

**INTER – AGENCY STANDING COMMITTEE**

**Rome, 9 April 2002  
FAO Headquarters**

**RECOMMENDATIONS AND PLAN OF ACTION TO THE IASC FOR A NEW  
AGENDA FOR STRENGTHENING THE CONSOLIDATED APPEALS PROCESS  
(CAP)**

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**INTRODUCTION**

Over the last decade the Consolidated Appeals Process (CAP) has developed from a simple tool for quick response to unusual and complex emergencies to a high visibility instrument that is now the norm for responding to a greater number and range of emergencies and disasters. It is the main channel of funding of humanitarian needs. It is widely accepted as the most important mechanism for coordinating the delivery of humanitarian assistance. The high profile launchings of the CAP in capitals provide a unique opportunity for the humanitarian community to engage decision-makers and constituencies in the donor community in a productive dialogue to bring forcefully to their attention, the plight of the victims of conflicts and disasters.

These significant developments and improvements in the CAP should not, however, dissuade us from looking critically at the instrument and determining what its weaknesses and shortfalls are. The challenge is how the CAP could be strengthened further into a viable mechanism for strategic planning and the effective coordination of humanitarian assistance. The IASC therefore compliments the IASC-WG for undertaking a review of the CAP and for putting forward options for consideration.

*In light of this, the IASC adopts the following comprehensive Recommendations for a new agenda for strengthening the Consolidated Appeal Process and the related Plan of Action for the implementation of the recommendations.*

**RECOMMENDATIONS**

**I. STRENGTHENING SENIOR LEVEL INVOLVEMENT IN THE CAP**

1. Under the leadership of the ERC, encourage all IASC members, especially at the senior levels, to give the CAP their strong support and commitment.
2. Under the leadership of the Chairman of the IASC WG, encourage the IASC and its subsidiary bodies to give the CAP special attention in their deliberations and management.

Background document for agenda item 2

3. Clarify the responsibilities of the Humanitarian Coordinators (HC) for the CAP and encourage the HCs to lead the process at the field level with the support of the country teams.
4. Provide greater management, technical and capacity-building support for the CAP to the field, with the guidance of the ERC and OCHA.
5. Institutionalise annual meetings of Directors of Emergency to review a number of Consolidated Appeals before they are finalised.
6. Review which crises warrant a CAP for the following year and decide which appeals to submit for review by Directors of Emergency at the yearly IASC WG meetings in June.
7. Strengthen OCHA's CAP and Donor Relations Section to manage the new agenda for strengthening the CAP.

**II. STRENGTHENING ADVOCACY THROUGH THE CONSOLIDATED APPEALS PROCESS**

8. Develop and promote greater use of the CAP as an advocacy tool for drawing attention to the plight of victims of conflicts and disasters, especially in forgotten emergencies; for keeping the humanitarian agenda centre stage in all fora, and for supporting resource mobilization by maintaining the momentum generated at CAP launchings in Donor Capitals.
9. Adopt selected emergency countries for mentoring, guidance and support by individual Senior IASC Members as advocates to draw attention to the plight and needs of the affected population.
10. Encourage donors to better coordinate their efforts to provide timely and balanced support to the strategy and programmes in the CAP across emergencies, sectors, and agencies.
11. Appoint selected celebrities as Goodwill Ambassadors to raise awareness for the plight of victims and advocate for the needs of populations affected by conflict.

**III. STRENGTHENING THE CAP AS A TOOL FOR STRATEGIC PLANNING AND COORDINATION**

12. Revise the 1994 IASC Guidelines on the CAP to benefit from the recent developments in strategic thinking, approaches and strategies that have been introduced into the process; in particular: setting criteria for when to begin and when to end a CAP, clarifying the role of CAP in transition countries, and outlining common law practice of government involvement in the CAP.
13. Define criteria and mechanisms for NGO participation and inclusion in the CAP and incorporate these into the revised guidelines.

Background document for agenda item 2

14. Encourage the IASC-WG to continue to guide the various developments and improvements of the CAP already underway, especially with regard to the Technical Guidelines; Capacities and Vulnerability Analysis (CVA); the CAP in Transition Countries; links between the CAP and other strategic planning instruments viz, UNDAF, CCA, Strategic Framework; CAP Training and Financial Tracking System (FTS).
15. Affirm the primacy of the Common Humanitarian Action Plan (CHAP) as the central inter-agency strategic planning tool for emergencies, and ensuring that the CHAP is further refined.
16. Review whether and how humanitarian needs in countries not covered by a CAP are being addressed, and propose recommendations on appropriate strategies.
17. Develop standardised guidelines for Joint Assessments and Evaluation to strengthen the programming aspects of the CAP.
18. Develop multi-year strategies for CAP for chronic emergencies and encourage donors to make multi-year commitments.
19. Develop guidelines for strategic monitoring to improve impact analysis of the CAP in order to demonstrate the impact of under-funding, and to standardise mechanisms for accountability.