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63RD WORKING GROUP MEETING

**IASC Cluster Working Group on Early Recovery:
Progress Report**

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I Executive Summary

The IASC Cluster Working Group on Early Recovery (CWGER), consisting of 17 partners from both the humanitarian and developmental communities and with UNDP as the cluster lead, aims to enhance the global capacity for developing humanitarian and recovery-related interventions, accelerating the impact of development interventions, and integrating risk reduction measures at the very early stages of emergencies and beyond. “Early recovery” (a working definition is provided in the report) is not a sector *per se*, but a complex multi-dimensional process that is critical to effectively link immediate responses with medium/long-term recovery.

An assessment of existing capacities among member agencies has been carried out and included in this report. Based on this, critical gaps in the global system-wide capacity in early recovery were identified, including: the capacity and tools for strategic planning; predictable surge capacity; knowledge management; information management system; programming framework; financing framework for early recovery, and inter-agency cooperation agreements/mechanisms. Furthermore, the CWGER identified priority sectors within early recovery (e.g., livelihoods and income generation; shelter, property, and land issues; basic social services; community based approaches; and rule of law), for each of which an appropriate focal point agency is designated.

Since receiving the endorsement of its approach by the IASC Principles in September, the CWGER engaged itself in a process of further prioritization among its initial actionable recommendations and developed an implementation plan for 2006 (included in this report). The CWGER had an initial experience of applying its key principles to the Pakistan earthquake operations, and has incorporated into its work plan important lessons learned. Furthermore, given the multi-dimensional nature of early recovery, relevant cross-cutting issues (e.g., environment, gender, and youth) are already integrated in the work plan.

Staff and financial requirements necessary to support the planned work will, to the extent possible, be provided through maximum use of existing resources within the cluster members. However, the CWGER estimates that for 2006, a modest level of additional resources will be required, estimated at US\$2.35 million, to enable gradual application of its approach. These include the resources to support preparedness/contingency for rapid deployment and the development of cluster capacity. For the cluster to be able to deliver the planned system upgrade in early recovery, the mobilization of these resources is urgently needed.

Since September 2005, the CWGER has made headway in strengthening partnerships particularly in the areas of protection/human rights and larger recovery and development. It is now closely cooperating with UNDGO which participates in the CWGER on behalf of the UNDG/ECHA Working Group on Transition Issues. Consultations were also held with the Cluster Working Group on Protection, OHCHR, as well as the NGO consortia. Partnerships with international financial institutions

remain a challenge, despite some progress on the field level. It should also be stressed that early recovery itself is cross-cutting in nature which must be integrated into other initiatives, and the CWGER will continue its “mainstreaming” efforts across other clusters.

The CWGER’s work is a dynamic, evolving process. This is a progress (not final) report of the cluster, delineating the achievements during the reporting period of September to November 2005. There remain outstanding issues and challenges, which the CWGER will continue to address.

II How to Improve Humanitarian Response in Early Recovery

Scope of the Cluster – Identified as one of the nine key “clusters” of humanitarian action, the IASC Cluster Working Group on Early Recovery (CWGER) reached consensus that recovery is not a sector per se, but a complex multi-dimensional process which includes the specific vulnerabilities of displaced persons. Consensus was also reached that the focus of the CWGER will be on early recovery in the context of humanitarian action, in both natural disaster and conflict situations. Early phases of the recovery process are an integral part of humanitarian action and need to be addressed concurrently and in close synergy with humanitarian relief. The CWGER agreed on an initial working definition of early recovery as a multi-dimensional process for stabilising human security¹ and laying the basic foundation of a transformation process that integrates risk reduction at the very early stages of humanitarian action.

Objective -- The CWGER aims to enhance the global-level capacity for more effectively supporting the Humanitarian/Resident Coordinators in developing humanitarian and recovery-related interventions, accelerating the impact of development interventions, and integrating risk reduction measures at the very early stages of emergencies and beyond.

Strategy: The CWGER will, therefore, focus on strengthening the global-level cluster capacity for: (1) planning early recovery at a much earlier stage² in a more inclusive and comprehensive manner, based on a common understanding of each situation through the development of new strategic tools, methodologies, and training as well as through knowledge management; (2) enabling a better integration of early recovery into existing programming and funding mechanisms and/or developing alternatives for enhancing resource mobilization for early recovery; (3) developing humanitarian and recovery related interventions in priority sectors; and (4) deploying surge capacity to support the Humanitarian/Resident Coordinators.

Expected Outcomes - In the medium-term, it is expected that the CWGER will contribute to:

¹ In its economic, governance, social and security dimensions

² Including through a more effective use of early warning and prevention

- i. Enhanced capacity at the field level for strategically planning early recovery.
- ii. More systematic and speedier deployment of humanitarian and recovery-related interventions in priority sectors.
- iii. Greater predictability, timeliness, and comprehensiveness of surge capacity deployment.
- iv. Strengthened human security in crisis situations and increased impact of risk mitigation and vulnerability reduction measures for all.
- v. Improved predictability of funding for early recovery.

Member Commitment - To this end, the CWGER members confirmed their commitment to: i) cooperate towards development and operationalization of agreed common cluster services, tools, strategies, and products; and ii) take individual actions to make internal improvements, as necessary, within each agency. This report focuses on the former, i.e., the actions for strengthening the cluster-wide capacity, while the latter will be undertaken by individual agencies in line with the cluster-wide progress.

III Capacities and Gaps

Participation – The CWGER continued to enjoy the participation of the following entities: FAO, ICRC, IFRC, IOM, OCHA (including Internal Displacement Division), UNDP, UNFPA, UNHCR, UNICEF, WFP, WHO, as well as ILO, ISDR, UNDGO, UNEP, UN-HABITAT, and UNV. The last six, though not members of the IASC, were invited to join the CWGER in view of their strong relevance to early recovery. UNDP has been designated as the cluster lead agency, to be managerially accountable for developing the capacity of the cluster and for facilitating preparedness to speed up the operational response. In support of the cluster lead, the CWGER also agreed to assign focal point responsibilities for priority sectors and strategic issues to appropriate agencies.

Capacity Assessment - The CWGER conducted an assessment of existing capacities, a summary matrix of which is attached in the following pages. The cluster's work is a dynamic, evolving process. The CWGER will continue efforts to fine-tune and update the capacity assessment as needed.

Critical Gaps - Based on the analysis of gaps for early recovery in natural disasters and conflict situations³ and, on the capacity mapping⁴, the CWGER validated the following as critical capacity gaps at the global level that need to be addressed on a priority basis:

³ Annex 2, Report of the IASC Working Group on Reintegration and Recovery, 22 August 2005

⁴ See Annex 4 of this report. This was conducted originally in August 2005 and recently reviewed and updated for the purpose of this report.

- i. Strategic planning through the development, or the more systematic utilization, of common tools and methodologies. Careful attention is being paid to developing only new tools and methodologies in areas where none currently exists and when their development will bring essential added value to strengthen strategic planning for early recovery. In other cases, the effort will focus on effectively integrating early recovery into existing tools and methodologies. The CWGER work plan summarizes those tools and methodologies that need to be developed, or to be more systematically utilized, commonly in natural disasters and conflict situations and/or specifically for natural disasters or conflict situations. The main priorities identified and validated are:
 - Needs assessment (natural disasters)
 - Conflict analysis (conflict)
 - Impact assessment (conflict)
 - Programming framework (common)
 - Funding mechanism (common)
 - Information management system (common)
 - Knowledge management (common)

IV Summary of Existing Capacity in Early Recovery

Agency	Deployable Surge Capacity	Operational & Policy Guidelines	Assessment and Planning Tools	Training Support	Management Tools
UNDP	Post-disaster recovery experts & regional field advisors. CPR standing capacity in COs. CPR staff (recovery, reintegration, community development, conflict prevention and analysis, DDR, justice, security sector reform, rule of law) deployable within 24/48 hours for up to 4 weeks. Regional Peace Building Advisors. Roster of CPR expertise of 40 deployable within 2/3 weeks.	Recovery Guidelines, Local Level Risk Mgt Approach, Crisis Prevention & Recovery Network. Integrated DDR Standards (IDDRS). Guidance Note on Durable Solutions for Displaced Persons (2004) Gender in CPR guidelines	Post-conflict needs assessment (PCNA). Conflict Analysis tool. Impact assessment being piloted	UN-DMTP. Conflict analysis Gender in CPR Knowledge Management	Evaluation Data Base. Results-based M&E tools
UNICEF	Standing capacity in COs, with add'l backstopping support from ROs & HQ.	Sector / thematic guidelines for programming, e.g., GBV, HIV/AIDS, etc. Emergency Field Handbook.	Involvement both in rapid impact/needs assessment and med/longer term PCNA/joint assessment missions. Lead capacity in a number of sectors.	Emergency Preparedness and Response (EPR). Principled Approach to Humanitarian Action (PATH).	Country Programme Evaluation. Real Time Evaluation.
UNHCR	Emergency Response with 75 HCR staff & over 40 staff of partners. Reintegration and Self-reliance consultants within 2-3 weeks, for 2-3 mo. Partnership with ILO to provide reintegration-related	Guidelines/tools on reintegration & linkages between humanitarian assistance and longer-term development. Framework for Durable Solutions for Refugees and Persons of	Participatory assessment methodologies. Include refugees and returnees (inc. women and youth) in its needs assessment exercises. Village Assessment Forms for return and reintegration operations.	Regular training on reintegration and related issues. Training manuals and trainers' guide on introduction of micro-finance in conflict affected communities (ILO/UNHCR).	Database on evaluation reports. Returnee Monitoring Tools Development of Data Collection, Analysis and Dissemination tools for return

Agenda Item: Discussion on Cluster Responsibility and Accountability: Early Recovery

Agency	Deployable Surge Capacity	Operational & Policy Guidelines	Assessment and Planning Tools	Training Support	Management Tools
	expertise to COs.	Concern ('03). Handbooks for Voluntary Repatriation ('96), for Repatriation and Reintegration Activities ('04), Development Assistance for Refugees ('05) and Self-Reliance ('05). Guidelines on Community Based Approach, and on Age, Gender, and Diversity Mainstreaming.	District Profiling Field Guide for Systematic Use of Standards and Indicators in UNHCR operations (being revised) with specific reference to Areas of Return. Post-conflict needs assessment (PCNA).		and reintegration. Country Operations Plan (annual UNHCR operations planning tool).
FAO	Flexible/ad-hoc arrangement to deploy recovery/rehabilitation specialists. On average, 2 staff deployment (operations & livelihood) within 2 weeks. Agreements with HCR and WFP.	"Promoting Natural Disaster Risk Management (NDRM) in Agriculture, Forestry and Fisheries". Guidelines, standards and codes of conduct in areas covered by its mandate.	Livelihood based Emergency and Rehabilitation Needs Assessment guidelines and framework to strengthen its own capacity in the field.	Training mechanisms for local actors.	Real Time Evaluation approach being developed.
WFP	Globally 8,829 staff, 90% in the field. Stand-by agreements with partners for deployment within 72 hours, usually at no cost.	Guidelines: Strengthening Livelihoods; Demobilization and Reintegration. Existing Policy: From Crisis to Recovery; Exiting Emergencies; Transition from Relief to Development; Enabling Development; Disaster Mitigation	Emergency Food Security Assessment; Joint Assessment Missions with UNHCR; Crop and Food Supply Assessment Mission with FAO and local Government; PCNA	Emergency Preparedness and Response training	Results-based Monitoring and Evaluation tools.
WHO	Roving team of 1-3 experts at global level – being	Manual on Analysis of Disrupted Health Systems,	Both bottom-up (E. Timor) and top-down (Afghanistan	HAC induction briefing/training, including	CO M&E. Analysis of Disrupted Health Systems

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Agency	Deployable Surge Capacity	Operational & Policy Guidelines	Assessment and Planning Tools	Training Support	Management Tools
	strengthened. Standing & specific arrangements with UNDGO, ECHA, IASC, & UNCT.	plus other papers/reports. Guidelines on HR development in post-conflict. Community Emergency Preparedness: A Manual for Managers and Policy-Makers.	and Iraq) approaches. ROY list. Manual on Analysis of Disrupted Health Systems (assessment component).	R&R concept. Fragile states and health as a bridge for peace.	and other substantive reports.
OCHA	UNDAC system, Int'l Humanitarian P'ship, surge capacity, & HIC experts. IDD has IDP advisors within OCHA roster.	UNDAC field manual. IDD has the IASC Guidance for HC/RCs & CTs on Implementing the Collaborative Response to Situations of Internal Displacement.	Coordinates inter-agency needs assessments.	UNDAC, MCDU, INSARAG and EFCT training.	Mid-term review of CAPs. For IDD, monitoring of collaborative response implementation through missions and checklists.
UNFPA	Deploy staff from humanitarian response unit (12 staff) or other COs.	IASC Guidelines on HIV/AIDS & GBV. WHO/UNHCR/UNFPA Guidelines on Clinical Management of Rape Victims. UNFPA RH Kits Manual. IAWG Field Manual on Reproductive Health in Refugee Situations.	Rapid appraisals to collect reproductive health and/or population related data.	Training of CO staff in disaster management issues.	Program Managers' Planning, Monitoring, and Evaluation Tool Kits.
IOM	Deploy through emergency roster, within 1-2 weeks, for 2-3 mo. Stand-by agreements with partners for deployment within 72 hours, usually at no cost.	Emergency Operations Manual, Movements manual, Various registration mechanisms, Best practices related to property and land issues	Info analysis on target group(s), socio-economic and demographic surveys, and registration. Surveys/assessments on basic social infrastructure. Monitoring.	Training on counter-trafficking, migration management, and movement management.	Independent and internal program evaluations.

Agenda Item: Discussion on Cluster Responsibility and Accountability: Early Recovery

Agency	Deployable Surge Capacity	Operational & Policy Guidelines	Assessment and Planning Tools	Training Support	Management Tools
IFRC	Roster for quick deployment on emergency response units (ERU) and field assessment/coordination (FACT) teams. Possible recovery assessment teams.	Variety of guidelines, e.g., SPHERE, Vulnerability and Capacity Assessment, Better Programming Initiative and the Safer Access Framework (ICRC).	Needs assessments by ERU, FACT, and recovery planning teams. Impact assessment through M&E system. Vulnerability & capacity assess guidelines.	Training on quality and accountability standards, SPHERE, protection issues, food security, and other disaster management topics.	Internal M&E. Real time evaluations. Better Programming Initiatives and the Safer Access Framework (ICRC).
UNV	Rapid deployment (w/I 24-48 hrs). Mobilizing local volunteers. MoUs w/ UNDP, DPKO, HABITAT, and private sector.	-	-	-	Regular country program evaluation.
ILO	5 crisis response/recovery experts; consultant roster in, e.g., livelihood promotion, vocational training, gender issues, child labor eradication, local economic development, ex-combatants reintegration, DDR.	Statistical tools, databases and indicators on labor market figures. Assessment, policy, & operational guidelines on, e.g., micro credit, vocational training, emergency employment, local economic development, employment-intensive reconstruction works. Crisis response generic tools.	Rapid needs assessment guidelines, training needs assessment.	Training program on crisis response and reconstruction, and seminar on trade unions' role in crisis prevention and management. The ILO International Training Centre (Turin, Italy) provides facilities, advisory, training packages, & tools (tailored on a regional basis).	Process and RB M&E under development.
ISDR		A set of three CDs on mainstreaming disaster risk reduction. Periodic Global survey of Disaster risk Reduction initiatives (Living with Risk)	Support IRP in tool development.	-	-

Agency	Deployable Surge Capacity	Operational & Policy Guidelines	Assessment and Planning Tools	Training Support	Management Tools
UN-HABITAT	Deployment of shelter/housing, land and property experts (own staff and consultants) w/i 24-72 hrs & UN-HABITAT/UNDAC members or UNDAC Shelter advisors (special UN-HABITAT/ UNDAC modality).	Tools to Support Participatory Urban Decision Making. Disaster Management Programme tools	Web-based, “Disaster Risk Assessment Portal” with UNDP and WG 3 IATF.	Training at the local level to assist vulnerable groups in Land and Property issues for return and reintegration	Internal M&E.
UNEP	Limited capacity to deploy staff. UNEP /OCHA Joint Unit, Post Conflict Assessment Branch and Disaster Management Branch maintain rosters of experts.	Cairo Guiding Principles for Post-tsunami Rehabilitation and Reconstruction; Waste Management Guidelines; and well established guidelines for environmental impact assessment and strategic environmental assessments	Adaptable rapid environmental assessments. Capacity to tailor environmental components for various damage and needs assessment. Global, Regional&National Environmental Outlooks	Training in all aspects of environmental management adaptable to needs of affected countries	Results based M&E under development

- ii. Priority sectors in early recovery, for which efforts need to be intensified to develop integrated humanitarian and recovery related interventions while ensuring the effective integration of risk mitigation and vulnerability reduction measures. The following priority sectors have been identified⁵, with the following agencies designated as the sector focal point:
 - Livelihoods, income generation, and productive safety nets: FAO
 - Community driven approaches for early recovery, including reintegration of displaced people: UNDP
 - Shelter, property, land and natural resources⁶: UN-HABITAT
 - Basic social services : UNICEF
 - Rule of Law: UNDP
- iii. Predictable and speedier mobilization through the development of a cluster-wide surge/rapid deployment capacity, including training.
- iv. Inter-agency agreements at the global and field levels to support and improve the overall performance in early recovery, through the inventory of existing Inter-Agency Agreements and MOU and their adjustment to reflect the compact agreed upon through the CWGER.

V Response in Selected Existing Emergencies

Pakistan Earthquake - The early recovery cluster has applied the key principles of the cluster approach to the Pakistan earthquake operation. Important lessons, such as the following, were identified or learned from this experience, with some requiring further examination and therefore reflected in the cluster work plan:

- The need to clarify the division of labor between the cluster groups at the global and field levels. Terms of reference for each were produced for the specific Pakistan operation, which could serve as the basis for further clarification.
- The need to develop the cluster's reporting and information management modality. Weekly cluster reporting was introduced, consolidating agency inputs and serving as a contribution to overall coordination meetings and OCHA situation reports. In developing this further, attention needs to be paid to clarifying how to coordinate the coverage of sectoral information between the CWGER and other clusters in their respective reporting so as to ensure that overlap is avoided.

⁵ With the exception of rule of law, all the priority sectors commonly apply to both natural disaster and conflict situations. Rule of law is a sector identified as specific to conflict situations.

⁶ Includes environment

- The need to develop a consistent approach for preparing early recovery proposals for inclusion into Flash Appeals. The CWGER played a role in coordinating and ensuring the consistency of early recovery submissions by various agencies. Given lack of clarity as to types of early recovery activities that are includable in humanitarian appeals, the need was also mentioned for the CWGER to explore alternatives to mobilize resources for early recovery.
- The need to address the difficulty faced by some agencies to focus on early recovery. While there is consensus that early start of early recovery efforts is key, relief-related responsibilities and workload tended to overwhelm agency capacities.

Existing Emergencies - Given that final decision on specific emergencies to which the cluster approach is to be applied is not yet taken, the CWGER has not yet applied its approach to any existing emergencies (other than the ongoing Pakistan operations described above)⁷. Once the wider IASC process reaches consensus on the existing emergencies to which the cluster approach should be applied in 2006, the early recovery cluster will be ready to play its role, alongside other clusters and in association with the concerned Country Teams. In the meantime, UNDP, as the cluster lead, is participating in exploratory IDD/OCHA missions to Liberia and Uganda. With regard to another mission to the Democratic Republic of the Congo (DRC), UNDP has provided full advance briefing to the IDD/OCHA on the recent mission that it has undertaken jointly with DPKO and OCHA to assess the integrated approach adopted in DRC. It is expected that the CWGER work plan may need further adjustments to integrate main findings of the exploratory missions, if made available on time for submission to the Principals.

VI Non-UN Actors Involvement

Red Cross Movement - The CWGER enjoyed active and consistent participation by both ICRC and IFRC which are standing members of the CWGER.

NGOs – The CWGER has unfortunately had no NGO participation so far, though care was taken to keep the three NGO consortia (ICVA, InterAction and SCHR) informed through email communications. However, progress has been made in the CWGER's outreach with NGOs. On behalf of the CWGER, UNDP organized a dedicated briefing on the progress made by the CWGER to the three NGO consortia, which agreed to circulate the CWGER report and work plan among member NGOs and soliciting their engagement. It was also agreed to organize such dedicated briefings on a more regular basis in the future. Also, it is expected that as the implementation progresses, the CWGER members will ensure full engagement of relevant NGOs. Once applied and set up in the field in response to the earthquake in Pakistan, the CWGER enjoyed good participation by relevant NGOs, confirming the group's

⁷ This was not necessarily called for in existing conflict related emergencies as implementation is foreseen in 2006.

expectation that once the cluster work becomes more concrete and operational, NGOs participation could increase.

International Financial Institutions – Engagement with the World Bank and regional banks is of particular importance to the work of this cluster, given their key role in reconstruction and development. Despite outreach efforts, the CWGER has not yet been able to secure engagement of international financial institutions (IFIs) at the global level, though care was taken to keep the World Bank informed through email communications. At the field level in Pakistan, the CWGER was able to reach an agreement to adopt a collaborative approach to analyzing and presenting the outcome of needs and damage assessments carried out, respectively, by the CWGER (focused on early recovery) and by the World Bank/Asian Development Bank (focused on reconstruction). Efforts need to continue to develop partnerships with IFIs, particularly the World Bank. In this regard, the UNDG/ECHA Working Group on Transition (see section V below) has offered to take a lead role in developing an understanding with the World Bank as to which entity does what and where in crisis situations, including needs assessments, financing, and resource mechanisms.

VII Cross-Cutting Issues

Early Recovery and the Broader Transition Context: Early recovery itself is multi-dimensional which must be integrated into other initiatives in addition to being further developed in its own right. The CWGER has now established close cooperation with the UN Development Group (UNDG), through the UN Development Group Office (UNDGO) to ensure that the early recovery efforts complement and reinforce the work of the UNDG/ECHA Working Group on Transition Issues.⁸ UNDG participates in the CWGER as an observer to ensure the views of the UNDG members are reflected and has also detailed those areas where it will actively contribute to the implementation of the work of the CWGER. At the same time, UNDP, on behalf of the CWG, participates in the UNDG/ECHA Working Group. The complementary elements of the work of the ECHA/UNDG Working Group are reflected in the CWG work plan as their contributions to the IASC process.

Protection and Human Rights – Several consultations were held with UNHCR (which leads the protection cluster) and OHCHR to coordinate the respective roles in protection and human rights between the protection and early recovery clusters. On these occasions, protection and human rights have been re-affirmed as cutting across the process of early recovery. There is a general agreement that very close coordination will be maintained between the two clusters, especially on the functional areas of the protection cluster that are of direct interest to the CWGER, such as

⁸ This working group was established in response to ECOSOC Resolution E/2002/32 which called on the UN System to address the funding and strategic planning gap between relief and development activities. It also addresses the Secretary-General's reform agenda asking UNDG to address integrated planning, budgeting and resources mobilization tools for countries emerging from conflict.

community-driven solutions, rule of law, land and property issues, and mine action. This is to ensure the proper integration of protection and human rights in the further development of humanitarian and recovery related interventions by the CWGER, and also to further explore the development of a human-rights based approach for early recovery at the programmatic level.

Other Issues – Other important cross-cutting issues (e.g., gender⁹, the environment, and youth) are taken into account in developing the cluster work plan. As far as gender is concerned, the planned action, for example, includes the need to ensure that information management systems are disaggregating data sets by age, sex, and diversity. The CWGER is committed to ensuring the implementation of the IASC Policy Statement for the Integration of a Gender Perspective in Humanitarian Assistance¹⁰ and other relevant Policy documents. Further, the fact that some agencies are also contributing to other clusters, will enable strong coordination between clusters¹¹. In addition, the CWGER plans to work closely with the IASC Sub-Working Groups on Preparedness and Contingency Planning, to benefit from its risk analyses, and on Consolidated Appeals Process, to ensure more effective resource mobilization for early recovery efforts. Pre-deployment briefing/training to the early recovery team will ensure that it will be able to provide the necessary input to various clusters on early recovery activities to the extent possible.

VIII Response Planning and Preparedness Measures

Building capacities for strategic and response planning and increased preparedness are major focus of the CWGER's 2006 work plan. As no final decision on roll-out countries is available yet, the CWGER has focused so far on global-level capacity assessment (see section III above) and has not yet undertaken similar exercises for specific existing emergencies. Detailed plan could also be developed once the IASC reaches consensus on the countries. In this connection, the CWGER strongly recommends that the selected roll-out countries include at least one in the natural disaster context. Further, the CWGER is of the opinion that its priorities identified for 2006 will need to be implemented regardless of the selection of roll-out countries.

In October 2005, the CWGER had an opportunity to apply the principles of its approach in response to the earthquake in Pakistan (see section IV above for details). The CWGER established itself also in the field, shared information, and undertook joint needs assessments which contributed to the cluster-wide response and resource planning.

⁹ Ref. Paragraph 24, page 10, Annex 2, Report of the IASC Working Group on Reintegration and Recovery, 22 August 2005

¹⁰ IASC Policy Statement dated 31 May 1999

¹¹ For example UN-HABITAT which participates in the emergency, protection and early recovery clusters.

IX Plan for a Phased Introduction & Recommendations for 2006 Implementation

2006 Cluster Work Plan - Upon endorsement by the IASC Principles on 12 September, the CWGER made progress in further identifying priorities among the 49 actionable recommendations it presented in its report of 22 August 2005. The CWGER maintains focus on developing tools, training staff, harmonizing basic principles in regards to the identified gaps, and developing mechanisms to effectively link immediate responses with medium-term recovery. Based on these further prioritization efforts, the CWGER developed the plan for cluster capacity and operational preparedness development actions during 2006, which is summarized in the following pages (more detailed plans, separately on natural disasters and conflict, are attached as Annexes 1 and 2):

The work plan is formulated to address the critical capacity gaps identified through the substantive analysis of gaps in early recovery and the capacity mapping exercise (see section III for details). These include: strategic planning; priority sectors; predictable surge capacity; knowledge management; information management systems; programming framework; financing framework for early recovery; and inter-agency cooperation agreements/mechanisms.

X Summary Overview of the Early Recovery Cluster Work Plan for 2006

(Summary and overview purposes only; for complete details description of each activity, refer to the technical work plans attached as Annexes 1 & 2)

Outputs	Common Activities for ER Cluster: <i>By Early Recovery Hub</i>	Natural Disaster Specific Activities: <i>By ND Technical Platform (with IRP)</i>	Conflict Specific Activities: <i>By Conflict Technical Platform</i>
<p>Sectoral Priorities</p> <ul style="list-style-type: none"> ✓ Capacity enhanced for planning humanitarian and recovery related interventions in priority sectors ✓ Capacity enhanced for joint programming 	<ul style="list-style-type: none"> ▪ Review, develop, and strengthen capacity/tools, identify and address critical gaps, and coordination/linkages among relevant actors/with other clusters/cross-cutting issues: ▪ Livelihoods and income generation: FAO as the focal point* ▪ Shelter, property & land issues: UN-HABITAT ▪ Basic social services: UNICEF ▪ Community-based approaches to early recovery: UNDP 		<ul style="list-style-type: none"> ▪ In addition to those covered by the cluster as a whole: ▪ Rule of law: UNDP
<p>Methodology/Tool Development</p> <ul style="list-style-type: none"> ✓ Inventory of key tools, approaches, and methodologies developed ✓ Existing tools revised, adapted, and/or /improved to better reflect early recovery ✓ New tools developed where needed 	<ul style="list-style-type: none"> ▪ Develop an inventory of existing tools/methodologies: Early Recovery Hub (UNDP to consolidate inputs) ▪ Harmonize basic principles and existing tools in regards to the identified gaps and develop mechanisms to effectively link immediate responses with medium to long term recovery: Early Recovery Hub ▪ Programming framework - Ensure the inclusion of integrated humanitarian and recovery-related interventions into strategic planning process and existing 	<ul style="list-style-type: none"> ▪ Develop a post-disaster needs assessment framework, based on reviews/lessons of/from existing tools: UNDP (with/through IRP) 	<ul style="list-style-type: none"> ▪ Conflict analysis tool - Strengthen its integration into strategic planning for early recovery: UNDP ▪ Impact assessment – Adopt a joint methodology: UNDP

Outputs	Common Activities for ER Cluster: <i>By Early Recovery Hub</i>	Natural Disaster Specific Activities: <i>By ND Technical Platform (with IRP)</i>	Conflict Specific Activities: <i>By Conflict Technical Platform</i>
	frameworks: UNDP		
<p>Financing Framework</p> <ul style="list-style-type: none"> ✓ Early recovery needs included in financing mechanisms in a more comprehensive, coherent, and systematic manner 	<ul style="list-style-type: none"> ▪ Develop an inventory of funding opportunities for early recovery: OCHA (with UNDGO) ▪ Develop and agree on an approach/procedure to ensure adequate inclusion of early recovery interventions in existing financing tools (e.g., Flash Appeals): OCHA ▪ Develop an understanding with the WB on “who does what and where” in post disaster and conflict settings: UNDG/ECHA Transition WG ▪ Identify alternatives, as needed, to address the current gaps: OCHA ▪ Contribute to the review of existing Multi-donor Trust Funds: UNDP (to liaise with UNDGO) 		
<p>Surge Capacity & Training</p> <ul style="list-style-type: none"> ✓ Inter-agency surge capacity/arrangement put in place ✓ Inventory of training modules completed ✓ Training developed and piloted 	<ul style="list-style-type: none"> ▪ Develop an inter-agency roster of early recovery experts: UNDP ▪ Develop a plan and modality for cluster surge capacity, including the possibility of including early recovery expertise in UNDAC: UNDP ▪ Develop an inventory of existing training resource and design training modules for early recovery: UNDMTP ▪ Training pilots conducted: ILO 	<ul style="list-style-type: none"> ▪ Develop an inventory of recovery expertise in select high disaster risk countries (as input to the cluster inter-agency roster): UNDP and UNDGO ▪ Establish mechanism and partnerships to promote south-south cooperation in post-disaster recovery expertise: UNDP ▪ Formulate disaster-specific training curricular for diverse audiences: UNDMTP (with/through IRP) 	<ul style="list-style-type: none"> ▪ Develop an inventory of recovery expertise (as input to the cluster inter-agency roster): UNDP and UNDGO

Outputs	Common Activities for ER Cluster: <i>By Early Recovery Hub</i>	Natural Disaster Specific Activities: <i>By ND Technical Platform (with IRP)</i>	Conflict Specific Activities: <i>By Conflict Technical Platform</i>
	<ul style="list-style-type: none"> ▪ Mobilize resources for a fund for rapid deployment of early recovery inter-agency surge: Early Recovery Hub 		
Information Management System <ul style="list-style-type: none"> ✓ Information collection/management capacity of national stakeholders enhanced. 	<ul style="list-style-type: none"> ▪ Harmonize existing information system and identify gaps: OCHA ▪ Contribute to the UNDGO-organized workshop on DAD-HIC-DevInfo linkages: OCHA 	<ul style="list-style-type: none"> ▪ Review existing information management system from disaster experiences and identify gaps: OCHA 	<ul style="list-style-type: none"> ▪ Review of information collected, lessons-learned in national ownership, and assess various modalities within local institutions and partners, and organize stakeholders workshops: OCHA ▪ Consolidate data sets disaggregated by age, sex, and vulnerability: OCHA
Knowledge Management <ul style="list-style-type: none"> ✓ Early recovery experiences documented/analyzed. 	<ul style="list-style-type: none"> ▪ Develop a dynamic system for sharing and disseminating information, lessons, and best practices: Early Recovery Hub. 	<ul style="list-style-type: none"> ▪ Document and consolidate disaster-related experiences/lessons/best practice: UNDP(with/through IRP) 	<ul style="list-style-type: none"> ▪ Document and consolidate conflict-related experiences/lessons/best practice: All sector focal point agencies
Inter-Agency Agreements <ul style="list-style-type: none"> ✓ Inter-agency arrangements reviewed and enhanced. 	<ul style="list-style-type: none"> ▪ Maintain an inventory of existing inter-agency cooperation agreements: Early Recovery Hub. ▪ Develop modus operandi for inter-linkages with other IASC clusters/SWGs: Early Recovery Hub. 	<ul style="list-style-type: none"> ▪ Map existing inter-agency agreements and identify gaps: All sector focal point agencies 	<ul style="list-style-type: none"> ▪ Finalize inter-agency agreements, develop working relations, and develop cooperation modalities, for all activities where such gaps are identified (see Annex 2 for details): All sector focal point agencies.

* Each activity has a designated focal point agency that is responsible for facilitating and producing the specific output, working with contributing agencies. This summary only lists the focal point agency; complete lists of supporting agency for each activity can be found in detailed technical work plans in Annexes 1 & 2.

XI Recommendations on Outstanding Cluster Specific Issues

Outstanding Issues – Though the CWGER has made good progress, there still are a number of outstanding issues that require further attention, including *inter-alia*:

- v. Securing engagement of non-UN actors (e.g., NGOs and IFIs) remain a challenge, despite some progress.
- vi. Given the multi-sectoral nature of early recovery process, further coordination is needed to avoid possible overlaps and duplications between the early recovery and other clusters (e.g., recovery aspects of health sector may fall into both the early recovery and health clusters).
- vii. Further thinking is required as to how practically this so-far-global-level effort will roll out in the field, learning from the important lessons from the Pakistan experience and from the exploratory IDD/OCHA missions. A dedicated lessons-learned session is being foreseen for this purpose.
- viii. Careful coordination, in due course, will be needed with the proposed Peacebuilding Commission, Support Office, and Fund.
- ix. The concept of the cluster lead as the “provider of last resort” may not be realistic in this cluster, given its complex and multi-dimensional nature, and needs further thinking as to its specific implications, especially in the absence of an overall central coordination mechanism among all clusters.
- x. Only priority sectors, for which focal point agencies could be identified, have been included in the CWGER work plan for 2006. This may need to be re-visited and adjusted as more agencies and or other actors come forward.
- xi. Efforts need to be made to develop benchmarks to measure the cluster’s performances against its expected outcomes (see section II for the detailed list).
- xii. Mobilization of the additional resources required (see section X below for details) is of critical importance to successful implementation of the CWGER’s work.

Gradual Application – Early recovery cluster covers a complex multi-dimensional process (which straddles both humanitarian and developmental objectives) and involves a wide array of relevant partners (not only from humanitarian but also developmental communities). Given that, the time-frame for the organization and application of the early recovery cluster is likely to be somewhat longer than the other single-sector-based clusters, with its progress and impact more gradual and incremental. The early recovery cluster aims at making steady but gradual application of this approach to field situations, first focusing on building global-level capacities and preparedness, capacity building and development for structured and eventual interventions at the field level. During 2006, this cluster will aim for limited application of the approach to major new emergencies as well as strategic application, as appropriate, to certain existing situations where improvements in early recovery could make significant difference.

XII Cluster-specific Resource Requirements

Estimated Requirements: To the extent possible, the new cluster approach will be implemented through maximum utilization of existing resources within the cluster lead and other member agencies. For example, many of the actions required within natural disaster context are existing initiatives through the International Recovery Platform and are already funded. However, given the complexity for such diverse early recovery actors to come together towards promoting joint action and inter-operability, the CWGER feels it inevitable that its work will require reasonable level of additional human and programming resources in the following areas:

- Cluster Development Support - To lead and facilitate on the delivery of the 2006 work plan, the cluster lead agency will draw mostly on its existing capacities. However, it will need to be supplementary resources in some areas – mostly to expand the capacity to support the secretariat and other technical management functions of the early recovery cluster hub.
- Surge Capacity – Additional resources are required mostly to develop and manage the surge capacity mechanism, develop and conduct related training activities, and support preparedness for rapid deployment (based on a first phase assumption, as per OCHA’s costing format, of one new emergency of 500,000 beneficiaries).

Estimates of such additional resources are shown below. In addition, detailed explanation of these cost estimations is attached as Annex 3. Beyond these initial estimates, the cluster may require resources that could arise as its work further progresses. Furthermore, the cluster member agencies making commitment for internal improvements and/or assuming sector focal point responsibilities may also have additional resource requirements in the future.

12.1 Financial Requirements in US\$

Cluster Capacity Development	
Personnel (surge capacity manager, knowledge manager, secretariat support, sectoral priorities, consultancies)	1,300,000
Induction courses	200,000
Workshops	100,000
Operational costs	150,000
Sub-Total	1,750,000
Surge Capacity Deployment for One New Crisis of 500,000 beneficiaries	
First Early Recovery Team	300,000
Complementary Early Recovery Team	300,000
Sub-Total	600,000
Grand Total	2,350,000

Prepared by Cluster Working Group on Early Recovery – November 2005

ANNEX 1: 2006 Work Plan for Natural Disaster Technical Platform

WORK PLAN OF WGER ON EARLY RECOVERY 2006 - NATURAL DISASTERS			
COMPONENT/OBJECTIVE	ACTIVITIES	ACTION/RESPONSIBLE AGENCY(ies)	RESOURCE REQUIREMENTS
1. Priority sectors Objectives: - To enhance capacity for planning humanitarian and recovery related interventions in priority sectors; - To enhance capacity for joint programming - To ensure harmonised planning interface which integrates emergency, early recovery and medium-term recovery for equitable access To shelter, property rights and land.	1.1 Shelter, property and land issues including land titling, land management and environment and natural resources management.	FOCAL POINT AGENCY: UN-HABITAT Supporting agencies: FAO, IOM, UNDP, UNEP, WFP	See Cluster costing requirements and planning assumptions.
	1.2 Livelihoods, income and productive safety nets	FOCAL POINT AGENCY: FAO Supporting agencies: ILO, IOM, UNDP, WFP	See Cluster costing requirements and planning assumptions.
	1.3 Community-based approaches	FOCAL POINT AGENCY: UNDP Supporting agencies, FAO, IOM, UNFPA, UNICEF, WFP	See Cluster costing requirements and planning assumptions.
	1.4 Basic social services	FOCAL POINT AGENCY: UNICEF Supporting agencies, FAO, IOM, UNFPA, UNICEF, WFP	See Cluster costing requirements and planning assumptions.
2. Strategic Planning for Early Recovery: Methodology/Tool Development Objective: To strengthen strategic planning capacity for early recovery	2.1 Development of methodologies for recovery needs assessments by adapting existing tools, i.e. ECLAC damage and needs assessment, Post-Conflict needs assessment methodology (PCNA) and others Outputs: - Inventory of key tools, approaches and methodologies completed - Existing tools revised/adapted/improved to better reflect early recovery concepts - Development and testing/validating of a new tool for post-disaster needs assessment	FOCAL POINT AGENCY: UNDP Supporting agencies: OCHA, UNDP, UNDG-ECHA Working Group on Transition, UNEP, UN/ISDR, UNITAR/UNOSAT, WFP, IOM	Output fully funded under the International Recovery Platform (IRP). See IRP workplan for details.
3. Financing Framework Objective: To include early recovery needs in existing financing mechanisms in a more comprehensive, coherent and systematic manner	3.1 Development/adaptation(s) for Early Recovery in Flash Appeals and other resource mobilisation mechanisms	FOCAL POINT AGENCY: OCHA Supporting agencies: UNDP, UNDGO, UNFPA, UN/ISDR, UNITAR/UNOSAT, WFP, IOM	UNDP will provide staff time and resources through its Geneva based staff,
4. Technical Surge Capacity Objective: To provide surge capacity support services to UN country teams and national authorities	4.1 Global network of experts and global databases for recovery experts established, initiated in 12 high-risk countries in the first phase. Outputs: - Inter-agency surge capacity arrangements finalised - Inventory of training modules completed - Staff and surge capacity training on specific aspects of ER developed/consolidated	FOCAL POINT AGENCY: UNDP Supporting agencies: UN-HABITAT, ILO, OCHA, UNDGO, UN-ISDR, IOM	See Cluster costing requirements and planning assumptions.
	4.2 South-South cooperation enhanced for providing surge capacity in post-disaster recovery Outputs: - South-South cooperation mechanisms established within regions for transfer of recovery expertise - Partnership arrangement with countries who are able and willing to provide expertise for a roster of recovery experts	FOCAL POINT AGENCY: UNDP Supporting agencies: UN-HABITAT, ILO, OCHA, ISDR, UNV	See Cluster costing requirements and planning assumptions.
	4.3 Develop a plan and modality for cluster surge capacity, including rapid deployment, retainer contracting, induction and refresher training, etc. In collaboration with the Working Group on capacity-building.	FOCAL POINT AGENCY: UNDP Supporting agencies: UN-HABITAT, ILO, OCHA, UNDGO, UNFPA, UN-ISDR, UNV, IOM, UNFPA	See Cluster costing requirements and planning assumptions.

COMPONENT/OBJECTIVE	ACTIVITIES	ACTION/RESPONSIBLE AGENCY(ies)	RESOURCE REQUIREMENTS
	<p>4.4 Formulation of training curricula for diverse audiences (staff, surge capacity, Country Teams, etc).</p> <p>Outputs:</p> <ul style="list-style-type: none"> - Inventory/desk top review of existing training resources - Analysis of major actors, their role and required competencies in recovery and reconstruction - Training needs assessment to identify specific target audiences and curricula requirements - Design, development and initial validation of training courses 	<p>FOCAL POINT AGENCY: UNDP/UN-DMTP</p> <p>Supporting agencies: ADRC, UN-HABITAT, ILO/ITC./DeNet, UNDP, UNSSC, WFP</p> <p>IRP PARTNERS</p>	<p>Output fully funded under the International Recovery Platform (IRP). See IRP workplan for details.</p>

COMPONENT/OBJECTIVE	ACTIVITIES	ACTION/RESPONSIBLE AGENCY(ies)	RESOURCE REQUIREMENTS
	4.5 Key human resources trained in post-disaster recovery programming and planning Outputs: - Pilot training in selected high-risk countries, i.e. Central America - Set-up clearinghouses for training and recovery and reconstruction - Design and validation/piloting of UN Country team training curriculum in selected high-risk locations - Recovery module included in contingency planning exercises and tested in 12 high-risk countries	FOCAL POINT AGENCY: ILO Supporting agencies: UN-HABITAT, ILO/ITC, DelNet, UNDP, UN-DMTP, UNFPA, UNSSC, IOM	See Cluster costing requirements and planning assumptions.
5. Knowledge Management Objective: To increase capacities to provide effective recovery support to the field.	5.1 Compilation of best practices and lessons-learned in post disaster recovery, including risk reduction practices, to feed into the development of tools, methodologies and guidelines for field staff. Outputs: - Compilation of existing case studies from the various partners and commissioning of new ones as required - Consolidation of inputs for the tool/methodology development process - Publication of comparative analyses and case studies	FOCAL POINT AGENCY: UNDP Supporting agencies: ADRC, UN-HABITAT, FAO, ILO, OCHA, ProVention Consortium, UNDGO, UN-DMTP, UNFPA, UN/ISDR, UNV, WFP, IOM IRP Partners	Output fully funded under the International Recovery Platform (IRP). See IRP workplan for details. UNDGO web site "Coordination for Transition" can host best practices.
6. Information Systems Objective: To increase capacities to provide effective recovery support to the field.	6.1 - Review of existing information systems with a view to harmonising and determining gaps	FOCAL POINT AGENCY: OCHA Supporting agencies: IOM IRP PARTNERS	UNDP will provide staff time and resources through its Geneva based staff,
7. Inter-agency agreements	7.1 Map existing inter-agency cooperation agreements, identify and address gaps. Outputs: - Inter-agency partnership arrangements reviewed - New inter-agency mechanisms developed as necessary	FOCAL POINT AGENCY: UNDP Supporting agencies: ADRC, UN-HABITAT, FAO, ILO, OCHA, ProVention Consortium, UNFPA, UN/ISDR, UNV, WFP, IOM, ALL IRP Partners	See Cluster costing requirements and planning assumptions.

ANNEX 2 - CWGER – Conflict side: Implementation Plan for 2006¹

Critical Gap 1: Strategic planning for early recovery
 Objective: Develop the capacity to support the field for anticipating an early bridging of the emergency and recovery multi-dimensional process and for planning recovery in an integrated and inclusive manner at a very early stage of a crisis, based on a common understanding of the situation and enabling evidence-based decision making.

Priorities identified :	Focal Point Agencies and Contributing Agencies	Knowledge Management	Surge Capacity and Training	Inter - Agency Agreements
<p>Conflict analysis² : Integrate the conflict analysis tool into strategic planning for early recovery in order to enhance a common understanding of a country/region specific situation, including the impact and dynamics of displacement and gender issues</p>	<p>Focal Point Agency : UNDP</p> <p>Contributing Agencies: IOM, UNDGO, UN-HABITAT, UNHCR , UNICEF, WFP</p>	<p>Analyze the use of the conflict analysis tool and its integration into the programming cycle of the Humanitarian response</p> <p>Document experience gained system-wide with use of conflict analysis tool</p>	<p>Identify existing capacities and gaps for facilitating conflict analysis exercises</p> <p>Identify surge capacity needs</p>	<p>Finalise agreement (including with Turin staff college) for intensifying conflict analysis training</p> <p>Finalize agreements for including conflict analysis into early recovery planning</p> <p>Liaise with IASC Sub-working Group on Preparedness and Contingency Planning</p> <p>Liaise with UNDGO for deploying strategic planner with conflict analysis experience as part of needs assessment missions</p>

¹ In finalizing this implementation Plan for 2006, the following issues were identified as being common to conflict and natural disasters situations: programming framework, funding frameworks, information management system, and the following sectoral priorities: shelter, property and land; livelihoods and income generation; community-driven early recovery; and basic social services.

² The conflict analysis tool in principle includes the assessment of local capacities and resources and is gender sensitive

<p>Programming framework³ for early recovery:</p> <p>Ensure the inclusion of integrated humanitarian and recovery-related interventions into strategic planning process and existing frameworks</p>	<p>Focal Point Agency: UNDP</p> <p>Contributing Agencies: IOM, OCHA, UNDGO, UNHCR</p>	<p>Review, analyse and document experience in selected pilot countries</p> <p>Review and document on a regular basis the linkages between early recovery and medium-term development planning</p> <p>Contribute to the finalization of the UN Transitional Strategy Guidance Note led by UNDGO on behalf of the UNDG/ECHA Working Group on Transition</p>	<p>Identify critical capacity gaps and related surge capacity and training needs</p>	<p>Develop modality for the rapid deployment of qualified staff in close cooperation with UNDGO that will contribute to the development of an inter-agency roster</p> <p>Determine modalities for integrating early recovery into existing rapid needs assessment institutional mechanisms</p>
<p>Financing framework for early recovery:</p> <p>Ensure the inclusion of early recovery needs into existing funding frameworks and identify alternatives as needed to enable the effective mobilization of resources and enable the acceleration of development impact at the very early stages of a crisis.</p>	<p>Focal Point Agency: OCHA</p> <p>Contributing Agencies: IOM, UNDGO, UNDP, UNHCR</p>	<p>Mapping of funding opportunities for early recovery</p> <p>Identify alternatives to address the current gaps</p> <p>Contribute to the review of existing Multi-Donor Trust Funds initiated by UNDGO on behalf of the UNDG/ECHA Working Group on Transition</p> <p>Review and document on a regular basis funding levels for early recovery in selected pilot countries</p>	<p>Identify critical capacity gaps</p> <p>Identify ways and means to address them</p>	<p>Liaise with UNDG/ECHA Working Group on Transition which will take the lead for reaching an understanding with the World Bank “who does what and where” including on needs assessments, financing and resource mechanisms</p>
<p>Impact assessment:</p> <p>Support evidenced-based decision making</p>	<p>Focal Point Agency: UNDP</p> <p>Contributing Agencies: IOM, UNICEF, WHO</p>	<p>Present the impact assessment methodology piloted in Sri Lanka</p> <p>Adopt a joint impact assessment methodology that is gender sensitive for inclusion into the programming cycle for early recovery</p> <p>Review and document effectiveness and use of impact assessment methodology</p>	<p>Identify critical capacity and training gaps</p> <p>Ensure integration of impact assessment training into existing training modules or initiatives</p>	<p>Develop working relations with ALNAP , ProVention and other networks for joint documentation of best practices</p> <p>Liaise with DFID Supported Initiative on Collective Benchmarks</p>

³ Should include risk reduction and vulnerability measures

		and its impact on decision-making for programming and funding		Integrate impact assessment into existing rapid needs assessment institutional mechanisms
<p><i>Information Management System:</i></p> <p>Enhance capacity of national stakeholders at the very early stages for information management, coordination and resources mobilization</p>	<p>Focal Point Agency: OCHA</p> <p>Contributing Agencies: IOM, UNDGO, UNDP</p>	<p>Document experiences of national ownership and capacity development of national stakeholders</p> <p>Undertake review of information collected through various systems</p> <p>Consolidate essential, comprehensive and compatible data sets disaggregated by age, sex, and diversity,</p> <p>Assess various modalities for vesting information management system in local institution and organisations</p>	<p>Identify critical capacity and training gaps</p> <p>Organise stakeholders workshop</p>	<p>Liaise with IFRC who his leading the capacity development cluster</p> <p>Liaise with UNDGO who will be organizing a workshop on DAD, HIC, DevInfo linkages</p>

Critical Gap 2: Sectoral Priorities

Objective: Develop the capacity to support the field for planning humanitarian and recovery related interventions, and developing joint programming interventions with clear roles and responsibilities thereby accelerating the impact of development interventions in key priority sectors at a very early stage of a crisis

<i>Sectoral Priorities</i>	Focal Point Agency and Contributing Agencies	Knowledge Management	Surge Capacity and Training	Inter -Agency Agreements
<p><i>Shelter, property and land issues, including land titling, land management, environment and natural resources management:</i></p> <p>Ensure an harmonized planning interface which integrates emergency, early recovery and medium-term recovery for equitable access to shelter, property rights and land management and land tenure</p>	<p>Focal Point Agency : UN-HABITAT</p> <p>Contributing Agencies : COHRE, FAO, IOM, UNDP, UNEP, UNHCR⁴</p>	<p>Consolidate existing experiences in post-conflict situations (Afghanistan, Angola, Iraq, Kosovo, Liberia, Mozambique, Pakistan, Somalia, Sudan⁵)</p> <p>Consolidate logical framework with exit/entry strategies for various types of interventions and assistance modalities</p>	<p>Identify critical capacity and training gaps</p> <p>Organise stakeholder workshops</p>	<p>Liaise on issues related to protection and rights with the protection cluster</p> <p>Liaise on issues relating to shelter with the emergency shelter cluster</p> <p>Adopt joint programming mechanism</p> <p>Include conflict analysis into early recovery planning</p>
<p><i>Livelihoods and income generation:</i></p> <p>(1) Ensure an harmonized planning interface which integrates emergency, early recovery and medium-term recovery; and ensure evidenced-based decision-making</p>	<p>Focal Point Agency: FAO</p> <p>Contributing Agencies: ILO, IOM, UNDP, UNHABITAT, UNHCR⁶, WFP</p>	<p>Document best practices that ensure the links between emergency, early recovery and medium-term economic and employment recovery interventions</p> <p>Consolidate logical framework with exit/entry strategies for various types of activities and assistance modalities, including for emergency employment schemes, labor-intensive</p>	<p>Identify existing capacities and training gaps in vulnerability and livelihoods analysis, risk reduction measures, gender in early recovery planning</p>	<p>Adopt joint programming mechanism to include vulnerability, employment and livelihoods analysis, risk mitigation measures, and gender</p>

⁴ Only in conflict situations, and exceptionally in some natural disasters situations

⁵ Or alternatively in the selected pilot countries

⁶ Only in conflict situations, and exceptionally in some natural disasters situations

		reconstruction work, local economic recovery, emergency public employment services, vocational training and micro-finance Develop a joint methodology integrating the entire information cycle including needs assessments, surveillance, livelihood zoning, local market monitoring, local labour market monitoring process and impact monitoring	Identify existing capacities and training gaps for facilitating the adoption of integrated information methods	Adopt and operationalise information for action system
(2) Ensure early deployment of productive safety nets and integrated packages to address specific vulnerabilities (IDPs, refugees, ex-combatants, women, minorities, HIV-affected households)	Focal Point Agency: FAO Contributing Agencies: IDD/OCHA, ILO, IOM, UNDP, UN-HABITAT, UNHCR ⁷ , UNICEF	Develop a common methodology to define integrated early recovery packages Define integrated packages including food, cash, vouchers, vocational training, IGAS schemes based on best practices	Identify existing capacities and training gaps Organise joint training sessions	Operationalize productive safety nets
Community-based approaches for early recovery: Ensure harmonized community-driven integrated (including social capital) and inclusive approaches for early recovery including for the sustainable reintegration of IDPs, refugees and ex-combatants, and including risk mitigation and	Focal Point Agency: UNDP Contributing Agencies: FAO, IDD/OCHA, IOM, UNFPA, UN-HABITAT, UNHCR ⁸ , UNICEF, WB, WFP	Identify existing tools, approaches and best practices for Community Driven Early Recovery Present the findings of the 4Rs Review by end December 2005 Identifying the critical gaps	Identify critical training gaps and develop training modules Develop modalities for staff exchanges, secondment and surge capacity deployment	Liaise on issues of protection and rights with the protection cluster Ensure integration of Community-driven early recovery needs assessment exercises Identify key institutions and

⁷ Only in conflict situations and exceptionally in some natural disasters situations

⁸ Only in conflict situations, and exceptionally in some natural disasters situations

vulnerability reduction measures		for harmonizing comprehensive and inclusive approaches Define acceptable tools/frameworks for future utilization Document best practices		NGOs partners with specific regional experience for deployment of surge capacity and knowledge management
Basic Social Services	Focal Point Agency: UNICEF	To be provided by UNICEF	To be provided by UNICEF	To be provided by UNICEF
Rule of Law: To prepare the work aiming at putting in place the basic foundation for human security and for strengthening the rule of law	Focal Point Agency: UNDP Supporting Agencies: IOM, OHCHR, UNHCR	Identify and document best practices with local traditional forms of justice, customary law, and alternative dispute resolutions Document best practices of training programmes of security forces in humanitarian law, guiding principles for IDPs, Human Rights Determine criteria for early recovery interventions	Identify critical capacity gaps and develop training modules Policy Debate and Guidance on International Migration Law	Liaise with Protection Cluster Liaise with UN Rule of Law Network
<i>Cross - Cutting Issues</i>				
Gender:	The CWGER will ensure implementation of the IASC Policy Statement of 31 May 1999 for integrating Gender into Humanitarian Assistance and other relevant UN Policy documents. The CWGER will closely liaise with the IASC Task Force on Gender and Humanitarian Assistance			
Youth: Integrate initiatives to address at an early stage issues related to youth empowerment and participation in early recovery (community mobilization, creative economic development , training etc...)	Focal Point Agency: UNFPA Supporting Agencies: UNDP, UNICEF, UNHCR	Identify harmonized framework to respond to the special needs of youth and adolescents	Rapid assessment of capacity building needs	Agreement on implementing harmonised and joint framework

Annex 3
**Analysis of Costing Requirements based on a First Phase Assumption of One New
Emergency of 500,000 Beneficiaries Planning Assumptions**

- 1) **Cluster Capacity Development and Maintenance Costs**
- a) Cluster functions will require a dedicated post for the Cluster Secretariat function and support activities including:
 - i) Secretariat and coordination support is provided to the cluster consultations and information-sharing.
 - ii) That all cluster's reporting functions are performed in a systematic and timely manner
 - b) The knowledge management function will require a dedicated post to ensure that all the tools, methodologies and knowledge products generated (including in the natural disasters component by the IRP) are systematically transferred to the cluster, are used as common approaches and methodologies, and result in training curricula for staff and surge capacity of cluster members.
 - c) Each Focal Point Agency for the priority sectors will require a dedicated post to assume managerial responsibilities and ensure the proper implementation of the priority actions identified.
 - d) Surge Capacity Management: a third dedicated post to ensure:
 - i) That the roster system is up and running and managed to ensure efficient and quick deployability.
 - ii) That funds are timely disbursed to ensure opportune fielding of teams as required, and the teams, once deployed, are backstopped effectively.
 - e) A consultancy to review and pilot test information management system will be required
 - f) A minimum of two induction courses on early recovery approaches and functions will be required in the first year to ensure homogeneous and systematic performance in the field. This induction will be based on the tools and methodologies developed in other complementary programmes, i.e. the IRP for the natural disasters component, or following the contents and experiences of specialised lead agencies.

Costs for one year are estimated as follows:

Item	Agency	Costs involved US\$	Maintenance costs US\$
3 L4 posts (one for secretariat support, one for surge capacity management, and one for knowledge management)	CWRER	540,000	36-month L4 contracts 540,000
1 L4 post for shelter sector	UN-HABITAT	180,000	12-month L4 contract 180,000
1 L4 post for livelihoods sector	FAO	180,000	12-month L4 contract 180,000
1 L4 post for social services sector	UNICEF	180,000	12-month L4 contract 180,000
1 L4 post for Training	ILO	180,000	12-month L4 contract 180,000
Short-term consultancy (4 W/M) for information management systems	UNOCHA	40,000	4-month SSA contract 40,000
Induction courses and workshops	CWGER	300,000	2 Induction courses 200,000, and workshops 100,000
Coordination meetings and operational costs	CWGER	150,000	150,000
TOTAL Cluster set-up and maintenance		1,750,000	

2) Financial requirements for Surge Capacity Deployment in One New Emergency

a) Initial Early Recovery Team

Deployment of an initial Early Recovery Team (ERT), simultaneously or as close as possible to the UNDAC Team, to strengthen assessment and planning capacities with a recovery lens. The initial TRT, mobilised for a *standard* period of 4 weeks, will have as *generic* terms of reference to support the RC/HC/UNCT in:

- i) Liaising with the humanitarian endeavour and with the other clusters, including establishment of information management/communication systems
- ii) Undertaking the initial damage/needs assessment with an early recovery perspective
- iii) Initiate the strategic planning process (including Flash Appeal recovery components or other mechanisms as applicable)
- iv) Kick-start key recovery interventions as feasible
- v) Identify additional expertise required

An average of four (4) weeks has been estimated for staff and eight (8) weeks for external consultants (surge capacity) for this phase.

The *generic* composition and *average* costs of the ERT are the following:

Profile	Staff/External	Agency	Costs involved US\$	Maintenance costs US\$
Team Leader: Conflict or Natural Disaster Reduction expert	Staff	UNDP	15,000	1 deployment 15,000
Information Management – Communications	Staff	OCHA	15,000	1 deployment 15,000
Housing, land and property	Staff	UN-HABITAT	15,000	1 deployment 15,000
Livelihoods, income and productive safety nets	Staff	FAO	15,000	1 deployment 15,000
Community-based approaches	Staff	UNDP	15,000	1 deployment 15,000
Basic Social Services	Staff	UNICEF	15,000	1 deployment 15,000
Gender Expert	External	UNFPA	50,000	1 deployment 15,000
Minimum IT/Communications equipment for deployment		Team	120,000	Minimum equipment 120,000
Local expenditures, including expertise, support and operational costs, internal deployments, etc.		Team	40,000	1 mission 40,000
TOTAL INITIAL TRT 4 WEEKS			300,000	Staff deployment, tent reserves and local expenditures 170,000

The initial ERT comprises mainly agency senior staff in their respective fields of competency [sub-clusters], for which only deployment costs have been factored-in.

The initial ERT is complemented with external expertise drawn from the roster[s] (surge capacity) for which honoraria plus deployment costs have been factored-in.

b) Complementary Recovery Team

The initial ERT identifies additional expertise required according to the type and scope of the emergency, and a complementary recovery team is deployed. The *generic* terms of reference would focus on continued support to the RC/HC/UNCT to:

- i) Continue/enhance inter-cluster liaison, information management and communication systems
 - ii) Refine needs assessment with a more specialised sectoral, early recovery focus
 - iii) Based on the strategic planning process initiated, produce an early recovery framework
 - iv) Determine and kick-start programming needs
 - v) Establishment of a local expert and support team
- An average of eight (8) weeks external consultants (surge capacity) have been estimated for this phase

The complementary team comprises mainly expertise drawn from the roster[s] (surge capacity) for which honoraria plus deployment costs have been factored-in.

Profile	Staff/External	Agency	Costs involved US\$	Maintenance costs US\$
Team leader with conflict/disaster risk management profile	External	UNDP	50,000	1 deployment 50,000
Information, communications, inter-cluster coordination	External	OCHA	50,000	1 deployment 50,000
Expertise priority theme 1	External	Sub-cluster leader	50,000	1 deployment 50,000
Expertise priority theme 2	External	Sub-cluster leader	50,000	1 deployment 50,000
Expertise priority theme 3	External	Sub-cluster leader	50,000	1 deployment 50,000
Continued gender expertise	External	UNFPA	30,000	1 deployment 30,000
Local expertise and support team	External	UNDP	20,000	1 mission 50,000
TOTAL Complementary Team			300,000	1 deployment 300,000 Retainer fees and deployment plus local expenditures

It is assumed that funds for longer-term recovery programming and implementation costs will be factored in the respective programmes, through the CAP, the flash appeal, other resource mobilisation mechanisms or agencies' programme funding.

The above is all consolidated in the attached table.

Cluster Working Group on Early Recovery

Cluster Costing Requirements for Capacity Development and Maintenance - Table 1

<i>Key Strategic Action</i>	<i>Resources Available</i>	<i>Agencies</i>	<i>Estimated Requirements (US\$)</i>	<i>Maintenance Cost [1]</i>
Cluster Capacity Development - cluster set-up and maintenance costs Secretariat functions and coordination support Knowledge management/ensuring availability & use of tools and methodologies Managerial responsibilities and technical input of Focal Point agencies Information system design and implementation Roster set-up & maintenance Operational support	See capacity mapping matrix for details	CWGER	540,000	36-month L4 contracts
	See capacity mapping matrix for details	FAO	180,000	12-month L4 contract
	See capacity mapping matrix for details	ILO	180,000	12-month L4 contract
	See capacity mapping matrix for details	UN-HABITAT	180,000	12-month L4 contract
	See capacity mapping matrix for details	UNICEF	180,000	12-month L4 contract
	See capacity mapping matrix for details	CWGER	150,000	Coordination meetings and operational costs
		ILO	200,000	Induction courses
		CWGER	100,000	Workshops
	See capacity mapping matrix for details	OCHA	40,000	Short-term consultancy (4 W/M) for information management systems
Sub-Total (cluster capacity development)			1,750,000	
SURGE CAPACITY				
Deployment of Initial Transitional Recovery Team Liaison with humanitarian operations & other clusters Initial damage/needs assessment Initiate strategic planning process inc Flash Appeal Identify additional expertise required.	See capacity mapping matrix for details	UNDP	205,000	Reserve for 1 deployment (3 staff members), minimum IT/Comm's equipment and local expenditures
	See capacity mapping matrix for details	UN-HABITAT	15,000	Reserve for 1 deployment
	See capacity mapping matrix for details	FAO	15,000	Reserve for 1 deployment

Cluster Working Group on Early Recovery

Cluster Costing Requirements for Capacity Development and Maintenance - Table 1

	See capacity mapping matrix for details	UNFPA	50,000	Reserve for 1 gender expert deployment
	See capacity mapping matrix for details	UNICEF	15,000	Reserve for 1 deployment
Deployment of Complementary Recovery Team Continued support to RC/HC/UNCT Continued liaison, info and comm's Refine needs assessment/sectoral Reinforcement of sectoral expertise	See capacity mapping matrix for details	UNDP	120,000	Reserve for 1 deployment, local expenses for expertise and support
	See capacity mapping matrix for details	UN-HABITAT	50,000	Reserve for 1 deployment
	See capacity mapping matrix for details	UNICEF	50,000	Reserve for 1 deployment
	See capacity mapping matrix for details	FAO	50,000	Reserve for 1 deployment
	See capacity mapping matrix for details	UNFPA	30,000	Reserve for continued gender expertise
Sub-Total (Surge Capacity)			600,000	

TOTAL CLUSTER REQUIREMENTS

2,350,000

Cluster Planning Assumptions (please indicate): See attachment

[1] Please indicate the costs and the actions required to maintain the response capacity for a period of 1 year (agreements with suppliers, surge capacity and etc.)

Cluster Working Group on Early Recovery

Cluster Costing Requirements for Capacity Development and Maintenance - Table 1

Cluster Working Group on Early Recovery

Cluster Costing Requirements for Capacity Development and Maintenance - Table 1

Annex 4: MAPPING OF AGENCIES' OPERATIONAL CAPACITIES (updated)

Conflict Situationsⁱ ii

		Functions in the early-recovery process					
OPERATIONAL SECTORS		Knowledge and information management ⁱⁱⁱ	(Predictable) Surge capacity	Needs assessment ^{iv} and data collection	Capacity building	Tools, guidelines	Recovery programming and implementation
Social dimension	Rehabilitation of health services ^v	WHO	WHO ^{vi}	WHO, UNFPA ^{vii} , IOM ^{viii} , UNHCR	WHO, UNFPA ^x	WHO, UNFPA	WHO, UNFPA ^x , IOM ^{ix} , UNICEF ^{xii} , UNHCR ^{xiii}
	Psycho-social support						UNFPA ^{xiv} , UNICEF, UNHCR
	Rehabilitation of education services	UNICEF	UNICEF	UNICEF	UNICEF	UNICEF	UNICEF ^{xv} , UNHCR ^{xvi}
	Rehabilitation of infrastructures and social assets	UNDP	UNDP	IOM, UNHCR	UNDP		IOM, UNHCR
	Transitional shelters	UNHCR	UNHABITAT	UN-HABITAT, UNHCR	UNDP, IOM, UN-HABITAT		UN-HABITAT, ILO, UNHCR ^{xvii}
Economic dimension	Nutrition and food security	FAO, WFP (focused on emergency)	WFP	WFP ^{xviii} , FAO, UNICEF, UNHCR	WFP	WFP	FAO, WFP, UNICEF ^{xix}
	(Non-agricultural and agricultural) livelihoods and employment recovery ^{xx}		ILO, WFP, FAO, UNV	ILO, FAO, WFP	ILO FAO, WFP, UNV, UNFPA ^{xxi}	ILO, FAO, WFP	ILO, FAO ^{xxii} , WFP, UNDP, IOM ^{xxiii} , UN-HABITAT ^{xxiv} , UNHCR ^{xxv}
	Rehabilitation of infrastructures and productive assets		ILO	ILO, IOM	ILO, WFP,	ILO ^{xxvi}	ILO, IOM, FAO, UNHCR
Governance	Enabling the environment for economic recovery ^{xxvii}	UNDP	ILO	ILO	ILO, UNHCR ^{xxviii}	ILO, UNHCR ^{xxix}	ILO, UNDP, IOM
	Institutional capacity ^{xxx} development for participation in aid coordination and peace building	UNDP	UNV	UNDP, ILO	UNV, IOM, UNHCR		UNDP, UNHCR
	Consensus building and partnerships development/strengthening ^{xxxi} for aid coordination and conflict sensitive development	UNDP	UNDP	UNDP, ILO ^{xxxii} , UNHCR	ILO, UNDP	ILO, UNDP	UNDP, ILO, UNHCR
	Rehabilitation of social fabric and trust building	UNDP	UNDP	ILO	ILO	ILO	ILO, UNHCR
Security	Local governance development/strengthening	UNDP	UNV	UNDP, ILO ^{xxxiii}	ILO,	UNDP, ILO	UNDP, IOM, ILO
	Protection of war-affected populations ^{xxxiv}	UNHCR	UNV, UNHCR	UNFPA ^{xxxv} , UNHCR	UNV, IDD/OCHA, UNFPA ^{xxxvi} , UNHCR	UNHCR	UNHCR ^{xxxvii}
	DDR of ex-combatants	UNDP	UNDP	UNDP	UNFPA ^{xxxviii} , UNDP	UNDP	IOM, UNDP
	De-mining		UNDP	UNDP	UNDP, UNICEF ^{xxxix}	UNDP	UNDP
	Rehabilitation of the judicial system	UNDP	UNDP	UNDP	UNDP		UNDP
Environment	Land and property management	UNHCR		UNHCR			IOM ^{xl} , UNHCR ^{xli}
	Environment protection and environmental resources management	UNEP ^{xlii}	UNEP	UNEP ^{xliii}			UNEP

CROSS-CUTTING ISSUES

		Functions in the recovery process					
OPERATIONAL SECTORS		Knowledge and information management ^{xlv}	(Predictable) Surge capacity	Needs assessment ^{xlv} and data collection	Capacity building	Tools, guidelines	Recovery programming and implementation ^{xlvii}
Human rights	Human rights promotion		UNV		UNV, IOM		
	Advocacy of human rights protection		UNV		UNV		IOM, UNHCR
Addressing specific vulnerable groups	DDR of ex-combatants				ILO, UNFPA ^{xlviii}	ILO, UNICEF ^{xlviii}	IOM, UNICEF ^{xlix}
	Addressing needs and protecting rights of specific vulnerable groups (Children, Youth, Women)	ILO, UNICEF, UNHCR	ILO, UNICEF	UNFPA ^l , IOM, UNHCR, UNICEF	ILO, UNICEF, UNHCR	ILO, UNICEF	UNFPA ^l , IOM ^{li} , ILO, UNICEF, UNHCR
	Reintegration (IDPs, refugees, returnees)	UNHCR ^{lii} , IDD/OCHA, UNDP	UNHCR	UNHCR, IOM, ILO	UNHCR ^{liii} , IOM ^{liv} , ILO	UNHCR ^{liv} , IDD/OCHA, ILO,	UNHCR, IOM, ILO, UNDP, FAO

Natural Disaster Situation^{lvii lviii}

		Functions in the early-recovery process					
OPERATIONAL SECTORS		Knowledge and information management ^{lix}	(Predictable) Surge capacity	Needs assessment ^{lix} and data collection	Capacity building	Tools, guidelines	Recovery programming and implementation
Social dimension	Rehabilitation of Health services ^{lxi}	WHO	WHO (very limited), IFRC ^{lxii}	WHO, UNFPA ^{lxiii} , IOM ^{lxiv} , IFRC, UNICEF ^{lxv}	WHO, UNFPA ^{lxvi}	WHO, UNFPA	WHO, UNFPA ^{lxvii} , IOM ^{lxviii} , IFRC, UNICEF ^{lxix}
	Psycho-social support						UNFPA ^{lxx} , UNICEF
	Rehabilitation of education services	UNICEF	UNICEF	UNICEF	UNICEF	UNICEF	UNICEF ^{lxxi}
	Rehabilitation of infrastructures and social assets			IOM, UNICEF			IOM, UNICEF
	Transitional shelters		UNHABITAT, IFRC	UN-HABITAT, IFRC	UNDP, IOM, UN-HABITAT		UN-HABITAT, IFRC, ILO
Economic dimension	Nutrition and food security	FAO, WFP (focused on emergency)	WFP	WFP ^{lxxii} , FAO, UNICEF	WFP	WFP	FAO, WFP, UNICEF ^{lxxiii}
	(Non agricultural and agricultural) livelihoods & employment recovery ^{lxxiv}		ILO, WFP, FAO, UNV, IFRC	ILO, FAO, WFP, IFRC	ILO, FAO, WFP, UNV, UNFPA ^{lxxv}	ILO, FAO, WFP	ILO, FAO ^{lxxvi} , WFP, UNDP, IOM ^{lxxvii} , UN-HABITAT ^{lxxviii} , IFRC
	Rehabilitation of infrastructures and productive assets			IOM	WFP	ILO ^{lxxx}	IOM, FAO
	Enabling the environment for economic recovery ^{lxxx}		ILO	ILO	ILO	ILO	ILO, UNDP, IOM
Governance	Institutional capacity ^{lxxxi} development/strengthening		UNV	UNDP, ILO	UNV, IOM, UNICEF ^{lxxxii}		UNDP
	Consensus building and partnerships development/strengthening ^{lxxxiii}			UNDP, ILO ^{lxxxiv}	ILO	ILO	UNDP, ILO
	Rehabilitation of social fabric and trust building			ILO	ILO	ILO	ILO
	Local governance development/strengthening		UNV	UNDP, ILO ^{lxxxv}	UNDP, ILO	UNDP, ILO	UNDP, ILO, IOM
Disaster management	Risk prevention/mitigation, preparedness, response	IATF/DR (ISDR), UNDP (through IRP), IFRC ^{lxxxvi} , UNHABITAT ^{lxxxvii}		UNDP, UNHABITAT ^{lxxxviii}	ILO, UNDP/DMTP (through IRP), IFRC,	UNDP, IFRC ^{lxxxix} , UNHABITAT	
Environment	Environmental protection and environmental resources management	UNEP ^{xc}		UNEP	UNEP ^{xcii}		UNEP

CROSS-CUTTING ISSUES

		Functions in the recovery process					
OPERATIONAL SECTORS		Knowledge and information management ^{xcii}	(Predictable) Surge capacity	Needs assessment ^{xciii} and data collection	Capacity building	Tools, guidelines	Recovery programming and implementation ^{xciv}
Addressing specific vulnerable groups	Addressing needs of specific vulnerable groups (Children, Youth, Women)	ILO, UNICEF	ILO, UNICEF	UNFPA ^{xcv} , IOM, UNHCR, UNICEF	ILO, UNICEF	ILO, UNICEF	UNFPA, IOM ^{xcvi} , ILO, UNICEF
	Reintegration (IDPs, homeless)	IDD/OCHA		IOM, ILO	IOM ^{xcvii} , ILO	IDD/OCHA, ILO	IOM, ILO, FAO ^{xcviii}

MAP OF AGENCIES' CRISIS RESPONSE CAPACITY (HR AND FUNDS)

Agency	EXISTENCE OF A CRISIS RESPONSE UNIT AND SIZE OF THE TEAM			AVAILABILITY OF A SPECIAL FUND FOR RAPID DEPLOYMENT OF EXPERTS
	HQ level		Country level	
	Crisis Response unit	Team members (Number)		
FAO	X		X	X
IDD OCHA	X			
IFRC	X		X	X
ILO	X	5		X
IOM	X			
ISDR				
OCHA	X			
UNDP	X	100	X	X
UNEP				
UNFPA	X	5		
UN-HABITAT				
UNHCR	X		X	
UNICEF				
UNV				X
WFP	X			
WHO	X			

MAP OF AGENCIES' PRESENCE IN THE FIELD

Agency	PERMANENT REPRESENTATION IN THE FIELD		AD HOC REPRESENTATION IN CRISIS SITUATIONS
	At the regional level	At the country level	At the country level
FAO	X	X	X
IDD OCHA			X
IFRC	X	X	
ILO	X		
IOM	X		
ISDR			
OCHA			X
UNDP	X	X	
UNEP	X		
UNFPA	X	X	
UNHABITAT	X		
UNHCR	X	X	
UNICEF	X	X	
UNV	X	X	
WFP	X	X	
WHO	X	X	

- ⁱ OCHA has a coordination role in humanitarian assistance activities: sectoral working groups, flash appeal, information management (ReliefWeb, IRIN, OCHA Online, Virtual OSOCC, and Humanitarian Information Centres), needs assessment for transition issues, IDD-IDP return and reintegration strategies, etc. As regards guidelines and tools, it provides UNDAC Field Manual, Inter-Agency Needs Assessment Form
- ⁱⁱ This map identifies agencies' core capacities in main recovery operational sectors according to the information provided by them though the compilation of the matrixes.
- ⁱⁱⁱ This refers to the agencies' capacity of providing a system/tool that develops, gathers, organizes and disseminates relevant knowledge (guidelines, manuals, lessons learnt, best practices, databases, statistics, etc...) in the concerned technical area, including by administrating and moderating on-line fora.
- ^{iv} Capacity of planning and undertaking needs assessment exercises jointly or not with other actors. OCHA coordinates inter-agency needs assessments.
- ^v HIV/AIDS risk prevention/mitigation and treatment.
- ^{vi} WHO stated that currently surge capacity is limited.
- ^{vii} UNFPA supports governments in data collection and needs assessment.
- ^{viii} IOM monitors health concerns of migrants.
- ^{ix} Education and awareness on HIV/STIs/SGBV to uniformed personnel, women and young girls, refugees and IDPs.
- ^x UNFPA works on: gender sensitization and HIV/prevention and assists in health sector reform. UNFPA works mainly through INGOs and NGOs.
- ^{xi} IOM develop health programmes for migrants (medical evacuation, etc.).
- ^{xii} UNICEF expands support to vaccination and preventive health services.
- ^{xiii} Based on needs assessment and response by relevant agencies, UNHCR can support rehabilitation of health facilities in areas of return.
- ^{xiv} UNFPA works mainly through INGOs and NGOs.
- ^{xv} Mainly programming: implementation is through INGOs and NGOs.
- ^{xvi} Based on needs assessment and response by relevant agencies, UNHCR can support rehabilitation of primary education facilities in areas of return.
- ^{xvii} UNHCR implements distribution of materials and supports self-construction of temporary shelter and housing in relevant refugee and IDP operations.
- ^{xviii} WFP participates also within PCNA and other joint missions.
- ^{xix} UNICEF supports infant and young child feeding, including breastfeeding and complementary feeding and, when necessary, support therapeutic and supplementary feeding programmes;
- ^{xx} Employment opportunities may last either for a short or a medium/long period. E.g. Cash-for-work and Food-for-work are employment schemes designed to last only a few months.
- ^{xxi} Livelihood skills training and rehabilitation programmes for vulnerable groups.
- ^{xxii} FAO manages the distribution of seeds, tools, fertilizers and fishing gear, crop and livestock protection, the reactivation of veterinary and other agricultural services, and repair of irrigation infrastructure and roads.
- ^{xxiii} IOM provides technical assistance for starting/expanding small enterprises and women's cooperatives.
- ^{xxiv} UN-HABITAT implements livelihoods support activities.
- ^{xxv} In addition to activities with ILO, UNHCR implements a variety of livelihood related activities in areas of return benefiting also local population.
- ^{xxvi} ILO provides guidelines and technical advisory to mainstream labour-based approach in infrastructure rehabilitation.
- ^{xxvii} It involves the rehabilitation/strengthening of economic recovery support services, such as vocational training, employment services, Microfinance, business development/support services, etc.
- ^{xxviii} A training manual and trainers' guide on *Introduction to Microfinance in Conflict-Affected Communities* has been used in several microfinance training workshops for UNHCR Headquarters staff, field staff (including partners), and Microfinance institutions.
- ^{xxix} Together with ILO, UNHCR has produced a training manual and trainers' guide on *Introduction to Microfinance in Conflict-Affected Communities*.
- ^{xxx} Institutional capacities include for example: decision-making, planning, management, fiduciary and financial management, public administration, and monitoring at national and local level, in order to ensure ownership of the recovery processes.
- ^{xxxi} This process involves national/local authorities, CSOs, NGOs, CBOs, business sector, schools, universities, research centres, other institutions.
- ^{xxxii} ILO promotes social dialogue, particularly involving the governments and the associations of employers and workers, but also other relevant socio-economic actors at the national and local level.
- ^{xxxiii} The Local Economic Recovery/Development approach (LED/LER), adopted by ILO, involves the strengthening of, and promoting the dialogue amongst, local authorities and relevant socio-economic actors at the local level, with a view to supporting a more inclusive and sustainable economic recovery/development process.
- ^{xxxiv} It implies, for example, training of security and defense forces on human rights, humanitarian principles, gender and gender-based violence, guiding principles for IDPs.
- ^{xxxv} UNFPA supports governments in data collection and needs assessment.
- ^{xxxvi} UNFPA provides training on sexual violence prevention and management, training for peacekeeping forces and national uniformed personnel. .
- ^{xxxvii} UNHCR's protection function in post-conflict mainly targets IDPs, refugees and returnees.
- ^{xxxviii} Livelihood skills training and rehabilitation programmes for ex-combatants.
- ^{xxxix} Lead in the organization of mine risk education.
- ^{xl} IOM provides technical advice on property restitution/compensation issues.
- ^{xli} UNHCR's limited contribution focuses of rights to recover of land and property by returned populations.
- ^{xlii} Various environmental databases available through <http://www.unep.net/>; Thematic portals include: *Climate change, Freshwater, GEO data portal, Mountains, Socioeconomic, Urban environment*
- ^{xliii} UNEP provides: Capacity building at national level for environmental managers to support environmental needs assessments and recovery projects; Strengthen capacity of authorities for environmental management and protection;
- ^{xliv} This refers to the agencies' capacity of providing a system/tool that develops, gathers, organizes and disseminates relevant knowledge (guidelines, manuals, lessons learnt, best practices, databases, statistics, etc...) in the concerned technical area, including by administrating and moderating on-line fora.
- ^{xlv} Capacity of planning and undertaking needs assessment exercises jointly or not with other actors.
- ^{xlvi} Capacity of designing recovery plans to be submitted to donors and governments.
- ^{xlvii} Livelihood skills training and rehabilitation programmes for ex-combatants.
- ^{xlviii} ILO and UNICEF are participating in the development of the Integrated DDR Standards (IDDRS).
- ^{xlix} UNICEF initiates work on the release and reintegration of child combatants.
- ^l UNFPA supports governments in data collection and needs assessment.
- ⁱⁱ IOM provides technical assistance for starting/expanding small enterprises and women's cooperatives.
- ⁱⁱⁱ Variety of interventions at policy and implementation level to support the rights of returned and displaced populations as part of early-recovery.
- ^{iv} UNHCR's mandate does not include addressing the consequences and causes of displacement due to natural disasters, development projects or nuclear disasters. Extraordinarily, UNHCR has contributed to the UN System's efforts to respond to the 2004 Indian Ocean earthquake (tsunami) and has deployed technical experts (camp management and emergency shelter) to support UN Resident Coordinators in managing UN responses to natural disasters (e.g. Hurricane Mitch and latest earthquake in El Salvador). UNHCR staff can gather information and share experiences and best practices in the Web Portal on Durable Solutions for Displacement, which includes a discussion forum on reintegration and the 4Rs.
- ^{lv} UNHCR regularly conducts training workshops on reintegration and related issues (e.g. self-reliance, the 4Rs, etc.) for UNHCR staff, other UN agencies, NGO partners and local authorities
- ^{lv} Capacity building on migration tracking; Training for IDPs and host communities and/or returnees and return communities.
- ^{lvi} Operational guidance on return, reintegration and/or the 4Rs is provided in the *Handbook for Voluntary Repatriation* (1996), the *Handbook for Repatriation and Reintegration Activities* (2004) and the *Handbook for Self-Reliance* (2005). The latter Handbook includes a CD-ROM prepared by the ILO that includes relevant ILO tools and resources on rebuilding conflict-affected communities.
- ^{lvii} OCHA has a coordination role in humanitarian assistance activities: sectoral working groups, flash appeal, information management (ReliefWeb, IRIN, OCHA Online, Virtual OSOCC, and Humanitarian Information Centres), needs assessment for transition issues, IDD-IDP return and reintegration strategies, etc. As regards guidelines and tools, it provides UNDAC Field Manual, Inter-Agency Needs Assessment Form
- ^{lviii} This map identifies agencies' core capacities in main recovery operational sectors according to the information provided by them though the compilation of the matrixes.

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- ^{ix} This refers to the agencies' capacity of providing a system/tool that develops, gathers, organizes and disseminates relevant knowledge (guidelines, manuals, lessons learnt, best practices, databases, statistics, etc...) in the concerned technical area, including by administrating and moderating on-line fora.
- ^{ix} Capacity of planning and undertaking needs assessment exercises jointly or not with other actors. OCHA coordinates inter-agency needs assessments.
- ^{ixi} HIV/AIDS risk prevention/mitigation and treatment.
- ^{ixii} The IFRC maintains a roster of specialists able to deploy quickly on emergency response units (ERU) and field assessment and coordination teams (FACT).
- ^{ixiii} UNFPA supports governments in data collection and needs assessment.
- ^{ixiv} IOM monitors health concerns of migrants.
- ^{ixv} Needs assessment support capacity available in: Health, Nutrition, HIV-AIDS, Human Rights, Gender;
- ^{ixvi} Education and awareness on HIV/STIs/SGBV to uniformed personnel, women and young girls, refugees and IDPs.
- ^{ixvii} UNFPA works on: gender sensitization and HIV/prevention and assists in health sector reform. UNFPA works mainly through INGOs and NGOs.
- ^{ixviii} IOM develop health programmes for migrants (medical evacuation, etc.).
- ^{ixix} UNICEF expands support to vaccination and preventive health services.
- ^{ixx} UNFPA works mainly through INGOs and NGOs.
- ^{ixxi} Mainly programming: implementation is through INGOs and NGOs.
- ^{ixxii} WFP participates also within PCNA and other joint missions.
- ^{ixxiii} UNICEF supports infant and young child feeding, including breastfeeding and complementary feeding and, when necessary, support therapeutic and supplementary feeding programmes;
- ^{ixxiv} Employment opportunities may last either for a short or a medium/long period. E.g. Cash-for-work and Food-for-work are employment schemes designed to last only a few months.
- ^{ixxv} Livelihood skills training and rehabilitation programmes for vulnerable groups.
- ^{ixxvi} FAO manages the distribution of seeds, tools, fertilizers and fishing gear, crop and livestock protection, the reactivation of veterinary and other agricultural services, and repair of irrigation infrastructure and roads.
- ^{ixxvii} IOM provides technical assistance for starting/expanding small enterprises and women's cooperatives.
- ^{ixxviii} UN-HABITAT implements livelihoods-support activities.
- ^{ixxix} ILO provides guidelines and technical advisory to mainstream labour-based approach in infrastructure rehabilitation.
- ^{ixxx} It involves the rehabilitation/strengthening of economic recovery support services, such as vocational training, employment services, Microfinance, business development/support services, etc.
- ^{ixxxi} Institutional capacities include for example: decision-making, planning, management, fiduciary and financial management, public administration, and monitoring at national and local level, in order to ensure ownership of the recovery processes.
- ^{ixxxii} UNICEF is engaged in strengthening national capacity and engagement with Governments in building quality and inclusive education systems.
- ^{ixxxiii} This process involves national/local authorities, CSOs, NGOs, CBOs, business sector, schools, universities, research centres, other institutions.
- ^{ixxxiv} ILO promotes social dialogue, particularly involving the governments and the associations of employers and workers, but also other relevant socio-economic actors at the national and local level.
- ^{ixxxv} The Local Economic Recovery/Development approach (LED/LER), adopted by ILO, involves the strengthening of, and promoting the dialogue amongst, local authorities and relevant socio-economic actors at the local level, with a view to supporting a more inclusive and sustainable economic recovery/development process.
- ^{ixxxvi} The Secretariat hosts an integrated disaster management information system (DMIS) available to all members of the Movement.
- ^{ixxxvii} UN-HABITAT developed the Disaster Management Programme (DMP) website <http://www.unhabitat.org/programmes/rdmu/>
- ^{ixxxviii} UN-HABITAT in collaboration with UNDP/BCPR and the Working Group 3 IATF developed a webportal, the "Disaster Risk Assessment Portal" (<http://www.wg3dmpportal.org/>) and it's currently fundraising for a proposal of expanding it and collect tools and methodologies for needs assessment and damage assessment in post-crisis countries.
- ^{ixxxix} The IFRC uses a variety of guidelines and tools such as SPHERE, Vulnerability and Capacity Assessment, Better Programming Initiative and the Safer Access Framework (ICRC).
- ^{xc} Various environmental databases available through <http://www.unep.net/>; Thematic portals include: [Climate change](#), [Freshwater](#), [GEO data portal](#), [Mountains](#), [Socioeconomic](#), [Urban environment](#)
- ^{xc} UNEP provides: Capacity building at national level for environmental managers to support environmental needs assessments and recovery projects; Strengthen capacity of authorities for environmental management and protection.
- ^{xcii} This refers to the agencies' capacity of providing a system/tool that develops, gathers, organizes and disseminates relevant knowledge (guidelines, manuals, lessons learnt, best practices, databases, statistics, etc...) in the concerned technical area, including by administrating and moderating on-line fora.
- ^{xciii} Capacity of planning and undertaking needs assessment exercises jointly or not with other actors.
- ^{xciv} Capacity of designing recovery plans to be submitted to donors and governments.
- ^{xcv} UNFPA supports governments in data collection and needs assessment.
- ^{xcvi} IOM provides technical assistance for starting/expanding small enterprises and women's cooperatives.
- ^{xcvii} Capacity building on migration tracking; Training for IDPs and host communities and/or returnees and return communities.
- ^{xcviii} Letter of agreement between FAO and UNHCR; cooperation at field level in targeting IDPs, refugees for agriculture-related resettlement programmes.

Annex 5: CWGER Member List

<i>Agency</i>	<i>Name</i>	<i>Title</i>	<i>Email</i>	<i>Telephone</i>
<i>IASC Members/Standing Invitees:</i>				
FAO	Richard China	OIC, Emergency Operations&Rehabilitation Div.	Richard.China@fao.org	+39 06570 55242
	Dominique Burgeon	Adviser, NY Liaison Office	Dominique.burgeon@fao.org	+1-212-9630985
ICRC	Paul Parades-Portella	Liaison Officer (Geneva)	pparedes-portella@unoq.ch	(022) 917 3681
	Erminio Sacco	Transition Strategy Officer	Erminio.sacco@fao.org	+39 06 57055846
	Thomas Gurtner	Head, Economic Security Unit	tgurtner@icrc.org	(022)7302794
	Barbara Boyle Saidi	Deputy Head, ESU	bboylesaidi@icrc.org	
ICVA	Barbara Wildi	Head of Sector Balkans/Caucasus, ESU	bwildi@icrc.org	(022) 730 2129
	(share info by emails)		ed.schenkenberg@icva.ch	
IFRC	Cynthia Burton		manisha@icva.ch	
	Robert Mister		cynthia.burton@ifrc.org	
InterAction	(share info by email)		Robert.Mister@ifrc.org	
IOM	Amr Taha	Emergency & Post-Conflict Officer	jbishop@interaction.org	
	Jeremy Haslam	Emergency & Post-Conflict Officer	ataha@iom.int	(022) 7179239
OCHA	Hannah Entwisle	Ass. Humanitarian Affairs Officer	jhaslam@iom.int	(022) 7179458
	Simon Bagshaw	Protection Officer	entwisle@un.org	(022) 9171155
	Masaki Nakagawa	Natural Disaster Preparedness/Response Officer	bagshaw@un.org	(022) 9171543
	Ricardo Mena		nakagawam@un.org	(022) 9174034
	Kristina Koch		menar@un.org	(022) 9171455
OCHA/IDD	Laketch Dirasse	Deputy Director	kochk@un.org	
	Ann-Marie Linde	FRS Officer	dirasse@un.org	(022) 917-1618
	Aimee Wielechowski		linde@un.org	(022) 9171604
OHCHR	David Marshall		wielechowski@un.org	(022) 9171840
	Nili Safavi		dmarshall@ohchr.org	(022) 917 9732
SCHR	(share info by email)		nsafavi@ohchr.org	(022) 917 9634
			schr@ifrc.org	
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