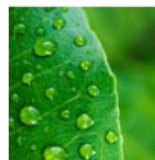


Early Recovery Practitioners' Forum

1	Workshop 1: Assessing early recovery needs	Alastair McKechnie Director, The World Bank Group
<p>Draft commitment</p> <p>Early recovery strategies and programmes must be informed by relevant assessments that are adapted to and reflect country circumstances; build on or contribute to national social development strategies and priorities; take account of access limitations and existing delivery capacities on the ground; and respond to urgency of action. Early recovery assessments should be light, iterative and progressively informed by a shared understanding of crisis/risk dynamics, national and local capacities and gaps, and gender dynamics to ensure that recovery delivers equally for women and for men in their communities. We will work together on adapting the joint UN-World Bank – EC Post Conflict Needs Assessment and Transitional Results Matrix tool to early recovery and on finalising the Post disaster Needs Assessment (PDNA) methodology.</p>		
<p>Introduction</p> <p>Better assessing early recovery needs is a key starting point for strengthening the process of early recovery by informing better strategy. This workshop should aim to explore the strengths and weaknesses of current approaches to assessing early recovery needs and develop specific follow-up actions to recommend to the policy forum on what needs to be done in terms of better integrating the different tools and approaches, and linking assessments to coherent ER planning processes.</p>		
<p>Key questions and outputs from workshop</p> <ul style="list-style-type: none"> • What works and doesn't work about current early recovery needs assessments? • How can international and national actors better coordinate and/or integrate their assessments of recovery needs? What do the various actors need to do to in order to cement their commitment to carry out joint post-crisis assessments • What is the role of national and local actors in early recovery needs assessment and how can international players best support their existing capacities? • How do needs assessments differ for early recovery from natural disasters compared to conflict? • How can the early recovery assessment be integrated with existing processes of humanitarian and development needs assessment? • Within the PDNA, what is an appropriate balance between assessment of damages and losses (drawing on the ECLAC DaLA methodology) and assessment of local level human recovery needs (traditionally led by the UN)? How can the PDNA and Recovery Framework be supported to achieve this balance? • What capacities are needed in terms of international/national expertise and knowledge, sectoral expertise, agency understanding? What tools are missing or could be used more widely? • How should the needs assessment process be designed from the beginning to feed into the development of a recovery planning process, or more specifically, a Recovery Framework or Transitional Results Framework? • How can financing needs be more accurately built into early recovery needs assessment? 		

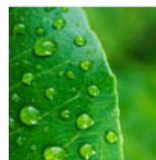




Early Recovery Practitioners' Forum

2	Workshop 2: Incremental and integrated strategic planning	Ameerah Haq Resident Coordinator, DSRSG/RC/RR/HC Sudan
<p>Draft commitment</p> <ul style="list-style-type: none"> • Strategic planning in post-crisis recovery situations needs to be initiated at the earliest stages of a crisis and linked to the evolving peace process, integrating political, security and development objectives and .. The strategy should be iterative and prepare the ground for longer-term recovery and development strategies as the situation evolves. The initial early recovery strategy should address priority foundational activities of the international system's response and eventually evolve into a broader and more comprehensive strategy over time. Strategies and programmes must build on emergency and crisis activities which have been undertaken. The UN and the World Bank shall work closely together on strategic planning and the transition to longer-term mechanisms. • Early strategy development, priority setting and programming must strive for the highest possible levels of national engagement and ownership, even while acknowledging that full capacities to do so may not exist in the earliest days of crisis. • Full commitment is given to support strategic planning and coordination of early recovery in support of national efforts through the UN Deputy Special Representative/Resident/Humanitarian Coordinator, in close cooperation with national governments, the World Bank, regional organisations and bilateral donors, and working with the humanitarian country teams and early recovery network/clusters in place. • We will work with the UN on a more integrated approach to selecting, training, deploying and supporting senior UN leadership on the ground. 		
<p>Introduction</p> <p>The gap in strategic planning for early recovery after natural disasters and conflict is increasingly apparent. While mechanisms are well established to develop strategies for humanitarian and development aspects of an international response, frameworks, tools and capacities remain underdeveloped for bringing together the different dimensions of early recovery in a coherent strategy. This workshop should aim to discuss specific issues relating to how this could be strengthened and develop practical policy recommendations. The roles of different actors in the process should also be discussed and clarified.</p> <p>Key questions and outputs from workshop:</p> <ul style="list-style-type: none"> • At what point should strategic planning be initiated and under whose auspices? Assuming that capacity exists nationally to lead the process, how should international actors best work to support national efforts? Where national capacity does not exist to lead, how should the process be taken forward - how can national actors feed into and influence the strategy, and how can the process be conducted to adequately reflect the specific country context? How does the process need to vary for early recovery after natural disasters and conflict? • What are the constraints to developing an initial and incrementally more comprehensive strategic plan? • How should trade-offs be made between speed and completeness, and an incremental approach be taken? What are the initial priorities in developing a plan? • What examples of useful templates and tools exist for initial and subsequent early recovery strategies? Is there sufficient guidance? • How can the existing Transitional Results Framework of the PCNA and the Recovery Framework of the PDNA (under development) be drawn upon to ensure an appropriate depth to the ER perspective within a humanitarian context and beyond? What technical capacity is needed to develop strategic plans for early recovery? Where does this capacity exist and does it need to be supplemented? If so, how? • How can a strategic plan be designed in a way that makes it implementable/actionable and easy to monitor in terms of progress and impact? 		

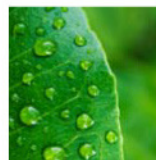




Early Recovery Practitioners' Forum

3	Workshop 3: Improving real-time evaluations of early recovery efforts	François Grünewald President of URD (Urgence, Réhabilitation, Développement)
Draft commitment Support joint real-time evaluations of early recovery efforts based on OECD Draft Guidance on the Evaluation of Peace-Building.		
Introduction Real-time evaluations have generated valuable learning in other aspects of international aid, as well as providing a means of accountability. This workshop will develop the theme of how real-time evaluation methodologies can be applied to early recovery efforts.		
Key questions and outputs for workshop		
<ul style="list-style-type: none"> • What examples are there of real-time evaluations of early recovery efforts? • How do RTEs for early recovery need to be linked to other RTEs in terms of process and methodology? • How can lessons from RTEs be best incorporated into ongoing strategy and programming? • What capacities are needed in-country and internationally to undertake useful RTEs? • How far can RTEs be undertaken jointly to provide more general lessons for a wider group of stakeholders? 		

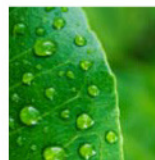




Early Recovery Practitioners' Forum

4	Workshop 4: Building national and local capacities	Judy Cheng Hopkins Assistant High Commissioner, UNHCR
<p>Draft commitment</p> <p>Early capacity development efforts should identify and acknowledge existing in-country capacity, programmes and networks. The recovery of national capacities following a disaster needs to be supported and assisted as soon as possible by the international community, and appropriate assessments and strategies to address national and local capacity gaps are required to ensure such efforts are adequately planned and funded.</p>		
<p>Introduction</p> <p>There is a broad consensus that national and local capacities are the key to early recovery but it is also the case that early recovery contexts are frequently by their nature characterised by capacities that have been weakened by conflict or the natural disaster to which they are needed to respond. This workshop should develop practical examples of how capacities can be strengthened by the international community rather than substituted.</p> <p>Key questions and outputs for workshop</p> <ul style="list-style-type: none"> • How do international actors assess national and local capacity in early recovery? What criteria are used – ‘capacity to do what?’ • What is the role of technical assistance, secondments vs. setting up parallel structures? • How can service delivery be designed so as to support rather than replace capacity development? • How does early recovery from natural disasters and conflicts differ in terms of the ways in which local/national capacity needs to be built? • What changes need to be made to the way that strategies are designed to bring in capacity development as a greater priority? • What guidance and expertise is needed to implement those strategies? • How can national/local capacity be built in advance of conflict/natural disasters to make early recovery more effective? 		

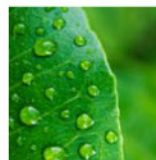




Early Recovery Practitioners' Forum

5	Workshop 5: International civilian capacities	Sally Fegan-Wyles Project Director, UNDG
<p>Draft commitment</p> <ul style="list-style-type: none"> • We will support an increase in the UN's recovery coordination capacity by ensuring a mechanism by which this capacity can be strengthened on a predictable basis according to country-specific needs. • We will support an increase in fragility and conflict expertise within the multilateral organisations • When national capacity has been severely challenged by the crisis, the imperative to act in early recovery requires the use of supplementary (external) capacity. Regional organisations will be supported to develop stand-by pools of civilian experts for deployment at short notice, in order to augment national capacity. External capacity will work with and build national and local capacity wherever possible and should be informed by a strong understanding of structures, capacities and programmes that were in operation and effective prior to the disaster. • South-South cooperation should be the preferred mechanism for the stand-by pool and for deployment of civilian expertise, and should be supplemented by other international civilian expertise where necessary. • Coordinate and share information on common codes of conduct and standards for international civilian crisis response capacity to ensure optimal use of existing and evolving capacities such as (i) deployable bilateral capacities (ii) Deployable bilateral capacities serving multilateral needs; and (iii) multilateral civilian capacity. 		
<p>Introduction</p> <p>Time is often of the essence in early recovery settings, and international civilian capacity can provide a useful temporary support where local capacity is depleted or insufficient. However as with other aid settings, international technical assistance can often be costly, inappropriate and substitute for the development of national capacity. This workshop should aim to highlight examples of good practice and develop specific practical policy recommendations on how international civilian capacity should be enhanced and deployed.</p> <p>Key questions and outputs for workshop</p> <ul style="list-style-type: none"> • What should the triggers be for deployable international civilian capacity? • What types of capacity are needed for different situations (sectoral expertise, conflict, natural disaster)? • Where are the main deficits in capacity? • What should be the role of regional and Southern expertise and how should this be mapped and these capacities developed? • How should international civilian capacity balance the need for service delivery and development of national/local capacity? 		

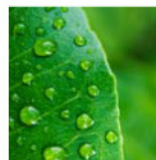




Early Recovery Practitioners' Forum

6	Workshop 6: Funding mechanisms for ER assessment, coordination and planning	Barbara Hendrie Deputy Director and Head of Conflict, Humanitarian and Security Department, DFID
<p>Draft commitment</p> <ul style="list-style-type: none"> • Provide fast, flexible and predictable funding for early recovery planning and programmes that bridge humanitarian, recovery and longer term development financing and provides early support to stabilisation and inclusive peacebuilding. Explore avenues to assure additional funding where it is needed. <ol style="list-style-type: none"> 1. As an additional mechanism consider establishing a discretionary fund with a minimum amount per country to the RC office to be used for 1) essential staff for ER assessment, coordination and planning; 2) extending presence outside of the capital; and 3) catalytic ER programming for natural disasters and conflict. 2. Common MOU and LOAs with donors minimising negotiations with individual donors and consistency between donor capitals and country representatives. 3. Seek opportunities to use and strengthen existing funding mechanisms to see how they may be adapted to respond better to early recovery needs. <ul style="list-style-type: none"> • Invest in sectors where early investment could produce significant later gains, including agriculture and livelihoods. • UN- and Bank-administered Multi-donor funds at country level can be important mechanisms for recovery funding and must be specifically designed to assure they are adapted for early recovery engagement. • Support the establishment of a DAC Working group that would explore financing and operational obstacles to improved early recovery engagement, along the basic lines described in the attached background note, (separate paper). Agree to present the background paper as an input to the DAC brainstorming sessions on October 13-14. 		
<p>Introduction</p> <p>The financing gap for early recovery assessment, coordination, planning and programming has been highlighted as a key constraint in early recovery. This workshop should consider the priorities for early recovery financing and the ultimate cost of neglecting certain early recovery-related areas. It should also identify specific funding instruments that are operational or could be set up to fill this gap.</p> <p>Key questions and outputs for discussion</p> <ul style="list-style-type: none"> • What are the key gaps in early recovery funding and how best might they be met? • What examples exist of early recovery financing mechanisms which allow for assessment, coordination, planning and programming? How are these processes currently funded (e.g. humanitarian funds, internal resources)? • How might existing funding instruments be tailored to better suit early recovery needs? • What would a dedicated 'early recovery fund' look like and how much funding would be required? • Is the Office of the RC the right institution to lead these processes and what support will the Office of the RC need to put these measures into practice? • What constraints and opportunities do different donor administrations have in funding these processes to support early recovery planning and programming? • How can funding for early recovery programming be made available and accessible to national and local actors? 		

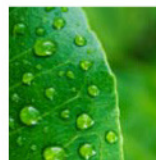




Early Recovery Practitioners' Forum

7	Workshop 7: Flexible donor development financing	Asbjørn Wee Administrator, OECD
Draft commitment Introduce greater flexibility in donor development funding accounts to make development funds available earlier to support early recovery activities.		
Introduction The need to bring development funding into the process of early recovery more rapidly and with greater flexibility is another key constraint. Humanitarian funds are often used for early recovery activities in ways that detract from meeting humanitarian needs while not meeting early recovery needs as appropriately as they should do. Development financing by its nature is often part of a longer term process with a greater role for national and local authorities, making it harder for donors to programme rapidly. This workshop should aim to discuss and develop innovative ways to plug the gap in early recovery financing.		
Key questions and outputs for workshop		
<ul style="list-style-type: none"> • What examples exist of flexible donor financing mechanisms? • What constraints are there among bilateral and multilateral donors to making development funds available more quickly and for early recovery activities? • How can these constraints be effectively overcome to make development funds available earlier? • How can national/local authorities lead or play a leading role in designing recovery financing interventions? 		





Early Recovery Practitioners' Forum

8	Workshop 8: Links to prevention and long-term development efforts	Rahul Chandran Associate Director for Statebuilding, NYU Center on International Cooperation
Draft commitment In the case of natural disasters, routinely include funding for disaster risk reduction when funding early recovery and reconstruction efforts.		
Introduction Early recovery often provides the greatest opportunity to make the argument for better preparedness and reduction of risk from future disasters. However taking advantage of that opportunity is sometimes given insufficient priority in the face of urgent needs to rebuild and hasten recovery. While the intellectual argument is now gaining mainstream credibility, practical programming and policy approaches are still insufficient to ensure that links to longer term threats and opportunities are built in to early recovery planning. This workshop should aim to discuss and develop specific policy recommendations on who to do this.		
Key questions and outputs for workshop <ul style="list-style-type: none"> • What examples exist of practical ways to link early recovery with prevention and longer-term development efforts? • What guideline figure would be appropriate (if any) for the proportion of early recovery funding to be earmarked for reduction of future risk? • How else can different stakeholders take advantage of this window of opportunity? 		

