PLAN OF ACTION

RECOMMENDATIONS FOR A NEW AGENDA FOR STRENGTHENING
THE CONSOLIDATED APPEALS PROCESS*

DRAFT as of 4 March 2002

Recommendations	Indicative Actions Required	Responsibility	Timeframe
I. Strengthening Senior level Involvement in the CAP			
1. Under the leadership of the ERC, encourage all IASC members, especially at the senior levels, to give the CAP their strong support and commitment	• Involve ERC, Senior IASC Members and HCs in events, functions, missions in support of CAP. • Place CAP as standing item on IASC and IASC-WG agenda.	ERC, IASC Members, HCs	*On-going* immediate
2. Under the leadership of the Chairman of the IASC WG, encourage the IASC and its subsidiary bodies to give the CAP special attention in their deliberations and management.	• Chairman of IASC-WG to chair important meetings of IASC Sub-Working Group on CAP and report regularly to the IASC-WG on status of the CAP. • IASC to be regularly updated by the Chairman of the IASC-WG on the progress with the implementation of the new agenda for strengthening the CAP • Ensure continued linkages of subsidiary bodies (e.g. RG on Gender, RG on Human Rights and Humanitarian Affairs) with SWG on CAP.	Chairman, IASC-WG Chairman, IASC-WG	As required April / December 2002
3. Clarify the responsibilities of the Humanitarian Coordinators (HC) for the CAP and encourage the HCs to lead the process at the field level with the support of the country teams.	• Include clarification of HCs' responsibilities for CAP in revision of HC TOR (1994). • Use the annual HC Retreat as a forum to discuss critical CAP issues, report on results, provide training on the CAP, and reinforce HCs' leadership responsibilities for the CAP at the country levels. • HCs to lead agencies at country level in interaction with donors.	IASC-WG OCHA, IASC WG HCs	IASC meeting first quarter 2002 November/ December 2002

4. Provide greater management, technical and capacity-building support for the CAP to the field, with the guidance of the ERC and OCHA.	• Senior IASC officials to reinforce the importance of full and active participation in CAP training programmes by: (1) appointing staff with training experience as CAP trainers; (2) reinforcing the need for their agency to participate at the appropriate level in the field; (3) working with OCHA to integrate CAP into agency training and orientation programmes.	OCHA, IASC WG, UNCT	May (CAP TOT), June, July, 2002
	• Strengthen CAP training programme through partnerships with institutions with training expertise and through continued synergies with related training programs (i.e. UNDAF)	OCHA CAP and DR section	May 2002
5. Institutionalise annual meetings of Directors of Emergency to review a number of Consolidated Appeals before they are finalised.	• Follow up on initial meeting of the Directors of Emergency in October 2001 with similar session in 2002 to review and provide constructive feedback to country teams and IASC members on early drafts of the CAP document.	OCHA, IASC WG	September 2002
	• Discuss the CA process with country teams in order to strengthen headquarters support to the field, understand how strategy is articulated at field level, and learn lessons about best practice.	OCHA, IASC WG, HCs	Beginning May 2002
6. Review which crises warrant a CAP for the following year and decide which Appeals to submit for review by Directors of Emergency at the yearly IASC WG meetings in June.	• Request HCs to submit position paper with rationale for CAP continuation or cessation following Mid-Year Review.	HC, IASC WG	May 2002
7. Strengthen OCHA's CAP and Donor Relations Section to manage the new agenda for strengthening the CAP.	• Implement recommendations of OCHA Management Review by appointing additional staff, and seek agency secondments of experienced staff to support the implementation of the New Agenda.	OCHA	immediate

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II. Strengthening Advocacy through the CAP			
8. Develop and promote greater use of the CAP as an advocacy tool for: - drawing attention to the plight of victims of conflicts and disasters, especially in forgotten emergencies; - keeping the humanitarian agenda centre stage in all fora, and - supporting resource mobilisation by maintaining the momentum generated at CAP launchings in Donor Capitals.	• Wider reference to CAP, and CAP strategies by ERC, IASC Members, HCs for advocacy when discharging their respective responsibilities in the humanitarian sphere. • Principals to refer to CAP and CAP strategies in all contacts with donor governments, missions and Inter-agency discussions. • ERC and Principals to link CAP theme to UN events (UN days) and other advocacy campaigns to maintain momentum of CAP Launches throughout the year. • Develop CAP theme to increase advocacy on current humanitarian issues	ERC, IASC Members, HCs IASC Subsidiary bodies (Gender and HR/HA)	*On-going*
9. Adopt selected emergency countries for mentoring, guidance and support by individual Senior IASC Members as advocates to draw attention to the plight and needs of the affected population.	• With guidance of ERC, assist IASC Principals to select specific countries in forgotten emergencies to visit, advise and guide as "special CAP envoys" and advocate for donor attention and resource mobilisation.	ERC, IASC Principals	By Sept 2002
10. Encourage donors to better coordinate their efforts to provide timely and balanced support to the strategy and programmes in the CAP across emergencies, sectors, and agencies.	• Consultation with donors to establish a better coordination of their efforts to ensure more comprehensive, timely, and consistent funding across emergencies and across sectors. • Ensure dialogue with Montreux Process and DFID-led initiative on 'Improving the Financing and Flows of Humanitarian Assisance. • Inter-Agency donor meetings to review CAPs	OCHA SMT, OCHA CAP and DR Section, and IASC fundraising personnel IASC WG, UNCT	On-going, first meeting February 2002
11. Appoint selected celebrities as Goodwill Ambassadors to raise awareness for the plight of victims and advocate for the needs of populations affected by conflict.	• ERC to consult with senior IASC Members and to agree on selection and appointment of celebrities as Goodwill Ambassadors for CAP to support resource mobilisation.	ERC, IASC Members	By June 2002 (to plan for Nov launch)

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III. Strengthening the CAP as a tool for Strategic Planning and Coordination			
12. Revise the 1994 IASC Guidelines on the CAP to benefit from the recent developments in strategic thinking, approaches and strategies that have been introduced into the process; in particular: setting criteria for when to begin and when to end a CAP, clarifying the role of CAP in transition countries, and outlining common law practice of government involvement in the CAP.	1994 IASC Guidelines on the CAP to be redrafted to provide criteria and mechanisms for initiating and ending a CAP, government and NGO involvement. 1. Basic principles of the Guidelines to be presented to the IASC in April for endorsement; 2. Draft Guidelines to be prepared for preliminary endorsement of IASC WG meeting in June; 3. Guidelines to be finalised for IASC endorsement in December.	IASC Sub-Working Group on CAP (OCHA to lead with input from Reference Groups on Gender and Human Rights in Humanitarian Action), IASC-WG, IASC	April June December
13. Define criteria and mechanisms for NGO participation and inclusion in the CAP and incorporate these into the revised guidelines.	• SCHR to conduct assessment of NGO involvement in select CAP countries and propose recommendations to IASC for NGO involvement • ERC to instruct HCs to invite NGOs to participate in the CAP and to determine country-specific criteria for NGO participation in consultation with partners	IASC Sub-Working Group on CAP (SCHR), IASC-WG, HCs	December 2002
14. Encourage the IASC-WG to continue to guide the various developments and improvements of the CAP already underway, especially with regard to the Technical Guidelines; Capacities and Vulnerability Analysis (CVA); the CAP in Transition Countries; links between the CAP and other strategic planning instruments viz, UNDAF, CCA, Strategic Framework; CAP Training and Financial Tracking System (FTS).	• IASC WG to actively support agency-specific and subsidiary body efforts to further development of planned and on-going initiatives - CVA tool to be revised and field tested • CAP to link to CCA/UNDAF (where applicable) - Integrated CAP and UNDAF training to be explored • FTS to be promoted as common database to track total humanitarian aid flows	IASC SWG on CAP, IASC-WG IASC Reference Group on Gender IASC Sub-Working Group on CAP (UNDP) IASC, OCHA	On-going
15. Affirm the primacy of the Common Humanitarian Action Plan (CHAP) as the central inter-agency strategic planning tool for emergencies, and ensuring that the CHAP is further refined (in particular through implementation of recommendations 16, 17, 18 and 19)	• Review the CHAP to develop it fully into a strategic planning tool.	IASC Sub-Working Group on CAP, IASC-WG	On-going
16. Review whether and how humanitarian needs in countries not covered by a CAP are being addressed, and propose recommendations on appropriate strategies.	• Review existing IASC field-level coordination in selected countries not currently covered by a CAP • Promote use of CHAP and associated tools where humanitarian needs are significant. Review need for common appeal in crises not covered by CAP.	IASC SWG on CAP (IFRC)	On-going

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17. Develop standardised guidelines for Joint Assessments and Evaluation to strengthen the programming aspects of the CAP	• Explore the development of a Humanitarian Capacities and Vulnerabilities Index (HCVI) for commonly agreed fundamental standard in line with guiding principles (Millennium Declaration Goals, Sphere Project, etc.)
	
	 • Ensure linkages to existing Agency assessment systems and to CCA.
	
	 • Develop Guidelines on Inter-Agency:
	     - Assessments
	     - Evaluations
		IASC Sub-Working Group on CAP (WHO and UNICEF), IASC Reference Group on Gender, IASC-WG	By June 2003

18. Develop multi-year strategies for CAP for chronic emergencies and encourage donors to make multi-year commitments.	• Review strategies of chronic emergencies and use of multi-year planning. • In collaboration with donors, encourage selected CAP chronic emergency countries to develop multi-year strategies for with clear guidelines for joint IASC/Donor Implementation.	IASC Sub-Working Group on CAP (WFP), IASC-WG	By June 2003
19. Develop guidelines for strategic monitoring to improve impact analysis of the CAP in order to demonstrate the impact of under-funding, and to standardise mechanisms for accountability	• Sollicit practice reports from field, HQ and humanitarian practitioners and academics to collate and develop guidelines. • Select CAPs (refer to recommendation 5) for in-depth joint review with donor participation, with a focus on the consequences of underfunding. • Implement IASC SWG proposed evaluation of the CAP	IASC Sub-Working Group on CAP (OCHA), IASC-WG, in consultation with HCs	By Dec 2003

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