



United Nations Development Programme

Country: Myanmar

Project Document

Project Title

ICDP - Integrated Community Early Recovery Component

UNDAF Outcome(s):

UNDAF outcome currently unavailable

The implementation of activities included under this component will work towards achieving the following outcomes enshrined in the UNDP Myanmar Development Work Plan for 2008:

Expected HDI Outcome(s):

(Those linked to the project and extracted from the HDI)

- Outcome 17: Targeted poor and vulnerable communities have greater capacity to meet their food security and basic social needs in a participatory, sustainable and transparent manner
- Outcome 18: The poor and the most vulnerable households have increased access to financial services and productive assets
- Outcome 21: Strengthened local capacities, including the participation of women, to prevent, reduce and cope with the impact of natural disasters.

The above outcomes will be achieved through delivery of three key outputs:

Expected Output(s):

(Those that will result from the project)

- Output 2: Livelihood restoration and community infrastructure rehabilitation (contributing towards DWP Outcome 18);
- Output 3: Revival and strengthening of community level mechanisms to support recovery (contributing towards DWP Outcome 17); and
- Output 4: Disaster preparedness and risk reduction (contributing towards DWP Outcome 21).

An additional output, (Output 1: Coordination arrangements for implementation and monitoring of early recovery projects) will contribute to effective coordination of early recovery efforts of the UN system and its partners.

Executing Entity:

UNDP Myanmar (DEX)

Implementing Agencies:

UNDP Myanmar

Brief Description

Restoring livelihoods following Cyclone Nargis and helping people start rebuilding their lives are at the heart of this project. Year one is focused on quick impact activities that resuscitate the village economy in 500 villages. Year two will focus on moving towards more sustainable livelihoods in 750 villages through an integrated approach to early recovery at the community level. A variety of assistance (conditional direct financial support for livelihoods, in-kind support, support for community works) will be delivered through community-based organizations. Sectoral support (health, environment, education, and shelter) will be delivered through the same CBOs to reinforce and improve livelihoods. The project places a special emphasis on the most vulnerable households – female and single male parent headed households, orphaned children, landless and casual labourers, the elderly alone and people with disability – and will provide them a differentiated package of support. The project is designed to benefit equally women and men, however, attention to women's special needs will be taken into consideration and addressed. Reducing disaster risk and enhancing community-based disaster preparedness is a cornerstone of this project.

Programme Period:	<u>2008 (May) to 2010 (April)</u>	2008 AWP Budget:	<u>US\$7.2 million</u>
Key Result Area (Strategic Plan):	<u>1.1; 1.3 & 3.1</u>	2009 AWP Budget:	<u>US\$13.4 million</u>
Atlas Award ID:	<u>00013948</u>	Total resources required:	<u>US\$35 million</u>
Start date:	<u>May 2008</u>	Total allocated resources:	<u>US\$20.6 million</u>
End Date:	<u>April 2010</u>	• Regular (TRAC3 BCPR)	<u>US\$3.4 million</u>
PAC Meeting Date (ICERF):	<u>21 & 23 June 2008</u>	• Other:	
		○ AUL:	<u>US\$4.8 million</u>
		○ DFID	<u>US\$3.8 million</u>
		○ Norway	<u>US\$3.7 million</u>
		○ New Zealand	<u>US\$0.9 million</u>
		○ Switzerland	<u>US\$1.4 million</u>
		○ Denmark	<u>US\$1.5 million</u>
		○ Private (Khalifa Found.)	<u>US\$1 million</u>
		○ Private (Alan Chan)	<u>US\$0.096 million</u>
		Unfunded budget:	<u>US\$14.4 million</u>
		In-kind Contributions	<u>9,840 bags of fertilizer by Singapore</u>

Agreed by (Government):

Agreed by (Executing Entity):

Agreed by (UNDP):

I. SITUATION ANALYSIS

Cyclone Nargis struck the Ayeyarawady delta region of Myanmar on 2 and 3 May 2008, causing unprecedented loss of lives and livelihoods. As the humanitarian relief efforts in the affected areas continue, there is an urgent need to provide early recovery support in order to: (i) augment ongoing emergency assistance operations; (ii) support spontaneous recovery initiatives by affected communities; and (iii) establish foundations for longer term recovery.

UNDP is uniquely positioned to support early recovery efforts in the delta region. Under a specific mandate from its Executive Board, UNDP has been implementing community development projects in Myanmar in the areas of basic health, training and education, HIV/ AIDS, the environment and food security. This assistance is delivered through a comprehensive programme entitled the Human Development Initiative (HDI). The HDI is implemented in the delta region through three main projects: Integrated Community Development Project (ICDP), Sustainable Microfinance to Improve the Livelihoods of the Poor, and Enhancing Capacity for HIV/AIDS Prevention and Care. These projects are implemented in partnership with NGOs and community-based organizations. There are more than 500 staff and project personnel in the delta region working on these projects.

The above-mentioned projects have also been impacted by the cyclone. However, there is an opportunity to restart, expand, adapt and accelerate the activities planned under these projects to meet the early recovery needs of Cyclone Nargis affected communities. While the modus operandi of the projects has been modified slightly to respond in a timely manner to the urgent and critical needs of the communities, the fundamental rules and regulations of UNDP and the principles of HDI have been maintained. The Integrated Community-based Early Recovery Component provides a strategy and a structure to do this within the parameters of the ICDP and the HDI. It also builds on the Early Recovery Strategy prepared by the UN system and its partners in Myanmar.

II. STRATEGY

a. Early Recovery

Early recovery is a multi-dimensional process of recovery that begins in a humanitarian setting. It is guided by development principles that seek to build on humanitarian programmes and catalyze sustainable development opportunities. It aims to generate self-sustaining, locally and nationally owned, resilient processes for recovery.

In many parts of the cyclone affected areas in the delta, humanitarian relief and response efforts are still ongoing. This has remained a priority through out the monsoon season. At the same time, affected communities are looking for ways to rebuild their lives. Many families have put together temporary shelters with tarpaulin sheets and local materials to pass the monsoon season. Many farming households, provided with adequate and timely agricultural inputs, have been able to resume their agricultural activities during this planting season. Many small and micro enterprises have mustered all their resources to restart their operations. Meanwhile, food security has not yet been attained in many parts of the affected area, thus measures to allow for quick income, such as Cash for Work and cash grants, continue to be relevant. Needs in the area of "early recovery" relate to immediate restoration of affected livelihoods, rehabilitation and reconstruction of economic and other infrastructure, shelter and public services.

In such a context, systematic early recovery programmes and projects can provide a range of inputs to support spontaneous recovery initiatives of the affected communities. They can help augment the ongoing humanitarian assistance operations and at the same time establish foundations for longer-term recovery and return to development. This is also an opportunity for laying the foundations for "building back better" by introducing disaster risk reduction in all aspects of recovery, diversifying livelihoods, strengthening community-based organizations and rehabilitating the local ecosystems. The early recovery efforts will support people's own initiatives, strengthen their productive capacity early on when it matters most, and harness opportunities for reducing disaster risks.

b. Coordination

Within the IASC, UNDP is mandated to lead early recovery efforts on behalf of the UN system. In order to plan ahead for recovery operations and provide a coordinated response to the early recovery needs of the affected areas, the UN system has constituted an early recovery cluster group under the leadership of UNDP. In order to achieve the overall aim of sustainable recovery, this cluster is seeking to ensure that recovery programming follows certain guiding principles that have been drawn up based on the experience of past disaster recovery programmes. (See [Figure 1](#)) In addition, all the other humanitarian clusters have also begun to look at early recovery issues within their clusters. Early recovery focal points from all these clusters along with the members of the early recovery cluster form an early recovery network. The early recovery network currently meets every week to share information, identify needs and formulate common strategies for addressing the needs of the affected communities. The Early Recovery network has formulated an Early Recovery Strategy that will guide all the early recovery interventions of the network members. At the field level, OCHA takes a lead in coordinating UN agencies, INGOs, clusters and other stakeholders in order to ensure smooth implementation of the overall relief and recovery initiatives.

Figure 1: Early Recovery Principles

- Focus on the most vulnerable;
- Restore local capacities;
- Rebuild people's livelihoods as a matter of priority;
- Secure human development gains;
- Reduce disaster risk;
- Engage the private sector;
- Promote independence and self-sufficiency;
- Ensure transparency and accountability;
- Subsidiarity and decentralization;
- Strengthen coordination.

UNDP coordinates closely with donors and potential donors through bilateral discussions and field trips to the Delta, in order to mobilize sufficient funds for the support needed in the affected communities. UNDP also supports the overall UN coordination with the Government of Myanmar on the post-disaster response efforts, for example by contributing to the Post Nargis Joint Assessment (PONJA) and Post Nargis Recovery and Preparedness Plan (PONREPP), as well as various technical working groups. At the township level, coordination with township authorities and line departments is done on a regular basis. Though UNDP Myanmar has a mandate set by the Executive Board to work directly with the communities, it is important to coordinate with the government bodies in the post disaster context in order to ensure systematic impact of the early recovery initiatives. Closer collaboration will be

considered particularly for the activities that require establishment of a national mechanism, such as disaster risk reduction. Throughout early recovery, UNDP will seek to work more actively with NGOs, building capacity at the local level wherever feasible through a partnership approach.

c. Integrated Community Early Recovery Component Strategy

UNDP assistance will be delivered within the parameters of the Human Development Initiative (HDI-IV) through three ongoing projects in the delta region – Integrated Community Development Project (ICDP), Sustainable Micro-finance to Improve the Livelihoods of the Poor, and Enhancing Capacity for HIV/AIDS Prevention and Care.

Coverage of UNDP Early Recovery Assistance

Villages covered by ICDP and Microfinance projects have been severely affected by Cyclone Nargis. In the five most affected townships of Bogale, Kyaiklat, Labutta, Mawlamyinegyun, and Ngapudaw, 709 ICDP villages (79% of the total covered by ICDP) have sustained moderate to severe damages and losses. In the townships of Bogale, Labutta and Mawlamyinegyun, 735 Microfinance villages (75% of the total covered by Microfinance) have sustained moderate to severe impacts.

UNDP early recovery assistance will aim to cover *all* the ICDP and Microfinance project villages that have sustained moderate to severe damages and losses. In addition, other severely affected villages in the delta that were not covered by these projects prior to the cyclone will also be reached. This may be checked both by funding constraints and by coverage by other agencies/NGOs. In the first year, UNDP will target 500 villages, followed by up to an additional 250 villages in the second year. The following will be the criteria for selecting villages for recovery assistance:

- In the first year, priority will be given to the most severely affected and the most remote villages not receiving livelihoods assistance from other sources
- The early recovery programme will select clusters of villages (by village tracts) in proximity to each other to maximize the economies of scale and to make the most of logistical arrangements
- The programme will seek to achieve convergence between the ICDP and Microfinance activities to achieve most optimal early recovery results at the village level
- The target villages will be selected in coordination with other UN agencies, NGOs and government departments working in the affected areas

Based on field visits to the affected areas, interactions with different stakeholders, past experience, assessments such as the PONJA, Real Time Evaluation (RTE), Periodic Review and PONREPP, and given UNDP's unique position and extensive experience in implementing community development projects in the delta region, UNDP's strategy will have five main elements:

Integrated community based early recovery support:

Given the history of UNDP involvement on community development issues in the delta region, primacy of UNDP's early recovery assistance will be at the community level. Restoring livelihoods in rural areas is at the heart of UNDP assistance. Getting people back to work (by resuming agricultural activity, fishing or through participation in public works programmes – such as rebuilding community infrastructure, planting mangroves etc.) is key to reviving the local economy. The UNDP projects will achieve this by strengthening existing community-level organizations, in particular village committees and self help groups. Once the rural poor regain minimal livelihoods and income streams, a sustainable recovery process will follow. Towards this end, the UNDP projects will put together a package of support comprising conditional direct financial support for livelihoods, in-kind support and support for community works for rehabilitation of community infrastructure. With this as the core of the assistance, support for other areas of early recovery – shelter, education, health, environment – will be delivered through the same community-based organizations.

The UNDP projects will emphasize an *integrated* approach, wherein sectoral support – shelter, health, education, and environmental restoration – is provided through community-based organizations. Different elements of assistance will mutually reinforce each other, build on community initiative and work towards creating more sustainable livelihoods at the community level. For example, skills training in building construction will create livelihood opportunity as well as provide more permanent shelters. Similarly, restoration of critical community infrastructure will create better living conditions at the community level and also provide short-term employment to the landless households.

Combination of quick impact activities and activities that lay the foundation for sustainable livelihoods:

A two pronged approach is proposed to lay the foundation for sustainable livelihoods: (i) providing immediate quick impact support to communities in the affected region; and (ii) putting in place the building blocks for long-term recovery. UNDP's early recovery activities will strike a balance between quick impact and developmental activities and will be sequenced as follows:

In the first twelve months, the focus will be on responding to the critical needs of the most vulnerable¹. This includes restoration of basic livelihoods for the most vulnerable and rehabilitation of critical community infrastructure. The livelihoods will be restored through a variety of measures including provision of agricultural inputs, tools and equipment, livestock, support for off-farm activities, refinancing of pre-cyclone livelihood schemes, a range of other in-kind support, cash grants and skills training. Critical community infrastructure will be rehabilitated through cash for work programmes that will help provide short-term employment to landless households and casual labourers. Rehabilitation of critical community infrastructure such as village ponds, clearing of creeks, small bridges, culverts, and jetties will help restore conditions for kick-starting the village economy. A participatory approach will ensure that those with responsibilities for the very young or old, or the sick and injured, are able to take part in income generation activities.

All of these activities will be undertaken through a participatory process facilitated at the village level. Village early recovery committees, sub-groups of most vulnerable households and sub-groups for addressing shelter and livelihood issues will manage the recovery process at the community level. In this way, women and men will be supported to plan and implement community rehabilitation measures. Other sectoral support – provision of permanent shelter, health awareness and services, education – will be incrementally added to ensure that different elements of support reinforce each other. In this way, UNDP will work with communities to lay the foundations for self reliance through facilitating:

- Access to capital (initially through livelihood grants, transitioning to soft loans and then to micro credit),
- Access to skills and knowledge, and
- Access to markets.

In the first year, assistance to affected households will be primarily in the form of conditional financial support for livelihood recovery. This will transition into soft credit and ultimately to self-sustaining micro-finance activities in the second year. Overall, the first twelve months will be focused on resuscitating the village economy, initially in 250 villages but expanding to 500 villages during the course of the first year and 750 in the second year.

In the second year, the focus will be on moving towards a more sustainable livelihoods approach. This will include consolidation of the support provided to the communities in the first year and moving towards a more self-reliant mode of operation for some of the village level mechanisms. Activities such as environmental rehabilitation and ecosystem services restoration – mangrove restoration and conservation, measures for restoring or conserving soil fertility, restoring water bodies – will also be undertaken during this period. It is important to emphasize, however, that a large number of vulnerable households will require continued financial or in-kind support even in the subsequent years.

In the early part of the second year, the situations in the communities will be assessed to consider transition from early recovery to community development. The communities that have made good progress in early recovery will be covered under regular HDI implementation based on the further development needs of the communities.

Focus on the most vulnerable:

Initial impact assessments confirm that the impact of the cyclone disaster was felt differently across gender, age and economic groups. The capacity of the various groups – female and single male parent headed households, orphaned children, and landless or casual labourers, people with chronic illness, HIV/AIDS or disability, and the elderly living alone – to recover from the disaster is also different. The UNDP projects identify these vulnerable households at the community level using the existing vulnerability tool modified for early recovery, and put in place a community-based package of social support not only for the short run but also for a sustained period of time. Assistance continues to be provided to strengthen community support systems to manage not only the recovery process but also

¹ In the first phase, communities were lead through a PRA exercise to identify themselves the most vulnerable households in each village, taking into account mortality, morbidity, loss of assets and pre-existing vulnerabilities such as large numbers of dependents (including the elderly and disabled), lack of human resources to undertake work, landlessness, etc.

transition towards sustainable livelihoods. By boosting the incomes and diversifying the resource bases of those people or groups who make up the existing social support system, reducing their risk of plunging into irretrievable poverty due to a medical bill or urgent need to travel, UNDP seeks to revive and strengthen community level mechanisms to support early recovery.

Support for gender mainstreaming:

UNDP will work with relevant agencies, working groups and gender focal points in partner UN agencies, national and international NGOs in the design and implementation of a gender mainstreaming strategy. In this way, and by utilising gender analysis in both purposive ongoing assessments and through monitoring and evaluation systems with gender targets and indicators, UNDP will ensure that inputs from early recovery projects equally benefit women and men, women's practical needs are taken into consideration and women's agency/leadership is strengthened. Efforts will be made to ensure both UNDP staff and implementing partners (UN agencies, and/or national or international NGOs) are clear on the objectives that UNDP aims to achieve in their efforts to mainstream gender and are able to meet them.

Reducing disaster risk:

Reducing people's vulnerability to all natural hazards is a corner stone of UNDP strategy. While the recent disaster has been caused by a cyclone, the risk of other hazards -- most notably that of floods and fires -- is also significant. It is important that the early recovery process works towards mitigating the impact of these other hazards. The main elements of disaster risk reduction strategy within the context of UNDP early recovery assistance are: (i) organize communities to respond to emergency situations using existing community networks, improved disaster preparedness and early warning systems; (ii) reduce disaster risks through a series of measures including safer settlement location, environmental improvements, physical mitigation measures (hazard resistant construction techniques) etc.; and (iii) restoration of environmental assets while providing greater shoreline protection. The use of environmental protection measures, such as conserving mangroves in estuaries and inlets, could provide both greater protection against storm surges and tsunamis (note: greater not absolute protection) as well as increase livelihood options.

Overall, the UNDP early recovery assistance will tackle vulnerability to natural hazards within the context of other social and economic vulnerabilities. For example, siting of settlements at a distance of 500m or more from the high tide line would reduce risk to both tsunamis as well as other hazards such as cyclones or storm surges. However, this may increase livelihood risk for fisher folk and therefore prove to be unsustainable (in other words people would return to their coastal locations over time). Therefore, disaster risk will have to be balanced against other risks. The focus will be on reducing disaster risk to an acceptable level and not on completely eliminating it.

Environmental restoration:

Besides vulnerability, gender and disaster risk reduction, ICERC treats environmental restoration and protection as another cross cutting issue of the component. While promoting environmental restoration is a key disaster risk reduction measure, due consideration is also given when designing other activities, such as livelihood and social infrastructure support, to enhance environmental sustainability.

In this way, key cross cutting issues such as environment and disaster risk reduction will become cornerstones of our livelihoods approach, mutually reinforcing each other to boost positive outcomes for the long term benefit of communities.

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the HDI Results and Resource Framework:

- Outcome 17: Targeted poor and vulnerable communities have greater capacity to meet their food security and basic social needs in a participatory, sustainable and transparent manner
- Outcome 18: The poor and the most vulnerable households have increased access to financial services and productive assets
- Outcome 21: Strengthened local capacities, including the participation of women, to prevent, reduce and cope with the impact of natural disasters.

Outcome indicators as stated in the HDI Results and Resources Framework, including baseline and targets:

- Indicator: # of CBOs established with minimum 30% of women participation, and # of CBOs well functioning. Baseline 2007 (HDI): Total 4,800 CBOs established, well functioning CBOs 5,000. Target for 2008: 5,000 CBOs established, well functioning CBOs 5,000.
- Indicator: # of SRGs established with minimum 90% of women participation, and # of SRGs well-functioning. Baseline 2007 (HDI): Total 4,486 SRGs established, 4000 SRGs well functioning. Target for 2008: 5,136 SRGs established, 4,250 SRGs well functioning
- Indicator: #of Poorest of the Poor (PoPs)/MVHs who increased their living conditions through project support. Baseline 2007 (HDI): Total 10,068 MVHs received support from projects. Target for 2008: 11,768 MVHs received support from projects
- Indicator: # of PoP groups & households who moved up or joined SRG. Baseline 2007 (HDI): 0 PoP, 0 households. Target for 2008: 20 PoP groups, 140 PoP households.
- Indicator: # of households that have access to drinking water. Baseline 2007 (HDI): Total 344,115 households have access to drinking water. Target for 2008: 406,113 HHs have access to drinking water.
- Indicator: # of households using Fly Proof Latrine (FPL), and % against the total poorer households. Baseline 2007 (HDI): Total 213,126 poorer households received FPL from projects, which represents 60% of the total poorer households. Target for 2008: 267,126 poorer HHs received FPL from projects, or 67% of total poorer HHs.
- Indicator: # of beneficiaries who have access to credit from the SRG common fund. Baseline 2007 (HDI): Total 58,831 SRG members have access to credit from SRG common fund. Target for 2008: 68,581 SRG members have access to credit from the SRG common fund.

Applicable Key Result Area (from 2008-11 Strategic Plan): Promoting inclusive growth, gender equality and MDG achievement

Partnership Strategy: Implementation of this programme will be undertaken through partnerships with community-based organizations, national and international NGOs, civil society groups, UN agencies and other international humanitarian actors.

Project title and ID (ATLAS Award ID): Integrated Community Early Recovery Project (ICERP), 0013948, Project ID 00062308

INTENDED OUTPUTS	OUTPUT TARGETS FOR 2008-2010	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 1: Coordination arrangements for implementation and monitoring of early recovery</p> <p>Baseline: Pre Nargis. coordination was through UNCT and ad hoc with I/NGOs.</p> <p>Indicators:</p> <ul style="list-style-type: none"> • # of ER cluster meetings • # of WWW database updates 	<p>1.1. Support provided to inter-agency and cross-cluster coordination of early recovery activities through the office of the UN Resident Coordinator.</p>	<p><i>List activity results and associated actions needed to produce each output or annual output targets. Each activity result shall ultimately become an Activity ID in Atlas.</i></p> <p>1 Activity Result: IASC and cross cluster ER activities effectively coordinated by RCs office and UNDP.</p> <ul style="list-style-type: none"> ▪ Action: Appointment of an Early Recovery Cluster lead, with support staff 	<p><i>Specify parties that have been engaged by the executing entity to carry out these activities</i></p> <ul style="list-style-type: none"> • UN RC Office • UNDP for technical support • UNOCHA for field 	<p><i>Specify the nature and total costs of the UNDP inputs needed to produce each output.</i></p> <ul style="list-style-type: none"> • ALD staff (Senior Early Recovery Cluster Lead) • International Consultants • Local Consultants • Travel

<ul style="list-style-type: none"> # of OCHA SitReps # of UNDP SitReps 		<ul style="list-style-type: none"> Action: Establish coordination mechanisms in Yangon and field Action: UNDP staff attend cluster meetings and report to UNDP DTF Action: Regular (weekly for first 6 months) ER cluster meetings. Action: Periodic multi-stakeholder monitoring trips to delta townships. Action: Regular collection and dissemination of 3W information to ER actors. 	<p>coordination hubs</p> <ul style="list-style-type: none"> All other UN agencies involved in early recovery programming and implementation 	<ul style="list-style-type: none"> Miscellaneous Expenses IT Equipment Rental and Maintenance <p>Budget: USD 4,000,000</p>
<p>Output 2: Livelihoods restored and community infrastructure rehabilitated</p> <p>Baseline: Zero or not available</p> <p>Indicators:</p> <ul style="list-style-type: none"> No. of person-days engaged in cash for work for community infrastructure No. of person-days engaged in cash for work for agriculture and environment No. of most vulnerable HH received cash grants (40,000 kyats per HH) No. of HH initiated agricultural activity (through cash grant, in-kind support, training) No. of HH initiated fishing activity (through cash grant, in-kind support) No. of HH initiated livestock activity (through cash grant, in-kind support, training, vaccination) No. of HH initiated off farm activity (through cash grant, in-kind support, training, loan) No. of linkages with organisations providing marketing support services Micro enterprises formed Acreage of cultivable land (ha) prepared for paddy cultivation No. of small irrigation systems repaired 	<p>Targets (year 1)</p> <ul style="list-style-type: none"> 3.1. 500 villages assisted with livelihood assistance 3.2. 500 villages assisted with social infrastructure/ assets improvement 3.3. 500 Most Vulnerable Household groups established and 10,800 MVHs supported with livelihood grants. 3.4. 700 delta communities provided with micro finance services. <p>Targets (year 2)</p> <ul style="list-style-type: none"> 3.5. 750 villages assisted with livelihood assistance 3.6. 750 villages assisted with social infrastructure/ assets improvement 3.7. 750 Most Vulnerable Household groups established and 16,200 MVHs supported with livelihood grants. 3.8. 750 communities assisted for disaster risk reduction 	<ol style="list-style-type: none"> Activity Result: Village cash economy kick-started, livelihoods reactivated and strengthened in 500 villages <ul style="list-style-type: none"> Action: Disbursement of CFW for village early recovery activities and replacement of livelihood resources in 500 villages Activity Result: Beneficiaries have assets and support to enable livelihood activities. <ul style="list-style-type: none"> Action: Livelihood assistance and soft loans through SRGs for agriculture, livestock and fishing tools in 500 villages Activity Result: Vulnerability of MVHs is reduced. <ul style="list-style-type: none"> Action: Provision of cash to purchase basic commodities and assets to move towards sustainable livelihoods in 500 villages Activity Result: Micro finance schemes supported in 700 delta villages <ul style="list-style-type: none"> Action: Provision of micro credit services. Activity Result: Village cash economy kick-started, livelihoods reactivated and strengthened in 750 villages <ul style="list-style-type: none"> Action: Disbursement of CFW for village early recovery activities and replacement of livelihood resources in 750 villages Activity Result: Minimum basic community infrastructure -- access roads, jetties, water supply systems, culverts, small bridges, latrines -- rehabilitated in 250 villages <ul style="list-style-type: none"> Action: Community infrastructure 	<ul style="list-style-type: none"> UNDP Myanmar (DEX) UNDP Myanmar (DEX) UNDP Myanmar (DEX) UNDP Myanmar (DEX) with PACT (NGO) UNDP Myanmar (DEX) UNDP Myanmar (DEX) and in partnership with ILO in Mawlamyinegyun UNDP Myanmar (DEX) 	<ul style="list-style-type: none"> Grants Contracted Services ALD Employee Costs Local Consultants (TA) Contractual Services – Individual Travel Equipment and Furniture Rental & Maintenance – Premises Specific material inputs for agriculture and non-agriculture livelihood recovery, shelter and community infrastructure Miscellaneous Expenses <p>Budget: USD 25,700,000</p>

<ul style="list-style-type: none"> • Acreage of land (ha) covered by community forestry • Acreage of mangrove (ha) replanted/conserved • No. of HH received cash grant to assist with building a basic shelter • No. of HH received latrine pans/pipes and cash grant to assist with building latrine structure • No. of HH benefited from shelter grants • No. of community water supply systems rehabilitated • No. of jetties rehabilitated • No. of footpaths rehabilitated • No. of culverts rehabilitated • No. of multi-purpose community buildings established • No. of schools rebuilt/renovated 	<p>3.9. 986 delta communities provided with micro finance services</p>	<p>rehabilitation in 250 villages</p> <p>7 Activity Result: Vulnerability of MVHs is reduced.</p> <ul style="list-style-type: none"> ▪ Action: Provision of cash to purchase basic commodities and assets to move towards sustainable livelihoods in 750 villages <p>8 Activity Result: Vulnerability of communities to natural disasters is reduced.</p> <ul style="list-style-type: none"> ▪ Action: Community rehabilitation of mangroves and other parts of the natural resource base. ▪ Introduction of fuel efficient stoves. <p>9 Activity Result: Micro finance schemes supported in 986 delta villages</p> <ul style="list-style-type: none"> ▪ Action: Provision of micro credit services. 	<ul style="list-style-type: none"> • UNDP Myanmar (DEX) • UNDP Myanmar (DEX) 	
<p>Output 3: Community groups revived and local level management capacities strengthened</p> <p>Baseline: Zero or not available</p> <p>Indicators:</p> <ul style="list-style-type: none"> • No. of early recovery committees formed • No. of most vulnerable (MV) groups formed • No. of most vulnerable HH covered by MVH groups • Level of positive community feedback on early recovery activities • No. of shelter groups formed • No. of HH covered by shelter groups • No. of groups educated for the prevention of trafficking and HIV • No. of trained peer educators 	<p>Targets (year 1)</p> <p>3.1. 500 Early Recovery Committees established</p> <p>3.2. At least 1,000 SRGs established</p> <p>3.3. 210 local resource persons/promoters trained</p> <p>Targets (year 2)</p> <p>3.4. 750 Early Recovery</p>	<p>1 Activity Result: Early Recovery Committees competently manage ER support in 500 villages</p> <ul style="list-style-type: none"> ▪ Action: ERC formation and training in transparent & accountable management. <p>2 Activity Result: 1000 subgroups re-formed, revived or initiated for village level savings and loans activities (self reliance groups)</p> <ul style="list-style-type: none"> ▪ Action: SRG re/activation, training and technical assistance in 500 villages <p>3 Activity Result: Communities have internal capacity for social and economic development</p> <ul style="list-style-type: none"> ▪ Action: Training and support for WASH, SRG, ERC and other promoters in 500 villages ▪ Action: Technical and skills development activities to support livelihood recovery <p>4 Activity Result: Early Recovery Committees competently manage ER support in 750</p>	<ul style="list-style-type: none"> • UNDP Myanmar (DEX) • UNDP Myanmar (DEX) • UNDP Myanmar (DEX) • UNDP Myanmar (DEX) 	<ul style="list-style-type: none"> • Contracted Services • UN Volunteers • Grants • Local Consultants (TA) • Contractual Services – Individual • NGOs and CBOs • Travel • Equipment and Furniture • Information Technology Equipment • Rental & Maintenance – Premises • Rental & Maintenance of Other Equip • Miscellaneous Expenses <p>Budget: USD 1,700,000</p>

<ul style="list-style-type: none"> No. of farmers groups formed No. of HH covered by livelihood groups No. of technical and livelihood specific training sessions No. of SRGs revived, and/or initiated No. of SRG promoters trained No. of persons trained for early recovery management No. of Shelter groups received training in constructing houses better able to resist cyclones No. of Shelter groups received training in constructing rainwater collection and storage and HH water hygiene No. of artisans received training in hazard resistant technologies No. of community groups received training in basic HH health and hygiene 	<p>Committees established</p> <p>3.5. At least 1,500 SRGs established</p> <p>3.6. 315 local resource persons/promoters trained</p>	<p>villages</p> <ul style="list-style-type: none"> Action: ERC formation and training in transparent & accountable management. Action: Establishment of community feedback mechanism <p>5 Activity Result: 1500 subgroups re-formed, revived or initiated for village level savings and loans activities (self reliance groups)</p> <ul style="list-style-type: none"> Action: SRG recapitalisation, training and technical assistance in 750 villages <p>6 Activity Result: Communities have internal capacity for social and economic development</p> <ul style="list-style-type: none"> Action: Training and support for WASH, SRG, ERC and other promoters in 750 villages Action: Technical and skills development activities to support livelihood recovery 		
<p>Output 4: Integrating Disaster Risk Reduction as a Holistic Recovery Strategy</p> <p>Baseline: Zero or not available</p> <p>Indicators:</p> <ul style="list-style-type: none"> # of disaster preparedness committees formed # of Community Based Disaster Preparedness Plans prepared. #/type of Awareness generation activities carried out # of specialised DMTs formed and trained with provision of basic life saving kits provided. # of Mock Drills/simulation exercises held # of school Safety Programmes 	<p>Targets</p> <p>4.1. Community-based disaster preparedness plans and associated materials developed and disseminated, and village Disaster Preparedness Committees established in 500 villages including specialised DMTs (search and rescue, first aid, evacuation) formed and trained in 500 villages.</p> <p>4.2. School Safety plans in the adopted villages including training on basic life saving skills and provision of essential kits.</p> <p>4.3. training of Artisans/Carpenters</p>	<p>1 Activity Result: Communities are able to plan for and mobilise effectively in the face of natural disaster.</p> <ul style="list-style-type: none"> Action: Formation and training of Village Disaster management committees with specialised training on life saving skills and provision of emergency kits. Action: Community Disaster Risk Reduction Planning exercises and drills Action: School Safety Plans including training on life saving skills and provision of essential kits and Mock Drill <p>2 Activity Result: Communities have skills for construction of buildings featuring DRR</p> <ul style="list-style-type: none"> Action: Training of Artisans/carpenters and formation of Community Resource centre/Forum Action: Construction of model Technology 	<ul style="list-style-type: none"> UNDP Myanmar (DEX) 	<ul style="list-style-type: none"> Contracted Services Grants) Local Consultants (TA) Contractual Services – Individual Travel Contractual Services Equipment and Furniture Information Technology Equipment Rental & Maintenance – Premises Rental & Maintenance of Other Equipment Miscellaneous Expenses <p>Budget: USD 3,600,000</p>

<p>initiated with school preparedness plan, specialized training and Mock Drills</p> <ul style="list-style-type: none"> • # of villages with a local level communications and response protocol established • # of villages receiving guidelines for hazard-resistant building construction • # of villages receiving sectoral Disaster Risk Reduction guidelines • # of Artisans/masons trained in alternative housing technology and disaster Resident housing technology • # of model Technology Dissemination Units constructed 		<p>Dissemination Unit(TDU) in the adopted villages which can be used as a safe shelter</p> <ul style="list-style-type: none"> ▪ Action: Develop safety guidelines/designs to incorporate DRR into reconstruction features. <p>3 Activity Result: Risk and vulnerability are properly assessed, and early warning system is established.</p> <ul style="list-style-type: none"> ▪ Action: Risk & Vulnerability Assessment ▪ Action: End to End Early Warning Assessment ▪ Action: Development of Manuals, IEC materials, Standard Operating Procedures for various Task Force members ▪ Action: Sensitize and train key stakeholders including Govt, I/NGOs, CBOs and Teachers at the township level on Community DRR Programme. ▪ Action: Develop standard operating procedures/protocols for effective early warning. <p>4 Activity Results: DRR is mainstreamed into other sectors and different levels</p> <ul style="list-style-type: none"> ▪ Action: Develop technical guidelines to incorporate DRR into other sectors of Recovery. ▪ Action: Strengthen public-private-partnerships for developing institutional systems and legislative framework for disaster risk management. ▪ Action: Facilitate mainstreaming various initiatives and setting up of systems, legislations and framework for longer term disaster risk reduction to influence the risk reduction programme at all levels. <p>5 Activity Result: Environment is properly restored</p> <ul style="list-style-type: none"> ▪ Action: Piloting few projects on Mangrove regeneration, community forestry and embankment restoration 		
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Total Budget – USD 35,000,000

IV. ANNUAL WORK PLAN

Annual Workplan for 2008

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p>Output 1: Coordination arrangements for implementation and monitoring of early recovery</p> <p>Baseline: Pre Nargis. coordination was through UNCT and ad hoc with I/NGOs.</p> <p>Indicators:</p> <ul style="list-style-type: none"> # of ER cluster meetings # of WWW database updates # of OCHA SitReps # of UNDP SitReps Implementation rate of UNDP ER project <p>Targets: Support provided to inter-agency and cross-cluster coordination of early recovery activities through the office of the UN Resident Coordinator, UNDP Yangon and UNDP sub-offices.</p> <p>Related CP outcome: n/a</p>	<p>1 Activity Result: IASC and cross cluster ER activities effectively coordinated and implemented by RCs office and UNDP</p> <ul style="list-style-type: none"> Action: Appointment of an Early Recovery Cluster lead, with support staff Action: Establish coordination mechanisms in Yangon and field Action: UNDP staff attend cluster meetings and report to UNDP DTF Action: Regular (weekly for first 6 months) ER cluster meetings. Action: Periodic multi-stakeholder monitoring trips to delta townships. Action: Regular collection and dissemination of 3W information to ER actors. Action: Ensure UNDP Yangon and Field offices are fully staffed and equipped to meet the required workload of ER project. 		X	X	X	<ul style="list-style-type: none"> UN RC Office UNDP for technical support UNOCHA for field coordination hubs All other UN agencies involved in early recovery programming and implementation 	BCPR (TRAC3)	UNDP	USD 1,269,000
			X				CPR-TTF	DFID	
			X				Cost Sharing	NOR (FA)	
		X	X	X					
		X	X	X					
		X	X	X					
<p>Output 2: Livelihoods restored and community infrastructure rehabilitated</p> <p>Baseline: Zero or not available</p> <p>Indicators:</p> <ul style="list-style-type: none"> No. of person-days engaged in cash for work for community infrastructure No. of person-days engaged in cash for work for agriculture and environment No. of most vulnerable HH received cash 	<p>2 Activity Result: Village cash economy kick-started, livelihoods reactivated and strengthened in 500 villages</p> <ul style="list-style-type: none"> Action: Disbursement of CFW for village recovery activities and replacement of livelihood resources in 500 villages <p>3 Activity Result: Beneficiaries have skills and support to enable livelihood activities.</p> <ul style="list-style-type: none"> Action: Cash grants for agriculture, livestock and fishing tools in 500 villages 		X	X	X	UNDP Myanmar (DEX) with PACT (NGO) for MF activity and ILO in Mawlamyinegyun for infrastructure support	BCPR (TRAC3)	UNDP	USD 5,828,000
			X	X	X		CPR-TTF	DFID	
			X	X	X		Cost Sharing	AUL	

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount	
<ul style="list-style-type: none"> grants (40,000 kyats per HH) • No. of HH initiated agricultural activity (through cash grant, in-kind support, training) • No. of HH initiated fishing activity (through cash grant, in-kind support) • No. of HH initiated livestock activity (through cash grant, in-kind support, training, vaccination) • No. of HH initiated off farm activity (through cash grant, in-kind support, training, loan) • Acreage of cultivable land (ha) prepared for paddy cultivation • No. of small irrigation systems repaired • Acreage of land (ha) covered by community forestry • Acreage of mangrove (ha) replanted/conserved • No. of HH received cash grant to assist with building a basic shelter • No. of HH received latrine pans/pipes and cash grant to assist with building latrine structure • No. of HH benefited from shelter grants • No. of community water supply systems rehabilitated • No. of jetties rehabilitated • No. of footpaths rehabilitated • No. of culverts rehabilitated • No. of community resource centres established • No. of schools rebuilt/renovated 	4	Activity Result: Vulnerability of MVHs is reduced.					Cost Sharing	NOR (Non-FA)		
		▪ Action: Provision of cash to purchase basic commodities and assets to move towards sustainable livelihoods in 500 villages		X	X	X		Cost Sharing	Zayed Fdn.	
		5	Activity Result: Micro finance schemes supported in 700 delta villages			X	X			
		▪ Action: Provision of micro credit services.								
		6	Activity Result: Village cash economy kick-started, livelihoods reactivated and strengthened in 750 villages		X	X	X			
		▪ Action: Disbursement of CFW for village early recovery activities and replacement of livelihood resources in 750 villages		X	X	X				
		7	Activity Result: Minimum basic community infrastructure -- access roads, jetties, water supply systems, culverts, small bridges, latrines -- rehabilitated in 250 villages		X	X	X			
		▪ Action: Community infrastructure rehabilitation in 250 villages					X			
		8	Activity Result: Vulnerability of MVHs is reduced.				X			
		▪ Action: Provision of cash to purchase basic commodities and assets to move towards sustainable livelihoods in 750 villages		X	X	X				
	9	Activity Result: Vulnerability of communities to natural disasters is reduced.				X				
	▪ Action: Community rehabilitation of mangroves and other parts of the natural resource base.			X	X					
	▪ Introduction of fuel efficient stoves.									
	10	Activity Result: Micro finance schemes supported in 986 delta villages				X				
	▪ Action: Provision of micro credit services.					X				
Targets:										
3.10.500 villages assisted with livelihood										

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
assistance 3.11.500 villages assisted with social infrastructure/ assets improvement 3.12.500 Most Vulnerable Household groups established and 10,800 MVHs supported with livelihood grants. 3.13.700 delta communities provided with micro finance services. Related CP outcome: Outcome 17: Targeted poor and vulnerable communities have greater capacity to meet their food security and basic social needs in a participatory, sustainable and transparent manner.									
Output 3: Community groups revived and local level management capacities strengthened Baseline: Zero or not available Indicators: <ul style="list-style-type: none"> • No. of early recovery committees formed • No. of most vulnerable (MV) groups formed • No. of most vulnerable HH covered by MVH groups • No. of shelter groups formed • No. of HH covered by shelter groups • No. of groups educated for the prevention of trafficking and HIV • No. of trained peer educators • No. of farmers groups formed • No. of HH covered by livelihood groups • No. of SRGs revived, and/or initiated • No. of SRG promoters trained • No. of persons trained for recovery management • No. of Shelter groups received training in constructing houses better able to resist cyclones 	1 Activity Result: 1000 subgroups re-formed, revived or initiated for village level savings and loans activities (self reliance groups) <ul style="list-style-type: none"> ▪ Action: SRG recapitalisation, training and technical assistance in 500 villages 2 Activity Result: Communities have internal capacity for social and economic development <ul style="list-style-type: none"> ▪ Action: Training and support for WASH, SRG, ERC and other promoters in 500 villages 3 Activity Result: 1500 subgroups re-formed, revived or initiated for village level savings and loans activities (self reliance groups) <ul style="list-style-type: none"> ▪ Action: SRG recapitalisation, training and technical assistance in 750 villages 4 Activity Result: Communities have internal capacity for social and economic development <ul style="list-style-type: none"> ▪ Action: Training and support for WASH, SRG, ERC and other promoters in 750 villages 				<ul style="list-style-type: none"> • UNDP Myanmar (DEX) 	BCPR (TRAC3)	UNDP	USD 74,000	

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<ul style="list-style-type: none"> No. of Shelter groups received training in constructing rainwater collection and storage and HH water hygiene No. of artisans received training in hazard resistant technologies No. of community groups received training in basic HH health and hygiene <p>Targets: At least 1,000 SRGs established, 210 local resource persons/ promoters trained</p> <p>Related CP outcome: Outcome 18: The poor and the most vulnerable households have increased access to financial services and productive assets:</p>									
<p>Output 4: Integrating Disaster Risk Reduction as a Holistic Recovery Strategy</p> <p>Baseline: Zero or not available</p> <p>Indicators:</p> <ul style="list-style-type: none"> # of disaster preparedness committees formed # of Community Based Disaster Preparedness Plans prepared. #/type of Awareness generation activities carried out # of specialised DMTs formed and trained with provision of basic life saving kits provided. # of Mock Drills/simulation exercises held # of school Safety Programmes initiated with school preparedness plan, specialized training and Mock Drills # of villages with a local level communications and response protocol established # of villages receiving guidelines for hazard-resistant building construction 	<p>2 Activity Result: Communities are able to plan for and mobilise effectively in the face of natural disaster.</p> <ul style="list-style-type: none"> Action: Formation and training of Village Disaster management committees with specialised training on life saving skills and provision of emergency kits. Action: Community Disaster Risk Reduction Planning exercises and drills Action: School Safety Plans including training on life saving skills and provision of essential kits and Mock Drill <p>2 Activity Result: Communities have skills for construction of buildings featuring DRR</p> <ul style="list-style-type: none"> Action: Training of Artisans/carpenters and formation of Community Resource centre/Forum Action: Construction of model Technology Dissemination Unit(TDU) in the adopted villages which can be used as a safe shelter Action: Develop safety guidelines/designs to incorporate DRR into reconstruction features. 			X	X		BCPR (TRAC3)	UNDP	USD 248,000
						<ul style="list-style-type: none"> UNDP Myanmar (DEX) 			

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<ul style="list-style-type: none"> # of villages receiving sectoral Disaster Risk Reduction guidelines # of Artisans/masons trained in alternative housing technology and disaster Resident housing technology # of model Technology Dissemination Units constructed <p>Related CP outcome: Outcome 21: Strengthened local capacities, including the participation of women, to prevent, reduce and cope with the impact of natural disasters.</p>	<p>3 Activity Result: Risk and vulnerability are properly assessed, and early warning system is established.</p> <ul style="list-style-type: none"> Action: Risk & Vulnerability Assessment Action: End to End Early Warning Assessment Action: Development of Manuals, IEC materials, Standard Operating Procedures for various Task Force members Action: Sensitize and train key stakeholders including Govt, I/NGOs, CBOs and Teachers at the township level on Community DRR Programme. Action: Develop standard operating procedures/protocols for effective early warning. <p>4 Activity Results: DRR is mainstreamed into other sectors and different levels</p> <ul style="list-style-type: none"> Action: Develop technical guidelines to incorporate DRR into other sectors of Recovery. Action: Strengthen public-private-partnerships for developing institutional systems and legislative framework for disaster risk management. Action: Facilitate mainstreaming various initiatives and setting up of systems, legislations and framework for longer term disaster risk reduction to influence the risk reduction programme at all levels. <p>5 Activity Result: Environment is properly restored</p> <ul style="list-style-type: none"> Action: Piloting few projects on Mangrove regeneration, community forestry and embankment restoration 								
TOTAL								USD 7,419,800	

Please Note:

- 1) First Quarter was pre-cyclone, therefore no activities.
- 2) Disbursement for ER activities was started by end of May.
- 3) Above plan is subject to periodic revisions

The workplan for 2009 and 2010 is the continuation of the same activities mentioned in the 2008 workplan. The budget will be as follows:

Sr No	Activity	Actual Implementation ATLAS (as at 31 Oct 2008)	Balance 2008	Total 2008 I	2009	2010	Total Budget US \$
Output-1: Coordination, planning and monitoring of early recovery							
		\$ 555,000	\$ 714,000	\$ 1,269,000	2,048,250	682,750	\$ 4,000,000
Output -2: Restoration of livelihoods and rehabilitation of critical community infrastructure							
		\$ 2,938,000	\$ 2,890,000	\$ 5,828,000	14,904,000	4,968,000	\$ 25,700,000
Output -3: Community groups revived and community capacities strengthened to manager early recovery efforts							
		\$ 10,000	\$ 64,000	\$ 74,000	1,219,500	406,500	\$ 1,700,000
Output-4: Disaster Preparedness and Risk Reduction							
			\$ 248,800	\$ 248,800	2,513,400	837,800	\$ 3,600,000
	GRAND TOTAL	\$ 3,503,000	\$ 3,916,800	\$ 7,419,800	\$ 20,685,150	\$ 6,895,050	\$ 35,000,000

V. MANAGEMENT ARRANGEMENTS

a. Governing Principles and Collaboration Arrangements

The following principles will govern management and implementation arrangements:

- UNDP will provide early recovery assistance to the cyclone-affected areas in line with its specific mandate in Myanmar. Early recovery activities will be undertaken within the parameters of the Human Development Initiative (HDI) programme and delivered through three existing HDI projects: Integrated Community Development Project (ICDP), Sustainable Micro-finance to Improve the Livelihoods of the Poor, and Enhancing Capacity for HIV/AIDS Prevention and Care.
- The initial focus of UNDP assistance is on rapid delivery of assistance within the context of meeting immediate and early recovery needs of affected communities. However, from the outset the aim will be to promote approaches and activities that go beyond initial recovery towards more sustained social and economic recovery.
- A flexible approach to development and implementation of early recovery activities will be employed, through partnerships with UN agencies, and with options for engaging a range of implementing partners including national and local NGOs, international NGOs and others.
- Implementation of early recovery activities will seek to employ modalities that strengthen sustainable local level capacities.
- Safety and security of UNDP staff, project personnel and implementing partners will be a key priority. UNDP projects will allocate resources for safety and security measures. This will include resources for efficient communications (with adequate redundancy), boat safety, safety of project offices and personnel and other measures. Regular monitoring visits will be undertaken to ensure that efficient safety and security systems are in place.

The management of early recovery activities will promote strong collaboration and complementarities with other national and international assistance in the affected area.

b. Oversight and Implementation Arrangements:

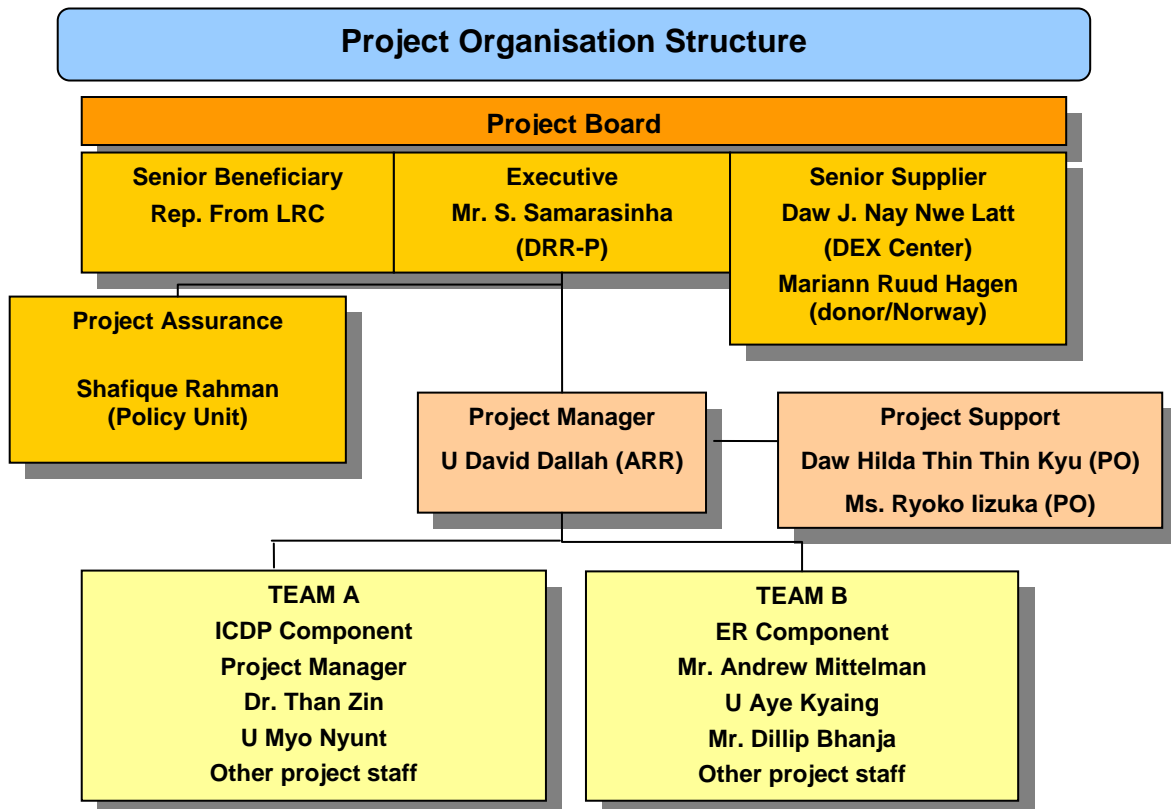
The UNDP supported early recovery activities will be implemented through Direct Execution (DEX) modality. UNDP will appoint a Senior Early recovery Programme Manager to oversee UNDP's early recovery activities cutting across the three main HDI projects in the delta region. Given the need for quick and effective delivery of assistance to the affected villages, UNDP will enhance the capacities of its township offices to facilitate the implementation.

Oversight and implementation arrangements will be an expansion of the existing arrangements for HDI projects.

The Project Board is the group responsible for making by consensus, management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Board, final decision shall rest with the UNDP Programme Manager. In addition, the Project Board plays a critical role in UNDP commissioned project evaluations by quality assuring the evaluation process and products, and using evaluations for performance improvement, accountability and learning. Project reviews by this group are made at designated decision points during the running of the project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when Project Manager's tolerances (normally in terms of time and budget) have been exceeded (flexibility). Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the projects and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities.

This group contains four roles:

- An Executive: individual representing the project ownership to chair the group.
- Senior Supplier: individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Project Board is to provide guidance regarding the technical feasibility of the project.
- Senior Beneficiary: individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.
- Final approval of procurement decisions regarding hiring of NGO partners under Micro Capital Grant modality.



c. Coordination Arrangements:

In addition to the mechanisms supporting the early recovery activities described under this framework, a number of coordinating forums are being supported by the UN and UNDP to ensure effective coordination of early recovery inputs. These forums are charged with formulation of common coordinating and strategic frameworks, including practical operating principles to be applied by agencies working in support of specific sectors and thematic activities. In particular, UNDP is leading the "early recovery" cluster working group to lead efforts in this cluster. (See Generic TOR for cluster leads in [Annex 2](#)).

d. Assets and Equipment:

UNDP will keep separate records for equipment and vehicles purchased for the purposes of early recovery projects. As per UNDP rules and regulations, equipment purchased with project funds will remain UNDP property until formally transferred or otherwise disposed of at the end of the project.

e. Intellectual Property Rights:

These will be retained by the employing organisation of the personnel who develops intellectual products, either UN or partner agency in accordance with the respective national and UN policies and procedures.

e. Audit Arrangements:

The programme will be audited in line with the rules and regulations of UNDP.

VI. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see Annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Quality Management for Project Activity Results

The following matrix will be prepared and updated in Atlas.

OUTPUT 1:		
Activity Result 1 (Atlas Activity ID)	Short title to be used for Atlas Activity ID	Start Date: End Date:
Purpose	What is the purpose of the activity?	
Description	Planned actions to produce the activity result.	
Quality Criteria	Quality Method	Date of Assessment
how/with what indicators the quality of the activity result will be measured?	Means of verification. what method will be used to determine if quality criteria has been met?	When will the assessment of quality be performed?

VII. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Burma (now called the Union of Myanmar) and UNDP, signed on 17 September 1987.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

VIII. ANNEXES

Annex A. Risk Log for Integrated Community Early Recovery Component

1. Environmental

Risk ID	ENV 1
Description	Recurrence of natural disaster (cyclone or flood) causes new loss and creates setbacks in reconstruction process
Risk type	Operational, Technical
Comments	<u>Impact:</u> Setbacks to the early recovery process <u>Probability:</u> Likely. <u>Proximity:</u> Next cyclone season <u>Countermeasures:</u> A firm focus on natural disaster preparedness and risk reduction through technical assistance to local institutions, community-based disaster risk management efforts and public awareness programmes for early warning and preparedness
Owner	Project Manager
Author	Project Support
Date identified	18 June 2008
Last update	N/A
Current status	No Change

Risk ID	ENV 2
Description	Other natural disasters, such as flood, tornado, or fire, can diminish project achievements in communities and/or physically affect township offices to hamper their operations.
Risk type	Operational, Technical
Comments	<u>Impact:</u> Expected outcome not reached, delay in implementation, physical security in danger. <u>Probability:</u> Likely. <u>Proximity:</u> Annual/seasonal <u>Countermeasures:</u> Disaster package stocked in disaster prone townships and distributed in times of disaster. Hazard reduction awareness training conducted for communities. Process of response and communication clarified between Yangon and township offices. Systematic information system and response are being established in the CO.
Owner	OIC, UNDP disaster focal (A project disaster focal)
Author	Project Manager
Date identified	Project Support
Last update	18 June 2008
Current status	Increasing (this year)

2. Financial

Risk ID	FIN 1
Description	Inadequate/Untimely receipt of fund from donor countries
Risk type	Technical, Policy
Comments	<u>Impact:</u> Problems of vulnerability to disasters and poverty remain or worsen in communities. <u>Probability:</u> Less likely (The amount secured this year). <u>Proximity:</u> Not frequent. <u>Countermeasures:</u> Deliver the targets with quality implementation in accordance with UNDP mandate.
Owner	Project Manager

Author	Project Support
Date identified	18 June 2008
Last update	N/A
Current status	No change

Risk ID	FIN 2
Description	If not producing impact, less or no fund from donor countries.
Risk type	Technical, Policy
Comments	<u>Impact</u> : Problems of poverty remain or worsen in communities. <u>Probability</u> : Not likely (The amount secured this year). <u>Proximity</u> : Not frequent. <u>Countermeasures</u> : Deliver the targets with quality implementation following UNDP mandate.
Owner	Project Manager
Author	Project Support
Date identified	18 June 2008
Last update	N/A
Current status	No change

Risk ID	FIN 3
Description	Cyclone effected communities (SRGs), ERCs and sub-committees may not be able to operate properly in the post cyclone period
Risk type	Operational, Technical
Comments	<u>Impact</u> : Normal expected outcomes on livelihood improvement and capacity building may not be achieved. <u>Probability</u> : Likely <u>Proximity</u> : Throughout the year <u>Countermeasures</u> : Regular and thorough monitoring by field staff, and capacity building of communities to be able to manage fund in an effective manner.
Owner	Project Manager
Author	Project Support
Date identified	18 June 2008
Last update	N/A
Current status	No change

3. Operational

Risk ID	OPR 1
Description	High staff turnover, related to better employment opportunities (identified as Risk 2 in the Project Document).
Risk type	Operational, Strategic
Comments	<u>Impact</u> : Disruption in project activities and wastage of staff training resources. <u>Probability</u> : Very likely <u>Proximity</u> : Very often. <u>Countermeasures</u> : Ongoing reviews on staff benefit package as well as even work-load distribution
Owner	Project Manager
Author	Project Support
Date identified	18 June 2008
Last update	N/A
Current status	No change

Risk ID	OPR 2
Description	Late recruitment of required staff
Risk type	Operational, Strategic
Comments	<u>Impact:</u> Delay and disruption in project activities and wastage of staff training resources. <u>Probability:</u> Very likely <u>Proximity:</u> Very often. <u>Countermeasures:</u> Regular reviewing of HR recruitment plan
Owner	Project Manager
Author	Project Support
Date identified	18 June 2008
Last update	N/A
Current status	No change

Risk ID	OPR 3
Description	Grants approval may take a long time, due to under staffing, the mandate and oversight reasons, which require thorough technical and policy-wise checking at different levels.
Risk type	Operational, Strategic
Comments	<u>Impact:</u> Communities may get disappointed by not being able to implement activities as planned. <u>Probability:</u> Likely <u>Proximity:</u> Throughout the year <u>Countermeasures:</u> TPMC introduced to expedite the process. Further review of the approval process needed, along with minimizing the paper work of the field staff without undermining transparency.
Owner	Project Manager
Author	Project Support
Date identified	18 June 2008
Last update	N/A
Current status	No change

4. Organizational

Risk ID	ORG 1
Description	Limited availability and/or capacity of local implementing partners may hinder speed of early recovery and reconstruction efforts
Risk type	Operational, Strategic
Comments	<u>Impact:</u> Partnerships arrangements for technical assistance to local implementing partners <u>Probability:</u> Likely <u>Proximity:</u> Programme formulation <u>Countermeasures:</u> Capacity building of Implementing Partners and regular coordination and discussions
Owner	Project Manager
Author	Project Support
Date identified	18 June 2008
Last update	N/A
Current status	No change

Risk ID	ORG 2
Description	Ineffective coordination leads to overlaps and lost opportunities for synergy
Risk type	Operational, Strategic

Comments	<u>Impact:</u> Effective usage of funds for early recovery amongst various national and international parties <u>Probability:</u> Likely <u>Proximity:</u> Programme formulation <u>Countermeasures:</u> Clearly define roles and responsibilities amongst agencies and organization through UN cluster working groups
Owner	Project Manager
Author	Project Support
Date identified	18 June 2008
Last update	N/A
Current status	No change

Risk ID	ORG 3
Description	If the government recovery policy (when articulated) is not in consonance with the programme strategy, it may cause discord or disruption in implementation at local level
Risk type	Operational, Strategic
Comments	<u>Impact:</u> If programme builds and uses previous UNDP programmes and norms in the delta region <u>Probability:</u> Likely <u>Proximity:</u> Programme formulation <u>Countermeasures:</u> Keeping the local authority informed
Owner	Project Manager
Author	Project Support
Date identified	18 June 2008
Last update	N/A
Current status	No change

5. Political

Risk ID	POL 1
Description	National election in 2010 may have an unexpected negative impact on operations and implementation of the project.
Risk type	Political
Comments	<u>Impact:</u> National election in 2010 may cause local instability, affecting operations of township offices and possibly in Yangon. <u>Probability:</u> Somewhat likely <u>Proximity:</u> 2010 <u>Countermeasures:</u> Keeping alert on the local situations
Owner	Project Manager
Author	Project Support
Date identified	18 June 2008
Last update	N/A
Current status	No change

6. Regulatory

Risk ID	REG 1
Description	The host government may impose restrictions on the UN, including strict enforcement of the Guideline.
Risk type	Policy, Operational
Comments	<u>Impact:</u> Restricted implementation (not to violate the mandate), expected outcomes

	not reached. <u>Probability</u> : Somewhat likely. <u>Proximity</u> : Not often. <u>Countermeasures</u> : Collect information and be alert to be able to adjust implementation timely.
Owner	Project Manager
Author	Project Support
Date identified	18 June 2008
Last update	N/A
Current status	No change

7. Security

Risk ID	SCR 1
Description	In post disaster situations, security issues may increase such as looting at warehouses. Frequent water travel by boat would also require extra security measures for the staff.
Risk type	Security
Comments	<u>Impact</u> : Staff security is at a higher risk. <u>Probability</u> : Likely <u>Proximity</u> : Particularly initial stage of early recovery when local situations are critical and when relief and early recovery activities are intense. <u>Countermeasures</u> : Take into consideration advice from security advisors, install proper measures.
Owner	Project Manager
Author	Project Support
Date identified	18 June 2008
Last update	N/A
Current status	No change

Lessons Learned log appears in Atlas.

Annex B. Terms of Reference for Key Project Personnel

GENERIC TERMS OF REFERENCE FOR CLUSTER LEADS AT THE COUNTRY LEVEL

INTER-AGENCY STANDING COMMITTEE *AD HOC* WORKING GROUP MEETING ON
HUMANITARIAN RESPONSE REVIEW FOLLOW-UP

Circulated 16 January 2006

The IASC-endorsed "cluster approach" operates at two levels. At the global level, the aim is to strengthen system-wide preparedness and technical capacity to respond to humanitarian emergencies by designating Global Cluster Leads who are accountable for ensuring predictable and effective inter-agency responses within the particular sectors or areas of activity concerned. At the country level, the aim is to strengthen the coordination framework and response capacity by mobilizing clusters of agencies/organizations/NGOs to respond in particular sectors or areas of activity, each cluster having a clearly designated lead, as agreed by the HC and the Country Team. To enhance predictability, where possible this should be in line with the cluster lead arrangements at the global level.

The Humanitarian Coordinator – with the support of OCHA – retains overall responsibility for ensuring the effectiveness of the humanitarian response and is accountable to the Emergency Relief Coordinator.

Cluster leads at the country level – in addition to their normal agency responsibilities – are accountable to the Humanitarian Coordinator for ensuring the following:

Identification of key partners

- Identify key humanitarian partners for the cluster, respecting their respective mandates and programme priorities;
- Identify other key partners, including national authorities, peacekeeping forces etc.

Coordination of programme implementation

- Ensure appropriate coordination with all humanitarian partners (including national and international NGOs, the Red Cross/Red Crescent Movement, IOM and other international organizations), as well as with national authorities and local structures;
- Ensure the establishment/maintenance of appropriate sectoral coordination mechanisms, including working groups at the national and, if necessary, local level;
- Ensure timely, effective and coordinated responses based on participatory and community based approaches which integrate cross-cutting issues such as human rights and HIV/AIDS, with due attention to age and gender mainstreaming;
- Secure commitments from cluster members in responding to needs and filling gaps, ensuring an appropriate distribution of responsibilities within the cluster, with clearly defined focal points for specific issues where necessary;
- Ensure that participants within each cluster work collectively, ensuring the complementarity of the various stakeholders' actions;
- Promote emergency response actions while at the same time considering the need for early recovery planning;
- Ensure effective links with other clusters (with OCHA support);
- Represent the interests of the cluster in discussions with the Humanitarian Coordinator on prioritization, resource mobilization and advocacy;
- Act as focal point for inquiries on the cluster's response plans and operations.

Planning and strategy development

- Ensure predictable action within the cluster for the following:
 1. needs assessment and analysis;

2. identification of gaps;
3. developing/updating agreed response strategies and action plans for the cluster and ensuring that these are adequately reflected in overall country strategies, such as the Common Humanitarian Action Plan (CHAP);
4. drawing lessons learned from past activities and revising strategies and action plans accordingly.

Application of standards

- Ensure that cluster members are aware of relevant policy guidelines and technical standards;
- Ensure that responses are in line with existing policy guidance and technical standards;

Monitoring and reporting

- Ensure adequate monitoring mechanisms are in place to review impact of the cluster and progress against implementation plans;
- Ensure adequate reporting and effective information sharing (with OCHA support)

Advocacy and resource mobilization

- Identify core advocacy concerns, including resource requirements, and contribute key messages to broader advocacy initiatives of the Humanitarian Coordinator and other actors;
- Advocate for donors to fund cluster members to carry out priority activities in the sector concerned, while at the same time encouraging cluster members to mobilize resources for their activities through their usual channels.

Training and capacity building of national authorities and civil society

- Promote and support training of humanitarian personnel and capacity building of humanitarian partners;
- Support efforts to strengthen the capacity of the national authorities and civil society.

Provider of last resort

- As agreed by the IASC Principals, cluster leads are responsible for acting as the provider of last resort to meet agreed priority needs and will be supported by the HC and the ERC in their resource mobilization efforts in this regard.

Cluster Members at the country level are expected to be proactive partners in the elaboration and implementation of the cluster's priorities

Prepared by OCHA – December 2005

EARLY RECOVERY PROGRAMME MANAGER

Location : Yangon, MYANMAR

Vacancy Type : External Vacancy

Application Deadline : 23-Jun-08

Type of Contract : ALD International

Post Level : ALD-4

Languages Required : English

Expected Duration of Assignment : One Year

Background

Under the guidance of the DRR (P) and in close collaboration with the ARRs, the Early Recovery Manager acts as a senior advisor to CO Management on all aspects of early recovery. The Early Recovery Manager leads UNDP's involvement in the preparation and coordination of the UN Early Recovery Strategy and subsequent programmes. S/he also leads the development of and manages the overall UNDP early recovery programme portfolio.

The Early Recovery Programme Manager heads and supervises the Recovery Programme team and works in close collaboration with Government officials, other UN Agencies, UNDP HQ, technical advisors and experts, multi-lateral and bi-lateral donors and civil society to strategically position UNDP in the early recovery and to implement UNDP's Early Recovery programme.

Duties and Responsibilities

Summary of Key Functions:

- Strategic development of UNDP's response to the early recovery needs
- Leads UNDP's involvement in and substantively contributes to joint needs assessments and development of UN Early Recovery Strategy Framework
- Development and management of the UNDP's Early Recovery Programme and supervision of the Early Recovery Programme team
- Leads the development of strategic partnerships and resource mobilization for early recovery
- Provision of strategic policy advisory services and facilitation of knowledge and capacity building on early recovery issues

1. As a senior member of the CO management team, ensures sound strategic direction of UNDP Early Recovery programme focusing on the following:

- Thorough analysis of the political, social and economic situation in the immediate response context and provision of strategic advice to CO Management
- Identification of strategic opportunities and potential early recovery programme areas of cooperation, including opportunities for joint programming with UN agencies and other development partners (IFIs, INGOs etc.).
- Leads the development of UNDP's Early Recovery Programme in collaboration with the main partners and other UN Agencies.
- Ensures alignment and coordination of recovery programme with other programme activities of the CO as well as those of UN Agencies and capitalizes on synergies where possible
- Ensures mainstreaming of cross-cutting UN/UNDP priorities in early recovery programmes, in particular environment, gender, human rights and disaster risk reduction
- Leads the development of relevant strategies to ensure the effective programmatic and operational interface and complementarities between humanitarian, transitional and recovery interventions of the UN system, and where

necessary, the development or exit and hand-over strategies as part of the UN cluster approach on Internally Displaced People

2. Ensures effective management of the Early Recovery Programme portfolio and supervision of the Early Recovery Programme team focusing on quality control programming from formulation to implementation achieving the following results:

Effective application of RBM tools, establishment of management targets (BSC) and monitoring achievement of results.

Design and formulation of Early Recovery Programme, translating UNDP priorities into local interventions.

Coordination of programme implementation with the executing agencies.

Strategic oversight of planning, budgeting, implementing and monitoring of the Early Recovery Programme, tracking use of financial resources in accordance with UNDP rules and regulations. Performs the function of Manager Level 2 in Atlas for project transactions approval.

Effective monitoring and evaluation, continuous analysis of the programme environment and timely readjustment of programmes.

Follow up on audit recommendations. All exceptions are timely reported.

Aggregate reports are regularly prepared on activities, outputs and outcomes. Donor reports are prepared and submitted within deadlines.

Organization of cost-recovery system for the services provided by the CO to projects in close collaboration with Operations Manager.

3. Establishes and maintains strategic partnerships and resource mobilization for the Early Recovery Programme in cooperation with the Management Support and Business Development Team focusing on achievement of the following results:

Development and implementation of partnerships and resources mobilization strategies to achieve early recovery programme outcomes.

Creation and coordination of partnerships with the UN Agencies, IFI's, government institutions, bi-lateral and multi-lateral donors, private sector, civil society etc.

Determination of programmatic areas of cooperation, based on strategic goals of UNDP, the country's recovery needs and donors' priorities.

Analysis and research of information on donors, preparation of substantive briefs on possible areas of cooperation, identification of opportunities for cost-sharing.

4. Ensures provision of top quality and strategic advisory services, capacity building and facilitation of knowledge sharing focusing on achievement of the following results:

Advocacy for and strengthening of national capacity for planning and coordination of the early recovery effort.

Provision of top quality policy and strategic advice on development and implementation of recovery policies and strategies.

Identification, sharing and application of international best practices and lessons on early recovery related issues relevant to the country's recovery needs and goals.

Sound contributions to knowledge networks and communities of practice.

Capacity building for country office staff (programme and operations)

Impact of Results

The key results have an impact on the overall success of UNDP's early recovery effort in support of national goals.

Competencies

Corporate Competencies:

Demonstrates integrity by modelling the UN's values and ethical standards

Promotes the vision, mission, and strategic goals of UNDP

Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

Functional Competencies:

Knowledge Management and Learning

Promotes knowledge management in UNDP and a learning environment in the office through leadership and personal example
Actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills

Development and Operational Effectiveness

Ability to lead strategic planning, results-based management and reporting
Ability to lead formulation, implementation, monitoring and evaluation of development programmes and projects, mobilize resources
Ability to formulate and manage budgets, manage contributions and investments, manage transactions, conduct financial analysis, reporting and cost-recovery
Good knowledge of the Results Management Guide and Toolkit
Good ICT skills, knowledge of Atlas
Ability to implement new systems and affect staff behavioural/ attitudinal change

Management and Leadership

Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback
Consistently approaches work with energy and a positive, constructive attitude
Demonstrates good oral and written communication skills
Demonstrates openness to change and ability to manage complexities
Prince2 Training and Certification, RMG

Required Skills and Experience

Education:

Master's Degree or equivalent in Business Administration, Public Administration, Economics, Political Sciences, Social Sciences or related field.

Experience:

At least 10 years field experience, a significant part of which would be from countries in special development situations.
Extensive experience at the national or international level in providing management advisory services, hands-on experience in design, monitoring and evaluation of development, recovery and conflict prevention/peace building strategies programmes and projects and establishing inter-relationships among international organizations and national governments.
Experience in the usage of computers and office software packages, experience in handling of web based management systems (Atlas).
Knowledge and experience from disaster response operations, including missions in support of recovery planning in at least two different UNDP regions is desirable.
In conflict/post conflict situations: Experience with conflict prevention, peace building, reintegration and conflict sensitive development.
Summary of Critical Competencies for Immediate Response Situations: Possess a comprehensive set of competencies enabling immediately taking on the challenging role of leading early recovery efforts – strategic, integrity, results orientation, teamwork, good inter-personal skills, well developed communication skills, sound judgment, analytical skills, flexibility, proactive engagement, innovation, risk management, gender and culturally sensitive, ability to work under pressure and demonstrates high tolerance for change, complexity and unpredictability.

Language Requirements:

Fluency in English is required.