
Europe					
Ukraine	Yes	Cluster	Livelihood / ER cluster	CC	
Ukraine				IMO	
Ukraine				Other	CO
Latina America and the Caribbean					
Colombia	Yes	Sector	Recuperacion Temprana	Other	Technical support
Colombia				CC	CO

Total					
Clusters		9			
Sectors		4			
Platforms		1			
Networks		1			
Sleeping Networks		3			
Other		1			
ERA				13	
CC				10	
IMO				5	
Others				6	
Country office					12
TOTAL		19		34	12

Annex 12: Global Cluster for Early Recovery 2015 Revised Logical Framework

GOAL 1 :				
Early Recovery is systematically mainstreamed into humanitarian action and humanitarian and development actors are brought together to ensure faster and successful transition to sustainable and resilient-based development				
STRATEGIC OBJECTIF 1 :				
Integration of Early Recovery into all the phases of the current humanitarian program cycle and into the operational programming of all the clusters				
RESULTS:	INDICATORS:	Indicators met	Achievements	Means of verification
<i>1. Early Recovery starts at the onset of the crisis</i>	1. 80% of initial humanitarian plans (e.g. in Flash Appeals) refer to ER	✓	100% of initial humanitarian plans refer to ER	Humanitarian Plans, Report on integration of ER in humanitarian plans; External and internal evaluations
<i>2. Early Recovery is integrated into the Humanitarian Program Cycle and Cluster response plans</i>	1 + 2 ER is integrated in all HPC guidance and tools	✓	All HPC guidance and tools integrate ER	HPC guidance and tools, Report
	1. Global clusters integrate ER in their work (except Logistics and Emergency Telecom)	✓	All global clusters (Except Logistic and Emergency Telecom) integrate ER in their work although unevenly	Report of Clusters work and cluster responses reports / ER global overview
<i>3. Joint multi-year post-crisis transition planning and programming linking humanitarian and development frameworks and financing address vulnerabilities (including displacement) through preparedness, relief, early recovery, recovery and reconstruction</i>	2. 80% of cluster response plans included ER issues (except Logistics and Emergency Telecom)	partially	Unverified due to a lack of capacities to carry out review	SRP analysis, Inter-Agency Humanitarian Evaluations (IAHE)

	3. Preparedness, relief, early recovery, recovery and reconstruction issues are addressed by humanitarian and development actors in joint multi-year frameworks	partially	Niger One mission to Niger (April 2015) Development of integrated conceptual framework planned by HCT (HCT actions plan – STAIT mission)	STAIT Niger mission report
OUTPUTS:	INDICATORS:	Indicators met	Achievement	Means of verification
1.1 Guidance note on inter-cluster Early Recovery	1.1. Feedback on the use of the guidance note through informal channels, interviews and/or surveys	partially	Not yet shared /excepted by end 2015	Feedbacks
2.1 Progress on integration of Early Recovery into the work of Clusters communicated to the IASC principals	2.1 Report to the IASC Principals on progress in integrating Early Recovery into the work of Clusters	✓	Report to the IASC Principals on the Integration of Early Recovery in recent crisis settings	Report
2.2 Early Recovery considerations are incorporated into all steps of the HPC (preparedness, assessments and data collection, analysis and prioritization, strategy development, programming, response monitoring, evaluation)	2.3 Humanitarian plans include indicators on ER	partially	All humanitarian plans include indicators on ER	HPC documents, ER funding analysis 2015, Conducted by GCER secretariat and graduate institute

2.3 Early Recovery is integrated into humanitarian plans (PRP, Flash appeals and SRP)	3.a GCER advocated in at least in 5 countries for the development of a multi-year post-crisis transition planning and programming framework	partially	2 countries One mission in Niger with STAIT, create multi-year and multi-actor post crisis framework, not yet done, 1 'humanitarian architecture review' mission undertaken by ERA, along with other global cluster coordinators, to oPt (May 2015)	Multi-year Frameworks
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GOAL 2:

Increase Early Recovery response capacity and operational support at the country level for more predictable, better-resourced, planned and managed response

STRATEGIC OBJECTIVE 2:

Global Cluster is effectively managed to support partners and stakeholders at all levels

RESULTS:	INDICATORS:	Indicators met	Achievements	Means of verification
<i>1. An effective and well-functioning Global Cluster on Early Recovery</i>	1.a + 2 Main stakeholders expressed satisfaction on GCER overall performance (coordination, quality and accountability)	x	Send a questionnaire by email, Not started	Satisfaction surveys and feedback
<i>2. Improved support to coordination, quality and accountability of the response at the field level</i>	1.b GCER Member engagement	x	List Updated in November 2015,	Secretariat dashboard
	1.c GCER "Secretariat" responses to request and ensuring information exchange	x	Under progress, Address mail created and used for global communication, List of contact updated,	Secretariat dashboard

<i>3. Increased technical support and resource mobilization</i>			progress on sharing documents	
	3.a ER multi-stakeholder workshops	✓	6 Workshops : Colombia, Myanmar, Jordan, Sudan, DRC, OPT + One workshop for Yemen Crisis from Oman attended by CRU NY; + One workshop included in Niger STAIT mission 4 Missions included Workshops Chad, Niger, Nepal, Bangladesh (Groupe URD)	Mission ToR / Workshop Missions reports
	3.b Number of donors contacted	partially	ECHO	Donors dashboard
	3.c Donors increase resources for GCER	✗		Donors report
	3.d Funding for ER through humanitarian plans increased compared to previous years	✓	ER Funding Analysis 2015 mid-year review	Financial Tracking System (FTS)
OUTPUTS:	INDICATORS:	Indicators met	Achievements	Means of verification
1.1 Cluster Strategy and Work plan 2015 – 2017	1.1 Cluster Strategy 2015 – 2017 disseminated	✓	GCER strategies 2015 - 2017, GCER 2015 Logical Framework	Strategy, Logical Framework
1.2 All IASC Principals recommendations implemented	1.2. Report on implementation of IASC Principals recommendations	✓	Report to the IASC Principals on the Integration of Early Recovery in recent crisis settings - April 2015 Circulation level IASC	Report

1.3 GCER members information sharing and decision-making	1.4.a 2 GCER plenaries and SAG meetings held in 2015	✓	GCER Plenary : 24 February 2015 and 10 December 2015, SAG meetings 10 February 2015 and 16 July 2015	Minutes
1 + 2 + 3 Revised GCER website and Online Resource Centre	1+2+3 Usage of statistics of the website (number of unique visitors, number of visits/sessions)	partially	1) Templates approved and being used. 2) Website expected to be up and running by December 2015	Website + Template
2.1 Technical Working Groups (Durable Solutions for Displacement, ER in Protracted Crisis, Accountability to Affected Populations/People-centred Humanitarian Action in ER, ER Monitoring and Evaluation, Mainstreaming Environment into ER, ER Capacity Development)	2.1.a 6 TWGs meetings held in 2015	partially	2 TWG on DS 11.05.2015, 21.07.15, 3 TWG on APP in ER 11.05.2015, 08.09.2015, 06.10.2015, The other topics were addressed without TWG : Concept Note proposed for Environment issues, Workshops conducted for ER capacity development, Groupe URD developed ER Monitoring&Evaluation,	TWG minutes
	2.2 Guidance for HC/RCs and HCT/UNCTs on Developing and Implementing Joint Strategies on Durable Solutions to Displacement, per SG Decision	2.2. At least 30% of joint strategies developed use the guidance	✗	The Guide is expected to be finalized and disseminated to TWG-DS members by December 2015 Guide in draft is being used in the field but this is only through hearsay and no official data.
2.3 Support to RC/HCs and HCT/UNCTs on developing joint strategies for durable solutions and review progress	2.3. GCER/TWG provide support for the development and implementation of	✓	10 requests from Burundi, CAR, Cote d'Ivoire, DRC, Mali, Myanmar, Afghanistan,	Guidance, TWG minutes,

	<p>durable solutions strategies in 80% of requesting countries</p>		<p>Kirgizstan, Columbia (TSI), Eastern Sudan 10 countries supported, though in the end 3 of them have decided it will be solutions only for refugees, but we did provide advice to them on DS</p>	
2.4 Creation of GCER electronic repository of joint durable solutions strategies and related documents	<p>2.4 Feedback, including user statistics, on use of the electronic repository.</p>	✘	<p>Not started → 2016</p>	<p>e-mails, phone conversations</p>
2.5 Technical and Operational guidance on mainstreaming AAP into ER activities	<p>2.5 Feedback on the use of the guidance through informal channels, interviews and/or surveys</p>	✘	<p>In progress, feedback not yet collected → 2016</p>	<p>e-mails, phone conversations</p>
2.6 Monitoring and Impact Assessment tool	<p>2.6 An ER monitoring and impact assessment tool is developed in one country and piloted in at least two others countries.</p>	✓	<p>Groupe URD has done 5 missions: Sahel, 2 in Bangladesh, Nepal, Niger,</p>	<p>mission reports</p>
2.7 Guidance on Environment in ER	<p>2.6.b Partners Feedback on monitoring and impact assessment tool</p>	✘	<p>Not started → 2016</p>	<p>mission reports</p>
2.8 Performance of Clusters for ER has improved at country level	<p>2.7 Feedback on the use of the guidance on environment through informal channels, interviews and/or surveys</p>	✘	<p>Work In progress, not disseminated → 2016</p>	<p>Guidance, feedback</p>
3.1 Creation of a ER donor group	<p>2.8 Cluster Performance Monitoring indicators</p>	✓	<p>Support provide to Nepal and Sudan for CCPM Yemen planned before the end of the year</p>	<p>CCPM evaluation and report</p>

3.2 Joined resource mobilization strategy for ER	3.2 Common advocacy and resource mobilization strategy	x		
1 + 3 Global overview of ER requirements in 2015	1 + 3 Report of the overview of ER requirements	✓	ER Funding Analysis 2015 mid-year review	Financial Tracking System (FTS)
3.4 Global analysis of funding for ER in 2015	3.5. 6 ER awareness workshops at the country and regional levels	✓	10 awareness Workshops at country level Colombia, Myanmar, Jordan, Sudan, DRC, OPT, Chad, Niger, Nepal, Bangladesh	Missions reports
3.5 Early Recovery multi-stakeholder Awareness Workshops	3.6. 2 ERA trainings conducted in 2015	✓	1. ERA training: May 2015, Geneva 2. ERA training September 2015, Sweden	ERA Training reports + Annexes
3.6 Early Recovery Advisor Training	3.7. 2 CCfER trainings conducted in 2015	✓	1. CCfER training: August 2015, Geneva 2. CCfER training December 2015, Geneva	Training reports + Annexes
3.7 Cluster Coordinator for Early Recovery Training	3.8 No of women and men trained during 2015 trainings	✓	In 2014 -2015: 135 participants trained: 52 women and 83 men In 2014 participants trained 28 men and 16 women ERA Training, May 2015 (Geneva): 15 men, 8 women CCfER Training, August 2015 (Geneva): 15 men, 8 women ERA Training, September 2015 (Sweden): 12 men, 13 women	Training reports + Annexes

			CCfER Training December 2015 (Geneva): 13 Men, 7 women	
3.8 CCfER and ERA trainings - gender mainstreaming and reinforced performance accountability on gender	3.10. Roster deployment of ERA in 80% of requesting countries	✓	19 ERA deployed in 16 crises	Roster database
3.9 Early Recovery training support for other Clusters and partners	3.11 Roster deployment of CCfER in 80% of requesting countries and IMO in 50% of requesting countries	✓	11 CCfER and 10 IMO deployed in 8 crises	Table of inventory of effective deployed staff and country requests
3.10 Deployment of ERA at the onset of crisis when requested 3.11 Deployment of CCfER and IMO when requested 3.12 Inter-Cluster Country Support management tool				

Annex 13: Risk Analysis

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 who 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.

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. Four UNDP positions have been 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 as a consequence of Objective 6 in the Strategic Plan and because of increasingly demonstrated interest in this work (e.g. ECHO, Netherlands, etc.)

The Early Recovery Partnerships team currently strengthens its collaboration with standby partners. Discussions with some of the standby partners on deployments of experts and their contribution towards the training courses are ongoing.

An information management system is developed and maintained

The official website has gone on line in April 2016 www.earlyrecovery.global. It was delayed due to the experience with the website developers and the dynamic evolution of the early recovery concept and overall policy debate in the course of 2015. In that case a temporary URL website was only made accessible to a limited number of users by December 2015 (<http://gcer.insomnation.com>). The early recovery experts in more than 20 countries were given access to the website to support the population of the relevant sections and to help validate the content. In addition, 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 www.humanitarianresponse.info website were also established to share information about the launch and the content of the 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 disaster prone countries with a lasting impact well above the target set by this action.

Indicator 1 Usage statistics of the website (# of unique visitors, # of visits/sessions)

Target value 2000

Achieved value 100

With the launch of the website, Google analytics will be the source of verification used. The number of users that visited the temporary website during the testing phase was estimated by the web administrator based on the number of contacts, users profile created, and queries received on the ER help desk email.

During the testing phase of the website, 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 50 users have visited the temporary website during the testing phase. Given the interest in this tool shown so far, it is expected that the total number of unique visitors, # of visits/sessions will exceed 2000 in 2016.

Indicator 2 the www.earlyrecovery.info website is updated on a weekly basis with material produced during that week.

The content management system used for www.earlyrecovery.global is Drupal, an online platform that allows to track the changes made by the administrator and the respective dates. The website will therefore allow to monitor the frequency of updates in the course of 2016. The website was launched in May 2016, and this indicator is now being fully monitored (ECHO report / discussion with the project managers). The website is to be updated on a daily basis by the GCER team and expected to host a vibrant online discussion forum making it the primary source of information for the ER community and inter-cluster exchange on early recovery and humanitarian/development nexus related matters. The evaluator takes note of this development but would recommend that the operating system and platform is integrated with thump systems as much as possible for interoperability and use of the team work platform. A study none these option is recommended...

Activity 1

Development of a 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).

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.

The design of the online resource center was based on modular information architecture allowing organization, display and search for 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. Core sections containing key documents and tools are displayed in the home page together with links to current emergencies and country profiles. 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 easy to access 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.

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.

Activity 2 Finalization of the www.earlyrecovery.info website.

The website is expected to 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 integrating ER / resilience building in the humanitarian response.

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.

Significant progress was achieved toward the finalization of the early recovery website www.earlyrecovery.global that was ultimately launched in April 2016

The website developer firm was contracted in May 2015 and, due to changes in the ambition of the website during the phase of development, 3 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 Information Manager Officers (IMO) in the form 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 functionalities of the website and additional requirements delayed its finalization. In December 2015, GCER staff was trained in the use and basic maintenance of the website

and the testing phase of the website started with the establishment in December 2015 of a temporary URL website accessible only to a limited number of users was established <http://gcer.insomnation.com>.

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

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.

The design of the online resource center and the revision of the relevant documents and materials were completed during the project period while significant progress was achieved toward the finalization of the early recovery website 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.

My final recommendation to consider the option or viability of integrating with UNDP's online platforms and to consider the option for sustainability and maintenance, including that it be linked to a knowledge management plan

Annex 14: AAP TWG

Reka AAP and intercluster mainstreaming policy work

As you recall, when we initially met, we agreed to compile a few case stories as an inspiration to ER clusters on how to strengthen AAP in ER. We decided to do this instead of producing more guidance and checklists. The process was delayed a bit, but allow me now to share with you a small collection of cases from four different countries, which illustrate AAP in ER. The collection is by no means exhaustive. We know there is a lot of good work going on in various parts of the world, which would be great to capture. Hence we see this as a living document, and we welcome colleagues working with ER to continue sharing their experiences and good practices on how to strengthen accountability to the affected population, which we in turn will add to the collection and circulate for further inspiration and constructive discussions.

So, although the AAP-ER TWG is officially having a little snooze, we remain awake to receive your stories.

Annex 15: ECHO Financial Report

UNDP Early Recovery Coordination - Summary work plan: Financial Annex

UNDP Early Recovery Coordination - Summary work plan: Financial Annex							Initial proposal		Actual expenditure	
Item	Result	Detailed Description of Result	Result Description	Activity description	Total Cost €	Total Cost USD	Exch. Rate*	Total Cost EUR	Explanatory Notes	
1	Result 1	The expertise for rapid early recovery support to country operations is enhanced through provision of 6 early recovery trainings in 2014-2015 – 3 Early Recovery Advisor training courses (2 for UN Agencies and NGOs, and 1 for standby partners) and 3 Cluster Coordinator training courses (2 training courses for UN Agencies and NGOs, and 1 for standby partners) – and the consolidation of early recovery team capacity with the provision of standing capacity to support the early recovery work at global and country level.	Enhanced expertise for rapid ER support	Early Recovery Advisors	87,000	171,523	1.27834	134,177	UNDP/GCER organized 3 ERA trainings: 1) 5-10 October 2014 at the MSB Training Centre located in Sandö - Sweden; 2) 23-29 May 2015 in Chavannes-de-Bogis, Geneva, Switzerland; and 3) 19-25 September 2015 in Sandö. Costs included travel for participants, accommodation, meals and rental of training venues.	
2	ER Cluster Coordinators workshops			87,000	168,255	1.27834	131,620	UNDP/GCER organized 3 ER CC trainings: 1) 23-28 November 2014; 2) 22-28 August 2015 in Geneva, Switzerland, and 3) 2-8 December 2015 also in Geneva. Costs included travel for participants, accommodation, meals and rental of training venues.		
3	ER Cluster Coordinators training design			43,500	48,988	1.27834	38,322	The team relied on internal resources rather than outsourcing the training design, translation and follow-up. The costs include the 1st UNDP Programme Specialist June-December 2015 at 30% staff total cost. The staff was responsible for the review and preparation of the workshop material and for the conduct of 3 workshops as well as of project management functions. He also devoted 10% of his time to the action wrap-up between January and March 2016.		
4	Training material translation			50,750	-	-	-			
5	ERP 4 Staff time cost - 5%			73,950	93,197	1.27834	72,905	This includes 30% staff cost of the 2nd UNDP Programme Specialist (July-December 2015) for training design and delivery, 50% staff costs of the UNDP Programme Assistant for 3 months, 50% staff costs of the UNDP Communication Specialist for 3 months, and travel costs for UNDP-led multi-stakeholder workshops.		
6	ERP's early recovery capacity			Early Recovery Advisors	353,800	442,457	1.27834	346,118	The functions of ER Advisors and ER Specialist were filled temporarily by international consultant services to allow flexibility, ensure a broad theoretical and practical coverage of all areas related to ER and to fill the staffing gap that occurred during UNDP's restructuring. The costs include fees for 9 consultants for a total of 38 months and related general operating expenses (rent, IT services, internet, telephone, UNOG common charges, which include security and others). The list of positions and contract duration is attached to the report. Responsibilities included: Accountability to Affected Populations, drafting of core ER document and guidance on Durable Solutions; first responders, training development and co-facilitation; early recovery information management; information management strategy and toolkit; Gender and Age Marker; gender in early recovery; cluster coordination performance monitoring, and website content management.	
7				Early Recovery Specialist	137,315	-	-	-		
8				Communication & visibility	8,000	10,190	1.27834	7,971	Printing and publications of 5 ER core documents (based on layout provided by Insomniac; contract reflected under item 10-12): 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	
9	ER capacity at country level			External Evaluation	20,000	21,120	1.27834	16,521	Fee for Independent Evaluator	
					861,314.84	955,730		747,634		
10	Result 2	Developed and maintained an information management system by establishing multilingual on-line resource center on integrating ER and development of ER open source website.	Information management system	On-line resource center	20,930	29,085	1.27834	22,752	These costs represent the contract value for Insomniac INC, which was contracted to design and develop the information management system and the early recovery global website. Under the same contract, Insomniac also prepared the layout for the online publishing and printing of the key ER documents referred to under item 8 of result 1.	
11	Translation			21,750	38,375	1.27834	30,020	These are the additional 50% of staff costs of the UNDP Programme Assistant for 3 months and of the UNDP Communication Specialist for 3 months		
12	ER website			-	27,600	1.27834	21,590			
13	ERP 2 Staff time cost - 5%			36,975	43,700	1.27834	34,189			
					79,655.03	138,765		108,551		
14	Result 3	Strengthened early recovery capacity of international, national and local actors at regional and country levels by means of 6 multi-stakeholder awareness workshops on early recovery and resilience building at both country and regional levels in 2014-2015.	ER capacity at country level	Design early recovery and resilience building workshop	58,000	113,171	1.27834	88,530	The design of the early recovery and resilience building workshop was developed under the contract with Groupe URD with input from UNDP staff and project consultant. URD conducted 4 multi-stakeholders workshop in a) Chad on 12 November 2015; b) Niger on 18 November 2015; c) Nepal on 16 December 2015; and d) Bangladesh on 21 December 2015. 5 multi-stakeholders workshops were conducted by UNDP/CRU Geneva in a) Ukraine from 14 to 18 December 2014; b) Sudan from 27 February to 7 March 2015; c) Democratic Republic of Congo from 23 to 27 March 2015; d) Myanmar from 14 to 18 December 2014; e) Myanmar from 23 to 27 March 2015; f) Myanmar from 23 to 27 March 2015; g) Myanmar from 23 to 27 March 2015; h) Myanmar from 23 to 27 March 2015; i) Myanmar from 23 to 27 March 2015; j) Myanmar from 23 to 27 March 2015; k) Myanmar from 23 to 27 March 2015; l) Myanmar from 23 to 27 March 2015; m) Myanmar from 23 to 27 March 2015; n) Myanmar from 23 to 27 March 2015; o) Myanmar from 23 to 27 March 2015; p) Myanmar from 23 to 27 March 2015; q) Myanmar from 23 to 27 March 2015; r) Myanmar from 23 to 27 March 2015; s) Myanmar from 23 to 27 March 2015; t) Myanmar from 23 to 27 March 2015; 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Annex 16 : Groupe URD participants disaggregation

				UN/UNHCT		Donors		National Authorities		INGO		National NGO	
Column1	Date	Total participants	Total organisations	Participants	organisations	Participants2	organisations3	Participants4	organisations5	Participants6	organisations7	Participants8	organisations9
Exploratory mission - GROUPE URD													
Bangladesh Interviews	June and July 2015	28	16	6	2	2	2	3	3	10	5	7	4
Sahel interviews	December 2015	74	35	40	10	9	4	8	5	16	15	1	1
Nepal Interviews	August 2015	47	28	17	8	5	3	6	6	19	11	0	0
Grand total Interviews		149	79										
Tool atelier - GROUPE URD													
Bengladesh	20.déc	11	10	1	1	0	0	1	1	5	5	4	3
Niger	18.nov	15	12	6	4	0	0	3	3	5	4	1	1
Bengladesh	02.juil	13	11	1	1	0	0	0	0	8	6	4	4
Grand total Atelier		39	33										
Grand total		188	112										

Annex 17: Programme of Evaluation

	Monday 11	Tuesday 12	Wednesday 13	Thursday 14	Friday 15
8.30				Tom Delrue	
9.00		Groupe URD Rekha's office	Groupe URD	10.00. Am GVA - 11 Sudan time	Team Meeting Conference room 7 floor
9.30		Skype : bonasokpoh et valerie_urd		rekha's office Skype tomdelrue	
10.00					
11.00	Team meeting - Conference room 7th floor.	Roger Bellers Rekha's Office Phone Call : +32 229 55000	Carmen Rekha's office	Matthew Serventy +41 (0)229 174 588	
12.00					Gwyn Lewis Rekha's office Number TBC
13.00	Jahal de Meritens UNDP - Conference room - 7 floor	Matteo Frontini Rekha's office Skype: mfromcongo Mobile: 0025779937505	Jahal and Laura	Laura Ronkainen. Rekha's office. laura.e.ronkainen.	Astrid de Valon Rekha's office +33 6 40 89 00 29
13.30					
14.00	Roberto Paganini UNDP - Conference room - 7 floor	Carl Hennung Skype : carlhennung Rekha's Office		Charles Von Huff 14.00 GVA time - 13.00 Nigeria time Rekha's office Skype: cvhuff Nigeria Mobile: +234 (0) 905.301.6176	Julia Tortel Rekha's office phone at +33 6 32 33 73 77 Skype at julia.tortel.
14.30					
15.00	Federica Dispenza UNDP - Conference room - 7 floor	Delphine Brun Rekha's office	Brian Lander WFP Rekha's office	Rekha Das Skype call	David Murphy Rekha's office OCHA

16.00	Stuart Kellord Rekha's office	Lydia Von de fleirt Rekha's office Skype Lydia.van (in Mexico) or by phone: 0032497879420		David Loquercio Rekha's office	Annika Caldwell Rekha's office. Skype : hiekkalahti
17.00				Roberto Paganini	Tom Delrue rekha's office Skype tomderue
18.00				Anne Devis Dinner Meeting	

1 Also see the High-Level Panel on Humanitarian Financing Report to the Secretary-General: Too important to fail : Too important to fail—addressing the humanitarian financing gap: January 2016

2 Refers to the Secretary-General’s General report in advance of the World Humanitarian Summit, provided on the 2 February 2016 entitled “Strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations, including special economic assistance: strengthening of the coordination of emergency humanitarian assistance of the United Nations One humanity: shared responsibility “

3 The project idea has been centered on the issue that 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.

4 Ibid above - Secretary-General’s General report for the World Humanitarian Summit, provided on the 2 February 2, 2016. entitled “Strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations, including special economic assistance: strengthening of the coordination of emergency humanitarian assistance of the United Nations One humanity: shared responsibility “

⁵ See Annex with the # of deployed experts currently in assignment by end of December 2015 Annex 11.

6 In 2015, the UNDP Crisis Interface team GCER took the initiative to analyze 2,620 humanitarian projects, and these were highlighted: 6 All country response plans proposed a significant number of early recovery-focused projects. The proportion of these projects ranged from 15% in Mauritania to 65% in Nigeria. The proportion of ER funding requested across 9 clusters, on average, 35%, ranged from 18% for CCCM to 48% for Education (not including the Early Recovery Cluster). These two metrics offered encouragement that early recovery is being increasingly adopted and integrated throughout the humanitarian response.

Because the proportion of ER projects was higher than the percentage of funding requested for these projects, it must mean that ER projects overall are cheaper than non-ER projects.

The proportion of ER funding received (measured only against ER funding requested) in 2015 was 26%. The proportion of non-ER funding received was 31%. This means that mainstreamed ER projects were not funded at a significantly lower rate than non-ER projects that year. The proportion of ER-related funding received across all clusters analyzed (26%) was very similar to the total proportion of funding received by the Early Recovery Cluster (24%) over the same period.

The ER cluster was relatively well funded compared to other clusters, including CCCM and protection.

Only further monitoring of Response Plans, OPS and FTS would prove whether the trends seen in 2015 would be maintained at the end of the year and across years into the future.

7 <http://www.irinnews.org/analysis/2016/01/18/un-aid-panel-calls-%E2%80%98grand-bargain%E2%80%99-finance>

8 This evaluation has sought to identify the outputs produced and the contributions to results at outcome level and positive or negative changes produced along the way, including possible unexpected results (section x). The evaluation will also seek to identify the key lessons learned and best practices.

The evaluation thus has:

- Measured the extent to which the project has achieved its Specific Objective and Results Indicators as presented in the project Logical Framework (Annex 1). The project proposal (ECHO single form) can be found in Annex I.
- Assessed the relevance, effectiveness, efficiency, sustainability, impact and accountability of the project to date in the targeted communities.
- Identified Identify and documented document lessons learned and good practices, and formulated to formulate clear recommendations regarding specific actions that should be taken to improve future programming of similar projects.

9 The evaluator, independent evaluator of UN programmes, had recently visited Fiji (outside this contract) and was able to interview stakeholders involved in the Undp emergency response including the ERA for Winston and TC Pam consultant.

10 At the country level, the demand for early recovery support backed by UNDP was steadily increasing. This analysis was based on the following trends:

- Protracted humanitarian crises, such as Democratic Republic of Congo, Myanmar, Sudan, Syria and the region. While priority countries are 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;

-
- Increasing number of UNDP programme countries engaging in a Humanitarian Programme Cycle;
 - Increasing number of emergencies requiring a Level 3 system-wide or other large scale response as determined by the IASC principals;
 - Delineation of selected pilot countries identified in the Secretary General's Decision on Durable Solutions: Afghanistan, Côte d'Ivoire, Kyrgyzstan; Other countries at risk.

11 Based on the original project design and the updated log frame per the inception report June 2010

12 In 2012, the IASC principals recognized the need for trained and seasoned Early Recovery Advisors who possessed a high level of coordination and the ability to understand the socioeconomic and political context. The Early Recovery Advisor role was to support Humanitarian Coordinators from the onset of a crisis on a series of issues: coordination of early recovery strategic planning, prioritization and coordination, advocacy with national authorities, donors and other partners on early recovery issues. The ER Advisor would support information management and monitoring and shaping funding strategies for the early recovery elements of the humanitarian response.

13 The project provided the basic tools (strategic planning, training of ERA, CC, and IMs, webpage, training packages, measurement tools) that can support a unified understanding of the early recovery approach across the humanitarian and development practices.

14 SG request 2013 on finding durable solution's for IDP in protracted crisis

¹⁵ The evaluator learned from respondents that the statement of the secretary general SG on the work in protracted crisis is in the process of being reformulated.

¹⁶ The Early Recovery Advisor's role in theory and in practice¹⁶ is primarily to assist the Resident Coordinator by convening the recovery programming to the broader recovery agenda (interview with the GCER programme manager) through identification of strategic entry points, including those for building sustainable institutions and systems. The Early Recovery Advisor is expected to contribute to the work of the Country Team through coordination services and strengthening the strategic and longer-term planning process of national authorities and partners. This was the project intent.

17 Refers to the IASC system guidance for early recovery 2006 and 2015

18 Ibid footnote 14

¹⁹ 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 2 additional core posts at P4 level. These 2 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. Additional resources made available to the team through stand-by partners. A table annexed to 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 project. In particular

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

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

²⁰ Freeman, Mike, and Minoli De Bresser. *Regional Programme Document for Asia and Pacific (2014-2017)*.

²¹ Refers to the Project Manager's reviewed reports.

²² As the CWGER Secretariat is the center of an early recovery practitioners' network deployed globally, the information management system (web-based solution) developed by this project is intended to provide a relevant platform for sharing information and experiences and highlighting early recovery work that the global CWGER supports—it is also a mechanism for accountability to the members of the CWGER, donors and other interested parties.

²³ Further Observations

Financed by the ECHO project in 2015, the *Global Cluster for Early Recovery GCER* had started activities with implementing partner Groupe URD to measure ER, a key tool that could support how well early recovery was being integrated into each cluster and, in parallel, advance understanding of the relative importance of early recovery principles and practices in humanitarian crises overall.²³ The tool determined that for this to be considered an early recovery project, ER should meet at least one or more of the following criteria:²³

-
- Life sustaining: Does the project help sustain the lives saved?
 - Time Critical: Is the project implemented alongside relief interventions?
 - Bridge between relief and long term recovery: Does the project serve as a link between relief and long- term recovery by building upon relief assistance and laying the essential foundations for long term recovery/reconstruction?
 - Delivery of relief assistance: Does the project help facilitate the delivery of relief assistance?
 - Strengthen national and local capacity to take charge of the recovery process: Does the project aim to resuscitate and strengthen national and local capacity to coordinate and lead the implementation of early recovery programmes and plan for full recovery?
 - Reduce dependence on relief assistance: Does the project help support the spontaneous recovery reports of communities and help restore livelihoods, community infrastructure and basic social services?

The evaluator reviewed the measurement tools with the implementing partners and agreed with the evaluation commentary of Groupe URD. Based on an in-depth desk review and conceptual thinking, a generic method for elaborating ER context-specific measurement tools was conceived and tested in Bangladesh (from June to December 2015). The methodology had been shared and adapted with teams in Nepal and Niger. The products delivered as part of an institutional contract for developing an ER measurement tool: presentation leaflet (1) and participants' handbook (describing the methodology of tool elaboration in French & English (2). The prototype tools has been elaborated in diverse contexts (Bangladesh, Nepal and Niger) through a collaborative process with key stakeholders in countries and at the global level (through working seminars and at-distance consultation-interview with ERA advisors based in Geneva and in field offices in Sudan and Burundi. The products delivered included three prototype tools (list of proposed indicators, around 20 for each context) and working materials from four working seminars (including report, PPT, list of participants); two were held in Bangladesh). The three field tests led to the formulation of a generic version of the ER tool. The final product delivered included one generic version of the ER measurement tool that can be further adapted or contextualized to any other context. The tools are indeed ready for further adaptation and inclusion into the regular business processes of UNDP, the GCER and ECHO. Their sustainability will be had in the way these products are rolled out as part of the ongoing learning and KM strategy of the GCER and the mainstream work of UNDP CRU and the main partner, ECHO. It is highly recommended to create an internal process around these tools for roll out. This means including the institutional owners in a process of owning and publishing these products.

24 In 2015 the UNDP Crisis Interface team GCER took the initiative to analyze 2,620 humanitarian projects, and these were highlighted:

- All country response plans proposed a significant number of early recovery-focused projects. The proportion of these projects ranged from 15% in Mauritania to 65% in Nigeria.
- The proportion of ER funding requested across 9 clusters, on average, 35%, ranged from 18% for CCCM to 48% for Education (not including the Early Recovery Cluster).
- These two metrics offered encouragement that early recovery is being increasingly adopted and integrated throughout the humanitarian response.
- Because the proportion of ER projects was higher than the percentage of funding requested for these projects, it must mean that ER projects overall are cheaper than non-ER projects. The proportion of ER funding received (measured only against ER funding requested) in 2015 was 26%. The proportion of non-ER funding received was 31%. This means that mainstreamed ER projects were not funded at a significantly lower rate than non-ER projects that year. The proportion of ER-related funding received across all clusters analyzed (26%) was very similar to the total proportion of funding received by the Early Recovery Cluster (24%) over the same period.
- The ER cluster was relatively well funded compared to other clusters, including CCCM and protection.
- Only further monitoring of Response Plans, OPS and FTS would prove whether the trends seen in 2015 would be maintained at the end of the year and across years into the future.

^{xxv} Available at UNEG Webpage: http://www.uneval.org/normsandstandards/index.jsp?doc_cat_source_id=4

^{xxvi} <http://web.undp.org/evaluation/handbook/>

^{xxvii} http://web.undp.org/evaluation/documents/guidance/UNDP_Guidance_on_Outcome-Level%20Evaluation_2011.pdf