

**INTER-AGENCY STANDING COMMITTEE WORKING-GROUP
XXXX MEETING**

Rome ~ 17-18 February 2000

IASC-SWG on the Consolidated Appeals Process

RECOMMENDATIONS

I. Background

From 25 to 27 January, members of the IASC-SWG, CAP trainers, field level staff and representatives of the donor community held a retreat to discuss ways of improving the CA Process.

The specific Workshop goal: To produce concrete recommendations to further strengthen and improve the CAP.

A general consensus among participants was the desire to see the CAP become streamlined, user-friendly, lighter, accessible, efficient and effective. At the same time, the strategic aspects of the CAP should be highlighted and strengthened.

II. Policy Recommendations for the IASC-WG

- 1) Strengthen the consultative **strategy** process: The one-year Common Humanitarian Action Plan (CHAP) should be derived from the medium term (up to three years) perspective. The strategy should be linked, where possible, to other strategic planning instruments, such as the UNDAF. Long term goals should always include an exit strategy. Closer involvement and participation of key stakeholders should be requisite preparatory work to ensure a comprehensive strategy is developed. In addition to the UNCT, key sources should include DPA, DPKO, the Red Cross movement, local and international NGOs, national authorities, political leaders, bilateral and multi-lateral partners, academics, civil society groups, etc.
- 2) Emphasise **flexibility** and a field driven process. Flexibility should be instilled throughout the Process, for example in strategic monitoring and allocation of resources. Overall and sector strategies should be reviewed on an as-needed basis (due to changing environment, lack of funds, etc.).
- 3) Reconfirm importance of **monitoring and evaluating** strategy. Strategic monitoring should be a continual process. Existing Agency monitoring and evaluation tools, processes and mechanisms should be used for common analyses. The time frame and format of a Review process should be flexible to fit the in-country situation (determined by the UNCT).

- 4) Promote more **synchronised** Agency planning, evaluation, and reporting cycles; as well as reporting to their respective Executive Boards/Committees.
- 5) Increase scope of World Humanitarian Day/Global Launch. WHD should be celebrated in all countries with UN presence; focus on selected thematic issues (i.e. CAP 2000 focused on the “Forgotten Emergencies”). Organise in-country media briefings in response to changes in the humanitarian situation as an on-going process of resource mobilisation and to bring renewed attention to the CAP.
- 6) Rename the "Consolidated Appeals Process" to reflect an emphasis on strategy development rather than fund-raising.

III. Specific Recommendations

Participants at the Workshop developed more specific proposals aimed at addressing the above recommendations.

1. Strengthen the consultative strategy process:
 - 1.1) UNCT to expand on-going contacts with non-UNCT actors in the field, to continuously revise and analyse strategy as needed.
 - 1.2) Incorporate cross-cutting thematic issues such as: gender, DDR, IDPs and security in strategy and project formulation.
2. Emphasise flexibility:
 - 2.1) Adjust content and format of appeal document. Change format of CA document to allow up-dating projects separate from strategy. Strategy could also be updated without necessarily having to update the entire document. Emphasise strategy within text; reinforce sector strategies.
 - 2.2) *Examine relevance of the Mid-Term Review in light of para. II.2 and III.5.1**
3. Reconfirm importance of monitoring and evaluation:
 - 3.1) Increase inter-agency assessments and common situation analysis.
 - 3.2) Establish collective databases for sector analysis.
 - 3.3) Conduct external evaluation of CAP in selected countries.
 - 3.4) Promote multi-donor missions where appropriate.
 - 3.5) Identify benchmarks, measurable objectives, and exit strategies. Review CAP guidelines.

* Recommendations requiring further deliberation are in italics, a consensus had not been reached at the Workshop. These will be examined at a closer level in the IASC-SWG.

4. Renew commitment to coordinated response; support the HC in fulfilling existing TOR:
 - 4.1) Issue a statement of support.
 - 4.2) Improve selection of HC to focus on skills of coordination and strategy-setting, improve training of HCs in these skills.
 - 4.3) Agency whose head is HC should designate a representative to assume daily Agency responsibilities to allow HC to focus on coordination tasks.
 - 4.4) Include the CAP as a standing agenda item in IASC-WG.
5. Increase visibility of the CAP; Improve coordinated resource mobilisation and fund-raising:
 - 5.1) Improve financial tracking and analysis through better communication networks (from agencies and donors) and more rigorous contacts and follow-up. Increase focus on financial analysis (OCHA-Geneva). Improve tracking of humanitarian activities outside the framework of the CAP.
 - 5.2) Increase use of Internet/electronic media. Apply inter-active media to keep up-to-date tracking of projects.
 - 5.3) Increase interface between Headquarters and HLWG, to better address imbalances in allocation of resources between countries, agencies, and sectors.
 - 5.4) Establish a CAP listserv for the SWG to promote discussion, exchange of ideas, and disperse ownership of the process among members. Establish CAP website as reference site for SWG members.
 - 5.5) *Use timing of the humanitarian segment at ECOSOC to review the humanitarian situation and bring attention to the CAP.**