

Early recovery helps rebuild communities damaged by conflict or crisis by addressing livelihoods, shelter, governance, security, environment and other socio-economic dimensions. Beginning in a humanitarian setting, it builds on relief efforts to catalyze nationally owned, sustainable development.

Early recovery in Bangladesh

Linking response and early recovery

By Charlotte Lattimer and Puji Pujiono, Early Recovery Team, BCPR

On 15 November 2007, cyclone Sidr, a category 4 storm, struck Bangladesh. The accompanying storm surge breached coastal and river embankments. This caused flooding in low-lying lands and extensive physical destruction. Approximately nine million people were affected: 3,400 people died, more than 50,000 people were injured, and 1.5 million homes were destroyed or badly damaged.

The Government of Bangladesh mounted a massive response to the disaster. Coordination groups were set up to facilitate a coordinated approach between international and national agencies and the government. The Early Recovery Cluster Coordination Group was made up of 20 UN organizations, representatives of government ministries and other coordination cluster groups, international and national non-governmental organizations, Red Crescent societies and others. UNDP was appointed lead agency for the Early Recovery Cluster Coordination Group, working closely with the Government's Ministry of Food and Disaster Management as co-chair. The group was responsible for ensuring that early recovery was being addressed in ▶



Residents face the aftermath of cyclone Sidr.

SOURCE: STEVEN GOLDFINCH/UNDP DHAKA

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Lessons learned from recovery in Lebanon

The importance of monitoring and evaluation

By Pablo Ruiz, Recovery Advisor, UNDP Lebanon

The aftereffects of the 2006 July-August conflict in Lebanon are still being felt. The impact was severe, with 1,200 deaths, one million people displaced, more than 100,000 homes damaged, 1.2 million cluster bombs unexploded and almost 15,000 tons of oil spilled along the Lebanese coastline. The economic loss from these hostilities was also severe, with 0 percent GDP growth in 2006 (compared with 6 percent projected growth prior to the conflict) and a meager 2.5 percent growth in 2007. The overall cost of reconstruction was estimated at \$2.8 billion, of which \$2 billion is committed.

In this context, UNDP has provided technical and financial support to the Prime Minister's Office as part of its recovery portfolio. This support was part of the overall coordination effort required after the initial humanitarian phase, when the Inter-Agency Standing Committee Humanitarian Clusters were active. UNDP has supported the government in effectively managing external resources and building a transparent monitoring and evaluation system (M&E) that exceeds individual donor reporting requirements. The overall aim of the M&E system is to ensure that government, donors, non-governmental ▶

Early recovery in Bangladesh (cont)

all of the other cluster groups, such as health, food security, clean water-sanitation-hygiene, and shelter. In addition, it focused on addressing the outstanding early recovery needs not covered by the other cluster groups. Core early recovery areas were governance, community infrastructure, disaster risk reduction, livelihoods and cross-cutting issues.

In the immediate aftermath of the cyclone, the Early Recovery Cluster Coordination Group, under the joint leadership of the government and UNDP, conducted a twin needs assessment: an early recovery needs assessment and an environmental rapid assessment. More than 120 experts from the government, United Nations and non-governmental organizations gathered data from the six most affected districts at the local level. Subsequently, in January 2008, a national workshop on early recovery was organized to map out the results of these assessments together with the findings of other assessments, including food security, agriculture, livelihood and transitional shelter. Approximately 200 people representing the government, United Nations, non-governmental organizations and donors participated in the workshop to share information, determine immediate priorities and strengthen partnerships for early recovery.

Based on the outputs of the workshop, which resulted in an agreed way forward in identifying immediate priorities, the Early Recovery Cluster Coordination Group, together with the other clusters, worked with the Government of Bangladesh to put together a National Early Recovery Implementation Plan. The plan covers immediate needs up to 12 months after the disaster. It maps out continuing emergency needs together with early recovery interventions primarily in the form of localized and quick-yielding programmes addressing short to medium-term needs in food security, transitional shelter, restoration of livelihoods, management of environmental impact, repair of critical infrastructure, healthcare support, education services, water and sanitation, and good governance. The plan is part of a government-led integrated national recovery plan and links with findings from a World Bank and government-led damage, loss and needs assessment that focuses on macro and long-term recovery.

UNDP's lead role in the early recovery effort has helped provide leadership and coherence in the international response to the effects of cyclone Sidr. While the response to the disaster was clearly led by the government, UNDP worked closely with governmental, international and national counterparts to focus attention on early recovery from the outset. UNDP was able to forge effective links between early recovery efforts and longer-term development initiatives. Working with the government and partners, UNDP was able to frame early recovery within a disaster management system that connected emergency response with recovery, as well as efforts to build better resilience to and preparedness for future disasters. These efforts will be sustained to ensure that the momentum is not lost and that the people of Bangladesh are supported throughout the early recovery period and beyond. **CPR**

Evaluating recovery in Lebanon (cont)

organizations and civil society are adequately informed about the progress of the recovery and reconstruction efforts, and adjustments can be made in order to address the unmet needs of the population.

The M&E system currently includes routine information systems from line ministries and a donor assistance database (www.dadlebanon.org/dad). In addition, qualitative and quantitative feedback from beneficiaries through focus groups and perception and household surveys are currently being incorporated into the system.

A comprehensive progress report has been prepared by the Prime Minister's Office. The report shows significant achievements in housing, education, health, demining, agriculture and oil spill cleaning since the conflict despite recurrent political instability, including violence in the Nahr el Bared refugee camp in the summer of 2007. This draft progress report will be discussed at a national workshop in February 2008, where line ministries, donors and civil society will have the chance to review both achievements and challenges ahead (such as unfunded sectors, implementation bottlenecks and feedback from beneficiaries). This open discussion will be a milestone in implementing the principles of transparency and accountability for the government and its development partners.

UNDP's work in this area is built on previous international experiences, in particular those learned in the aftermath of the 2004 Indian Ocean tsunami. UNDP, in collaboration with other international stakeholders, supported the initial development of M&E systems. While it is premature to judge the final outcome of multi-stakeholder efforts in countries like Sri Lanka, Indonesia or Lebanon, three lessons emerge for consideration during future crisis situations:

- The need to closely monitor progress and assess the impact of billions of dollars in public investment
- The critical role of the government in this effort, with UNDP in a support role
- The need to improve accountability to beneficiaries, in order to put them at the centre of any recovery effort **CPR**



Early recovery efforts to clean up an oil spill in Lebanon.

SOURCE: UNDP LEBANON

Rule of law and early recovery

Putting people's needs first

By Sébastien Gouraud, Justice and Security Sector Reform Programme Specialist, BCPR

Working on rule of law in an early recovery context helps national stakeholders respond to immediate needs while also laying the building blocks for full-fledged recovery when the security and political situation stabilizes. It offers opportunities to address justice and security priorities during ongoing crisis and immediate post-crisis situations and to ensure a continuum between relief and development efforts.

Gaps in the justice and security sector during an ongoing conflict leave communities exposed to violence and deprived of physical and legal safety. To address this, UNDP's approach to rule of law programming seeks to ensure access to justice for displaced and war-affected populations, especially women and youth. It allows affected populations and internally displaced communities to access legal information, counseling and representation.

The programme focuses on:

- Strengthening law enforcement
- Providing legal aid
- Supporting the judicial system to fight against impunity
- Promoting confidence building and reconciliation amongst communities
- Building bridges between protagonists of the conflict and the civilian population

The UNDP rule of law programmes in Sudan and Somalia illustrate this approach.

Rule of Law in Sudan

The Darfur Programme has helped resolve conflicts between different stakeholders, provided immediate assistance for reparations, and supported legal institutions. An important component of the programme focuses on sexual violence against women and girls, and aims at fighting the current climate of impunity by trying to ensure that perpetrators are held accountable. Its main activities include training legal professionals, providing legal aid services to survivors of sexual violence and their families, and raising awareness of and changing attitudes towards sexual violence amongst local communities and the general public.

Rule of Law in Somalia

The Somalia Rule of Law Programme has focused on developing competent police and judiciary through training and rehabilitation of failing infrastructure, raising awareness of human and legal rights among communities, establishing legal aid clinics, demobilizing armed forces and groups, and studying and supporting traditional conflict resolution mechanisms. [CPR](#)

Updates

UNDP SURGEs forward

A devastating cyclone in Bangladesh, a small tsunami in the Solomon Islands, and the potential of peace in Sudan are some of the situations UNDP SURGE has responded to in recent months. The SURGE initiative was launched in 2006 to develop a 'quick reaction' culture within the organization. Within days of the tsunami striking the Solomon Islands, a UNDP SURGE advisor was on the ground to help UNDP establish a national structure to coordinate recovery efforts there. UNDP SURGE advisors are sourced from within the organization. "UNDP has a wealth of skills within its own ranks," says SURGE Project Manager Janthomas Hiemstra. "The SURGE deployment mechanism allows the organization to get the right people to the right place at the right time." Today, UNDP has 63 SURGE advisors on standby, and the project will add another 30 experts in 2008 to meet increasing requests. For more information, contact: janthomas.hiemstra@undp.org.

Collaboration in early recovery

The UN system in the Philippines is implementing a multi-sector early recovery programme in typhoon-affected areas of the country that complements the government's recovery efforts. The programme has provided immediate relief, temporary shelter, and social services since December 2006, supported through funds from the Central Emergency Response Fund and the UN Flash Appeal. Early recovery efforts include livelihood programmes focusing on small business, skill-learning for women, and microfinance by the International Labour Organization and repair of health centres by the World Health Organization and UN Population Fund. As a complement to these interventions, UNDP Philippines has helped develop and fund a multi-sector early recovery programme for the area. The programme includes a community-based disaster risk reduction component and shelter and livelihood programmes. An Early Recovery Office, funded by UNDP, will support the UN system in implementing programmes and will coordinate with local government, non-governmental and community groups. An important feature of the programme is community outreach: UN Volunteers will interact with communities and stakeholders and replicate the programme in other areas. For more information, contact alma.evangelista@undp.org.



Food and water are distributed at a disaster centre.

SOURCE: UNDP PHILIPPINES

Who's Who in CPR

Highlighting staff who contribute to crisis prevention and recovery efforts



Marie Dimond
Head of Sub-Office and Area Programme, North and South Kivu, DRC

Marie arrived in the Democratic Republic of Congo (DRC) in October 2006 to establish a UNDP sub-office in North and South Kivu, Goma, to reinforce UNDP activities during the country's post-electoral phase. The decentralization of UNDP post-conflict operations in the country has allowed for closer collaboration with local partners, better identification of strategic opportunities and more efficient responses to local needs. UNDP focuses on early recovery activities such as repair and construction of barracks for brigades, encouraging conflict resolution, improving social services, and helping communities affected by war rebuild their homes and livelihoods. Prior to her posting in DRC, Marie served with UNDP Bureau for Crisis Prevention and Recovery and later UNDP Africa Bureau in New York, supporting country offices in crisis and post-conflict situations. She has worked as a Peace Corps Volunteer in Namibia, with the World Food Programme in Somalia and Southern Sudan, and with the Office for Coordination of Humanitarian Affairs in Burundi. She holds a BA in Political Science and French from Boston University and an MA in International Affairs from the Fletcher School at Tufts University.



Retno Winahyu Satyarini
Team Leader, Early Recovery Assistance Programme, UNDP Indonesia

Retno is Team Leader of UNDP's Early Recovery Assistance (ERA) Programme, a programme designed to accelerate recovery from the May 2006 earthquake in Indonesia. In this role, she leads a team focusing on livelihoods, housing, management information systems, disaster risk reduction, and coordinating and mainstreaming disaster risk reduction in the recovery process and in the government's longer term development programmes. The programme also provides support to communities to restore their livelihoods and assist in reconstruction. The ERA Programme is a programme between UNDP Indonesia and the National Development Planning Agency of the Government of Indonesia. Prior to her work with UNDP, Retno was a consultant for several non-governmental organizations including Oxfam Great Britain and Plan International; worked on fair trade issues in the East Asia Region for the Overseas Development Institute; and was a research associate at the International Centre for Agro-Forestry. She has a BSc in Agricultural Engineering from Bogor Institute for Agriculture, Indonesia; an MSc from the Asian Institute of Technology, Bangkok; and a diploma in Rural and Regional Planning from Germany.

News

Guidance note on early recovery

The Inter-Agency Standing Committee Cluster Working Group on Early Recovery (CWGER) was established in 2005. UNDP is the lead agency for this group of 22 global humanitarian and development partners. The CWGER aims to improve the global effort to plan and implement early recovery interventions by developing tools, strengthening coordination and supporting the implementation of early recovery programmes. To date, Early Recovery Clusters have been set up in 15 major emergencies, including Pakistan post the 2005 earthquake, the Philippines post the 2006 typhoon, and Kenya post 2007 violence triggered by the December elections.

In response to calls for greater clarity on what early recovery means and how to undertake early recovery activities effectively, the CWGER has produced a Guidance Note on Early Recovery in cooperation with the UN Development Group-Executive Committee on Humanitarian Affairs Working Group on Transition. The Guidance Note is designed primarily for UN colleagues and partners working at the country level. It defines early recovery, establishes guiding principles for interventions, and guides readers through elements of the early recovery process including: coordination, needs assessment, strategic planning, programming, monitoring and evaluation, and resource mobilization.

In 2008, UNDP will work on a toolkit to complement the Guidance Note. Aimed at an inter-agency audience of field practitioners, the toolkit will contain guidance and templates for those who require more in-depth assistance. In parallel, UNDP will facilitate a lessons learned exercise to identify experiences in implementing early recovery using the cluster approach. For more information, contact charlotte.lattimer@undp.org.

To submit feedback, a news item or an event to the CPR Newsletter, contact: elisabeth.diaz@undp.org.