EVERY EMERGENCY RESPONSE, WHETHER PROTRACTED, DISASTER OR CONFLICT CONTEXTS, CAN BE CONDUCTED IN A WAY TO PROMOTE NATIONAL CAPACITIES RATHER THAN UNDERMINING THEM, EVEN IF THE CONTEXT MEANS THAT WORKING WITH THE GOVERNMENT MAY NOT BE APPROPRIATE IN ALL SITUATIONS. EVERY EMERGENCY RESPONSE, WHETHER IN SUDDEN AND SLOW ONSET, PROTRACTED, DISASTER OR CONFLICT CONTEXTS, CAN BE CONDUCTED IN A WAY TO PROMOTE NATIONAL CAPACITIES RATHER THAN UNDERMINING THE WORKING WITH THE GOVERNMENT.
GLOBAL EARLY RECOVERY OVERVIEW 2015

With the generous contribution of ECHO
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>STRATEGIC RESPONSE PLANS 2015</td>
<td>6</td>
</tr>
<tr>
<td>FUNDING REQUESTED PER CLUSTER</td>
<td>8</td>
</tr>
<tr>
<td>BACKGROUND AND AIMS</td>
<td>10</td>
</tr>
<tr>
<td>HOW WAS EARLY RECOVERY INTEGRATED INTO HUMANITARIAN PLANS IN 2015?</td>
<td>12</td>
</tr>
<tr>
<td>AFGHANISTAN</td>
<td>18</td>
</tr>
<tr>
<td>BURKINA FASO</td>
<td>20</td>
</tr>
<tr>
<td>CAMEROON</td>
<td>22</td>
</tr>
<tr>
<td>CENTRAL AFRICAN REPUBLIC</td>
<td>24</td>
</tr>
<tr>
<td>COLOMBIA</td>
<td>26</td>
</tr>
<tr>
<td>DEMOCRATIC REPUBLIC OF CONGO (DRC)</td>
<td>28</td>
</tr>
<tr>
<td>GAMBIA</td>
<td>30</td>
</tr>
<tr>
<td>GUATEMALA</td>
<td>32</td>
</tr>
<tr>
<td>HONDURAS</td>
<td>34</td>
</tr>
<tr>
<td>IRAQ</td>
<td>36</td>
</tr>
<tr>
<td>LEBANON</td>
<td>38</td>
</tr>
<tr>
<td>Country</td>
<td>Page</td>
</tr>
<tr>
<td>--------------------------------------</td>
<td>------</td>
</tr>
<tr>
<td>Mali</td>
<td>40</td>
</tr>
<tr>
<td>Mauritania</td>
<td>42</td>
</tr>
<tr>
<td>Myanmar</td>
<td>44</td>
</tr>
<tr>
<td>Niger</td>
<td>46</td>
</tr>
<tr>
<td>Nigeria</td>
<td>48</td>
</tr>
<tr>
<td>Occupied Palestinian Territories (oPt)</td>
<td>50</td>
</tr>
<tr>
<td>Sahel Region</td>
<td>52</td>
</tr>
<tr>
<td>Senegal</td>
<td>54</td>
</tr>
<tr>
<td>Somalia</td>
<td>56</td>
</tr>
<tr>
<td>South Sudan</td>
<td>58</td>
</tr>
<tr>
<td>Sudan</td>
<td>60</td>
</tr>
<tr>
<td>Ukraine</td>
<td>62</td>
</tr>
<tr>
<td>Syria</td>
<td>64</td>
</tr>
<tr>
<td>Yemen</td>
<td>66</td>
</tr>
<tr>
<td>Methodology</td>
<td>72</td>
</tr>
</tbody>
</table>
SYRIA 45%

IRAQ 32%

AFGHANISTAN 46%

NEPAL 43%

YEMEN 46%

SUDAN 47%

SOMALIA 60%

VANUATU 62%

47% EARLY RECOVERY PROJECTS

$3.32 BILLION EARLY RECOVERY REQUIREMENTS

35% OF FUNDING REQUESTED FOR EARLY RECOVERY

1240 EARLY RECOVERY PROJECTS ON 2620 PROJECTS ANALYSED
FUNDING REQUESTED PER CLUSTER

35% PROPORTION OF EARLY RECOVERY RELATED FUNDS REQUESTED ACROSS 9 CLUSTERS1

$9.62B TOTAL FUNDS REQUESTED

$3.23B EARLY RECOVERY RELATED FUNDS REQUESTED

CRITERIA FOR INTEGRATING EARLY RECOVERY

1 LIFE SUSTAINING: Does the project help sustain the lives saved?

2 TIME CRITICAL: Is the project implemented alongside relief interventions?

3 BRIDGE BETWEEN RELIEF AND LONG TERM RECOVERY: Does the project serve as a link between relief and long term recovery by building upon relief assistance and laying the essential foundations for long term recovery/reconstruction?

4 FACILITATE THE DELIVERY OF RELIEF ASSISTANCE: Does the project help facilitate the delivery of relief assistance?

5 STRENGTHEN NATIONAL AND LOCAL CAPACITY TO TAKE CHARGE OF THE RECOVERY PROCESS: Does the project aim to resuscitate and strengthen national and local capacity to coordinate and lead the implementation of early recovery programmes and plan for full recovery?

6 REDUCE DEPENDENCE ON RELIEF ASSISTANCE: Does the project help support the resilience and the spontaneous recovery efforts of communities, and help restore livelihoods, community infrastructure and basic social services?

1CCCM, Education, Food Security, Health, Nutrition, Protection, Shelter, WASH and multi-cluster initiatives. The data of ER cluster was removed from several analyses so as to not skew results.

8
### Summary

The following trends can be highlighted:

- All country response plans proposed a significant number of early recovery focused projects. The proportion of these projects ranged from 15% in Mauritania to 65% in Nigeria.
- The proportion of ER funding requested across 9 clusters was, on average, 35% - ranging from 18% for CCCM to 48% for Education (not including the Early Recovery Cluster).
- These two metrics offer encouragement that early recovery is being increasingly adopted and integrated throughout the humanitarian response.
- Because the proportion of ER projects was higher than the percentage of funding requested for these projects, it must mean that overall, ER projects are cheaper than non-ER projects.
- The proportion of ER related funding received (measured only against ER funding requested) in 2015 is 26%. The proportion of non-ER funding received is 31%. This means that mainstreamed ER projects have not been funded at a significantly lower rate than non-ER projects in 2015.
- The proportion of ER related funding received across all clusters analysed (26%) is very similar to the total proportion of funding received by the Early Recovery Cluster (24%) over the same period.
- The ER cluster is relatively well funded compared to other clusters including CCCM and protection.
- Only further monitoring of Response Plans, OPS and FTS will prove whether the trends seen so far in July 2015 maintained at the end of the year, and across years into the future.

---

2 (compared to requested ER funds) received by all clusters (not ER) by July 2015
3 (compared to requested non-ER funds) received by all clusters by July 2015
4 (compared to all requested funds) received by the Early Recovery Cluster by July 2015
5 However, it should not be concluded that the different values shown for different countries and clusters demonstrate different levels of commitment to early recovery. These numbers are taken from the OPS and FTS only, and cannot measure the whole humanitarian response. For example, it was not possible to include response plans based on Activity Based Costing for this study.
In 2015, the Global Cluster for Early Recovery (GCER) sought to measure how well early recovery was integrated into each cluster, and in parallel, to advance understanding of the relative importance of early recovery principles and practices in humanitarian crises overall.

In designing a methodology to undertake this analysis, two assumptions were made.

- The best, and perhaps the only, way to collate information on how early recovery initiatives are being mainstreamed and early recovery principles are being adopted in crises was to extract it from planning documents that were tied to financial tracking. Analysis of planning documents would allow estimations on the number and kinds of projects undertaken, and the links between these documents, the Online Projects System (OPS), and the Financial Tracking Service (FTS) would allow further analysis to estimate the amount of resources assigned to each project.
- There are considerable concerns around the quality and completeness of data found in the FTS in particular; however, as key humanitarian tracking mechanisms, the FTS and OPS were the only real ways to find resources information.
- Working with these assumptions, the GCER aimed to determine:
  - How many of the projects detailed in each 2015 Response Plan were focused on early recovery, or were early recovery-related;
  - How much money this represents, as shown in the amount of funding requested for early recovery and non-early recovery projects; and
  - How much funding has been received by early recovery and non-early recovery projects as of July 30, 2015.

Answering these points would allow several metrics to be calculated:

i. The proportion of projects that were ER related, per country;
ii. The proportion of projects that were ER related, per cluster globally;
iii. The proportions of ER and non-ER funding that was requested;
iv. The proportions of ER and non-ER funding that was achieved in the first half of 2015.

Criteria for Determining Early Recovery Projects

For a project to be considered an early recovery project it should meet at least one or more of the following criteria:

- **Life sustaining:** Does the project help sustain the lives saved?
- **Time Critical:** Is the project implemented alongside relief interventions?
- **Bridge between relief and long term recovery:** Does the project serve as a link between relief and long term recovery by building upon relief assistance and laying the essential foundations for long term recovery/reconstruction?
- **Facilitates the delivery of relief assistance:** Does the project help facilitate the delivery of relief assistance?
- **Strengthens national and local capacity to take charge of the recovery process:** Does the project aim to resuscitate and strengthen national and local capacity to coordinate and lead the implementation of early recovery programmes and plan for full recovery?
- **Reduce dependence on relief assistance:** Does the project help support the spontaneous recovery efforts of communities and help restore livelihoods, community...
A detailed methodology is attached in Annex 1. However, it is briefly described in two steps below.

**Response Plan Analysis, Round 1**

In early 2015, all SRP, HRP, HAP and other planning documents were collected and their project details were captured. The projects were divided into ER and non-ER, which allowed the estimation of the ER and non-ER funds requested for 2015.

**Response Plan Analysis, Round 2**

In June and July 2015, this initial analysis was reviewed. The OPS and the FTS were reviewed to determine whether the requested amounts had been revised; which projects had been withdrawn; and how activity based plans were being financially tracked. Next, the funding received to 30 July was added to the analysis.

**Limitations**

In general, data from the FTS and OPS are limited. First, this is because not all funding (for example, pooled and some bilateral funding) are not recorded through these systems.

Secondly, it is understood that not all agencies or clusters in all humanitarian responses will record funding comprehensively through these systems. However, there are currently no better systems to use for analyses like this.

In round 2, it also became more apparent that if a response plan was activity-based, not project-based, there was no way to find funding information. Only projects are tracked in OPS and FTS, so it was not possible to analyse how activity based plan had been funded in this study (see the description in Annex 1).
I. The proportion of projects that were Early Recovery related – per country

First, all projects were classified as ER or non-ER related, following the criteria attached to the methodology in Annex 1. The proportion of projects of each type for each country is shown in Figure 1.
As shown in Figure 1, the highest proportion of early recovery-related projects occurred in Nigeria (65%) and Mali (64%), followed by Vanuatu, CAR and Somalia. The countries with the lowest percentage of ER projects were Mauritania (15%) and Gambia (22%). The average across all response plans was 47%.

In general, it could have been assumed that the highest proportion of early recovery initiatives would take place in countries experiencing protracted crises or complex Emergencies. However, the inclusion of Vanuatu in the highly ranked countries, and Mauritania in particular in the lowest ranked countries, does not completely bear out this assumption.

In Nigeria, the cluster with the most projects classified as ER related (6 each) was Protection and WASH, which was not expected again based on preconceived ideas of ER. However, in Nigeria the Protection Cluster had several projects that emphasised a human rights approach – for example, one project was titled Prevent and respond to the use of children in hostilities and ensure the implementation of Security Council Resolution 1612 on grave violations of children’s rights. For the WASH cluster, several projects were integrated across clusters and emphasised reintegration of displaced people – for example, one project was titled Supporting the IDPs in Adamawa State of Nigeria in their areas of displacement and in preparation to a safe return.

Although Nigeria had the highest proportion of ER related projects, as seen in Figure 1, the Nigeria SRP had a low number of projects (34) overall. The country SRP with the highest total number of ER projects was, therefore, CAR – as shown in Table 1.6.

### TABLE 1. NUMBER OF PROJECTS PER STRATEGIC RESPONSE PLAN (SRP), CLASSIFIED AS EARLY RECOVERY AND NON EARLY RECOVERY RELATED

<table>
<thead>
<tr>
<th>Country</th>
<th>Early Recovery Projects</th>
<th>Not Early Recovery Projects</th>
<th>Unknown Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Burkina Faso</td>
<td>32</td>
<td>21</td>
<td>2</td>
</tr>
<tr>
<td>Cameroon</td>
<td>37</td>
<td>32</td>
<td>4</td>
</tr>
<tr>
<td>CAR</td>
<td>106</td>
<td>206</td>
<td>24</td>
</tr>
<tr>
<td>Chad</td>
<td>77</td>
<td>39</td>
<td>10</td>
</tr>
<tr>
<td>Gambia</td>
<td>5</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Iraq</td>
<td>135</td>
<td>69</td>
<td>9</td>
</tr>
<tr>
<td>Libya</td>
<td>18</td>
<td>9</td>
<td>0</td>
</tr>
<tr>
<td>Mali</td>
<td>40</td>
<td>74</td>
<td>2</td>
</tr>
<tr>
<td>Mauritania</td>
<td>35</td>
<td>7</td>
<td>4</td>
</tr>
<tr>
<td>Nepal</td>
<td>92</td>
<td>69</td>
<td>1</td>
</tr>
<tr>
<td>Nigeria</td>
<td>35</td>
<td>36</td>
<td>1</td>
</tr>
<tr>
<td>Niger OP</td>
<td>99</td>
<td>91</td>
<td>3</td>
</tr>
<tr>
<td>Senegal</td>
<td>13</td>
<td>11</td>
<td>1</td>
</tr>
<tr>
<td>Somalia</td>
<td>93</td>
<td>138</td>
<td>0</td>
</tr>
<tr>
<td>South Sudan</td>
<td>153</td>
<td>116</td>
<td>11</td>
</tr>
<tr>
<td>Sudan</td>
<td>163</td>
<td>164</td>
<td>23</td>
</tr>
<tr>
<td>Syria</td>
<td>99</td>
<td>90</td>
<td>12</td>
</tr>
<tr>
<td>Vanuatu</td>
<td>26</td>
<td>44</td>
<td>1</td>
</tr>
</tbody>
</table>

In the CAR SRP, more predictably perhaps, the cluster with the highest number of ER projects (121) was Food Security. Many of these projects emphasised livelihoods support – for example, a block of projects were titled *Livelihoods rehabilitation programme, to increase employment and support returns to rural areas* [translated].

---

6 An unknown means that there is not enough information in the SPR, FTS and OPS to make a decision on whether the project is ER related or not. - see methodology in Annex 1.
II. THE PROPORTION OF PROJECTS THAT WERE EARLY RECOVERY RELATED PER CLUSTER, GLOBALLY

There was a level of interpretation when it came to assigning some projects to a Global Cluster (see Annex 1). Overall however, Figure 2 shows that the highest number of ER related projects fell within the Food Security Cluster and the lowest number was within the Nutrition Cluster.
III. THE PROPORTION OF EARLY RECOVERY AND NON-EARLY RECOVERY FUNDING THAT WAS REQUESTED PER CLUSTER, GLOBALLY

The total proportion of ER related funding requested, for all clusters, is 36%. Around 8% have been classified as unknown in this review.

There were some significant differences between the number of projects that were ER related (Figure 2) and the amounts of funding attached to these projects. For example, even though Food Security had 75% of its number of projects classified as ER-related, this very strong dominance of ER was not fully borne out when analysing the funding that was requested and received.

As shown in Figure 3, although 75% of the projects proposed for Food Security globally were ER related, those projects only amounted to 35% of the funding requested.

This must mean that, on the whole, food security projects for life saving purposes are significantly more expensive than early recovery-related projects.

![Graph showing the proportion of Early Recovery (ER) projects and EARLY RECOVERYfunding](image)

**How was Early Recovery integrated into Humanitarian Plans in 2015?**

- **CCCM**: 18%
- **EARLY RECOVERY**: 100%
- **EDUCATION**: 52%
- **FOOD SECURITY**: 36%
- **HEALTH**: 41%
- **MULTI CLUSTER**: 33%
- **NUTRITION**: 57%
- **PROTECTION**: 31%
- **SHELTER**: 26%
- **WASH**: 43%

**Early Recovery Related vs. Not Early Recovery Related**

- **Early Recovery Projects**: Green
- **Not Early Recovery Projects**: Grey
- **Unknown Projects**: White

- **Early Recovery Related**
- **Not Early Recovery Related**
- **Unknown**

Table 2 adds another dimension to the analysis; it shows three metrics. The first is the total amount of funding achieved by 30 July 2015, as a proportion of the total funding requested. The second is the proportion of early recovery related funding achieved, as a proportion of only the ER funding requested. The final is the proportion of non-ER funding achieved, as a proportion of only the non-ER funding requested.

As noted in the introduction, this only shows data available in the FTS and OPS, so some information are therefore incomplete.

To clarify this table, Food Security is used as an example:

- As calculated from the OPS and FTS, funds requested by the Food Security Cluster reached a value of $3.89 billion.
- Of these funds requested, 35% ($1.36 billion) was related to ER.
- Food Security received $1.22 billion in 2015. Of these funds, 29% ($360 million) was related to early recovery.
- The proportion of Food Security funding that was not able to be classified as ER or not ER-related was around 8% of requested funds and 3% of received funds. However, for clarity, funding classed as “unknown” is not included in Table 2.

A general observation that can be derived/drawn from

<table>
<thead>
<tr>
<th>Cluster</th>
<th>% Non-ER Funds Received</th>
<th>% ER Funds Received</th>
<th>% Total Funds Received</th>
</tr>
</thead>
<tbody>
<tr>
<td>CCCM</td>
<td>11%</td>
<td>26%</td>
<td>23%</td>
</tr>
<tr>
<td>Early Recovery</td>
<td>24%</td>
<td>N/A</td>
<td>24%</td>
</tr>
<tr>
<td>Education</td>
<td>13%</td>
<td>32%</td>
<td>19%</td>
</tr>
<tr>
<td>Food Security</td>
<td>27%</td>
<td>37%</td>
<td>31%</td>
</tr>
<tr>
<td>Health</td>
<td>28%</td>
<td>30%</td>
<td>30%</td>
</tr>
<tr>
<td>Multi-Cluster</td>
<td>18%</td>
<td>26%</td>
<td>23%</td>
</tr>
<tr>
<td>Nutrition</td>
<td>26%</td>
<td>32%</td>
<td>30%</td>
</tr>
<tr>
<td>Protection</td>
<td>21%</td>
<td>29%</td>
<td>26%</td>
</tr>
<tr>
<td>Shelter</td>
<td>20%</td>
<td>19%</td>
<td>19%</td>
</tr>
<tr>
<td>Wash</td>
<td>17%</td>
<td>34%</td>
<td>26%</td>
</tr>
<tr>
<td>Average</td>
<td>26%</td>
<td>31%</td>
<td>29%</td>
</tr>
</tbody>
</table>
Table 2 is that in some clusters – notably Health and particularly Shelter – the proportions of ER and non-ER funding achieved is very similar. For other clusters, including Education and WASH, the proportion of ER funding achieved is notably lower than the non-ER funding achieved. It can be concluded that different clusters have different levels of success in promoting and funding their early recovery related projects. However, this analysis is unable to explain how or why these differences occur, or exactly what they mean at a country or system level.

Finally, as the summary shows, the proportion of ER related funding received across the cluster in Table 2 minus the Early Recovery Cluster (26%) was very similar to the proportion of funding received by the ER Cluster during the same period (24%).

How was Early Recovery integrated into Humanitarian Plans in 2015?
AFGHANISTAN PROFILE

$377M
TOTAL REQUIREMENTS

$174M
EARLY RECOVERY REQUIREMENTS

46%
TOTAL APPEAL

- **FOOD SECURITY**
  - 82%
  - $75.6M

- **HEALTH**
  - 33%
  - $12.9M

- **NUTRITION**
  - 6%
  - $4.6M

- **PROTECTION**
  - 77%
  - $30.7M

- **SHELTER/NFIs**
  - 78%
  - $31.3M

- **WASH**
  - 37%
  - $9.4M

- **REFUGEE & RETURNEE**
  - 14%
  - $9M
Afghanistan has been torn apart by continuous political, social, and natural crises and has thus been facing a protracted humanitarian emergency spanning several decades.

STRATEGIC OBJECTIVES

01 Excess morbidity and mortality reduced.

02 Conflict related deaths and impairment reduced.

03 Timely response to affected populations.

The violence occurred has resulted in high numbers of internal displacement and severely hampered the population from accessing basic services. The humanitarian response in 2015 focused on addressing the most acute life-saving needs, with the aim of preventing avoidable deaths and morbidity for communities impacted by conflict and natural disasters. While prioritizing humanitarian needs, the plan advocated for development and resilience action by other stakeholders to reduce reliance on humanitarian assistance. For this purpose early recovery-related activities mainly focused on emergency preparedness and durable solutions for displacement, such as strengthening the domestic health infrastructure, reintegrating IDPs into the community, or mine clearance. These programs were included in SO2 and SO3, which show the strongest early recovery components. The third SO – for which most financial requirements were allocated – underlines preparedness and contingency planning as prerequisites for impactful humanitarian assistance, and disaster risk reduction with the support to government and local mechanisms as indispensable.
50 Radio campaigns in Burkina Faso will be broadcast to foster community dialogue and social cohesion in the wake of the epidemic.

1,500 WASH facilities in schools throughout the Sahel region will be rehabilitated by the WASH cluster.

30,000 Refugees in Burkina Faso will receive identification documents to restart their lives after the crisis.

20,900 Animals will be distributed to farmers in Burkina Faso to revive their agricultural livelihoods.

$100M total requirements

$68M early recovery requirements

68% total appeal

- Coordination: 5% ($0.04M)
- Food Security: 62% ($16.6M)
- Nutrition: 67% ($20.5M)
- Health: 71% ($3.6M)
- Education: 96% ($1.7M)
- WASH: 55% ($4.1M)
- Protection: 66% ($1.4M)
- Refugee Response: 95% ($23.3M)
The humanitarian situation in Burkina Faso at the end of 2014 was marked by the effects of a multitude of crises that the country has experienced over the past years including food insecurity, malnutrition, an influx of refugees resulting from the Malian conflict, and more recently the Ebola epidemic in Western Africa.

Over the last ten years, Burkina Faso has moreover regularly dealt with natural disasters, including floods and droughts, causing humanitarian crises to increasingly reoccur. The overall strategy for the humanitarian response in Burkina Faso was therefore based on a multi-sectoral response aiming at reducing the length duration of post-crisis recovery and strengthening the capacity of national stakeholders while providing rehabilitation to people in emergency situations. Recovery actions or maintenance of existing capacities was conducted in order to strengthen the affected people’s resilience.

**STRATEGIC OBJECTIVES**

01 Collect data on risks and vulnerabilities, analyze and integrate the results into humanitarian and development programming.

02 Support vulnerable populations to better cope with shocks by responding earlier to warning signals, by reducing post-crisis recovery times and by building the capacity of national actors.

03 Deliver coordinated and integrated life-saving assistance to people in need.
### CAMEROON PROFILE

**Total Appeal Requirements**: $265M

**Early Recovery Requirements**: $154M

<table>
<thead>
<tr>
<th>Category</th>
<th>Required</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>FOOD SECURITY</td>
<td>36%</td>
<td>$13.2M</td>
</tr>
<tr>
<td>HEALTH</td>
<td>22%</td>
<td>$8.4M</td>
</tr>
<tr>
<td>NUTRITION</td>
<td>34%</td>
<td>$5.5M</td>
</tr>
<tr>
<td>REFUGEE RESPONSE</td>
<td>77%</td>
<td>$102.9M</td>
</tr>
<tr>
<td>PROTECTION</td>
<td>60%</td>
<td>$5.4M</td>
</tr>
<tr>
<td>WASH</td>
<td>41%</td>
<td>$6.8M</td>
</tr>
<tr>
<td>EDUCATION</td>
<td>94%</td>
<td>$11.4M</td>
</tr>
<tr>
<td>COORDINATION</td>
<td>5%</td>
<td>$0.1M</td>
</tr>
</tbody>
</table>
The humanitarian crisis in Cameroon is firstly characterized by emergencies related to refugees and IDPs, secondly by chronic problems such as food insecurity, malnutrition, and limited access to social services, and finally by the impact of recurrent shocks (droughts and floods).

**STRATEGIC OBJECTIVES**

01 Collect data on risks and vulnerabilities, analyze and integrate the results into humanitarian and development programming.

02 Support vulnerable populations to better cope with shocks by responding earlier to warning signals, by reducing post-crisis recovery times and by building the capacity of national actors.

03 Deliver coordinated and integrated life-saving assistance to people in need.

The response plan proposed a two-folded approach: To meet the urgent needs of vulnerable populations and saving lives while simultaneously strengthening the resilience of populations to enable them to recover from future shocks. The strategic objectives sought to address the chronic needs in the Sahel region and to implement empowerment activities through community involvement. Indeed, in this transitional phase the immediate and urgent needs were taken into account while implementing other capacity and income-generating programmes. The overall strategy in Cameroon prioritized activities conducive to supporting existing social security nets and capacity building on local level. This was illustrated by the second Strategic Objectives, which for Cameroon – as for all other Sahel countries with an SRP – sought to reduce the time of post-crisis recovery, an Early Recovery-related objective.
**CENTRAL AFRICAN REPUBLIC PROFILE**

**$603M**
Total Requirements

**$246M**
Early Recovery Requirements

**41%**
Total Appeal

<table>
<thead>
<tr>
<th>Category</th>
<th>%</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health</td>
<td>33%</td>
<td>$22.7M</td>
</tr>
<tr>
<td>Livelihoods</td>
<td>100%</td>
<td>$80M</td>
</tr>
<tr>
<td>Protection</td>
<td>37%</td>
<td>$26.5M</td>
</tr>
<tr>
<td>Health</td>
<td>6%</td>
<td>$4.6M</td>
</tr>
<tr>
<td>Food Security</td>
<td>33%</td>
<td>$13.2M</td>
</tr>
<tr>
<td>Shelter/NFIs</td>
<td>12%</td>
<td>$4.5M</td>
</tr>
<tr>
<td>Nutrition</td>
<td>3%</td>
<td>$0.9M</td>
</tr>
<tr>
<td>CCCM</td>
<td>52%</td>
<td>$6.7M</td>
</tr>
<tr>
<td>Education</td>
<td>84%</td>
<td>$25.1M</td>
</tr>
<tr>
<td>Logistics</td>
<td>5%</td>
<td>$1M</td>
</tr>
<tr>
<td>Refugee Response</td>
<td>89%</td>
<td>$10M</td>
</tr>
</tbody>
</table>
CEN TRAL AFRICAN REPUBL I C (CAR)

The strategy for the humanitarian response to the Central African Republic in 2015 centred on protecting and enhancing the resilience for people in need.

STRATEGIC OBJECTIVES

01 Collect data on risks and vulnerabilities, analyze and integrate the results into humanitarian and development programming.

02 Support vulnerable populations to better cope with shocks by responding earlier to warning signals, by reducing post-crisis recovery times and by building the capacity of national actors.

03 Deliver coordinated and integrated life-saving assistance to people in need.

04 Facilitate durable solutions for IDPs and refugees especially in areas of return or reintegration.

The plan sought to contribute to early recovery for affected populations and communities by strengthening their resilience and their social ties. The deterioration of socio-economic infrastructure and the erosion of social cohesion and socio-economic fabric after the recurrent crisis had significant humanitarian consequences. Of the four strategic objectives, two – SO3 and SO4 – were direct early recovery objectives, whereas the other two partially included early recovery-related activities. The aim of the early recovery strategic objectives was to revive people’s livelihoods and achieve social cohesion among the conflict parties in CAR. Moreover, social cohesion, mediation and reconciliation had been identified as cross-cutting issues within CAR’s 2015 SRP and directly linked to early recovery. Considering the current volatile socio-political environment in CAR, this sought to address insecurity and protection issues connected to armed groups and community tensions, which have been generating violence, displacement, and ultimately undermined access to basic services. The regional refugee plan incorporated into the 2015 SRP was centred on livelihood interventions as a means for durable solutions to the refugee crisis.
An information system that makes the armed conflict and peacebuilding situation visible will be implemented in Colombia as part of early recovery process in the country.

$136M
TOTAL REQUIREMENTS

100,000 people affected by the conflict in Colombian conflict will be included in community rehabilitation projects to reach a sustainable peace on the community level.

100,000 PEOPLE

$136M
TOTAL REQUIREMENTS

- **SHELTER/NFIs**: INCOMPLETE INFORMATION
- **FOOD SECURITY**: 51% $19.6M
- **EDUCATION**: INCOMPLETE INFORMATION
- **EARLY RECOVERY**: 100% $18M
- **HEALTH**: INCOMPLETE INFORMATION
- **PROTECTION**: INCOMPLETE INFORMATION
- **WASH**: INCOMPLETE INFORMATION

AN INFORMATION

System that makes the armed conflict and peacebuilding situation visible will be implemented in Colombia as part of early recovery process in the country.
Colombia currently still faces a number of pressing humanitarian needs.

The SRP addressed the loss of agricultural and non-agricultural livelihoods, forced displacement, confinement, and violations to human rights and international humanitarian law in conflict affected communities that presented limited institutional risk assessment, prevention, assistance and response capacities. In accordance to these aims the SRP strived to “support early recovery actions that enable the transition to sustainable solutions towards the development phase and ensure the incorporation of a human rights approach in all actions”. Consequently Early Recovery was identified in the SRP as a cross-cutting issue to be incorporated into all clusters to achieve programming that links emergency and development throughout the transition towards peace. The first and third SO respectively illustrated the plan’s commitment to early recovery by strengthening preparedness, recovery capacities in emergencies, recovering sources of income, and training governmental agents to independently coordinate the response. Activities geared towards community strengthening and resilience included community empowerment, strengthening leadership, access and enforcement of rights, participatory processes, and social cohesion efforts.

STRATEGIC OBJECTIVES

01 Improve the response capacity to provide effective and timely assistance to save lives.

02 Increase the resilience of the affected communities and of those at risk.

03 Promote an effective, integral and multi-sectoral response that assures the centrality of protection.
### Democratic Republic of Congo Profile

**Total Requirements**: $671M

**Early Recovery Requirements**: $251M

**Total Appeal**: 37%

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shelter/NFIs</td>
<td>62%</td>
<td>$52M</td>
</tr>
<tr>
<td>Food Security</td>
<td>26%</td>
<td>$47.5M</td>
</tr>
<tr>
<td>Health</td>
<td>42%</td>
<td>$22.6M</td>
</tr>
<tr>
<td>Nutrition</td>
<td>1%</td>
<td>$1M</td>
</tr>
<tr>
<td>Education</td>
<td>100%</td>
<td>$50M</td>
</tr>
<tr>
<td>WASH</td>
<td>25%</td>
<td>$19.8M</td>
</tr>
<tr>
<td>Protection</td>
<td>72%</td>
<td>$30.3M</td>
</tr>
<tr>
<td>Refugee Response</td>
<td>40%</td>
<td>$25M</td>
</tr>
<tr>
<td>Logistics</td>
<td>5%</td>
<td>$2.6M</td>
</tr>
</tbody>
</table>
The humanitarian response in the Democratic Republic of Congo focused on saving lives and relief interventions.

However, the strategic response acknowledged that it was essential to take structural dimensions into account for a more lasting solution to the humanitarian crisis. As outlined in the SRP for 2015, it meant strengthening local capacities and resilience. This was reflected in the first and fourth SO, which both included early recovery. Their aims were to “strengthen the protection of the population, improve food security, and the access to basic services” in conflict situations and after natural disasters. Resilience was a recurrent and highlighted issue within the SRP. The plan did not necessarily aim at addressing structural causes for the crisis, but in its adherence to the principle of resilience sought to promote first efforts into this direction. A resilience-based approach was pursued to avoid creating a dependency on humanitarian aid. For this reason local and national structures were strengthened to work towards transition.

### STRATEGIC OBJECTIVES

01 Strengthen the protection of the civilian population, and improve food security and the access to essential goods and basic services in areas affected by violence and conflict.

02 Reduce morbidity and mortality from acute malnutrition in areas affected by the nutritional crises.

03 Reduce morbidity and mortality in populations affected by the epidemic-prone diseases.

04 Strengthen the protection of the civilian population, and improve food security and access to essential goods and basic services in areas affected by natural disasters.
GAMBIA PROFILE

$24M TOTAL REQUIREMENTS

$11M EARLY RECOVERY REQUIREMENTS

45% TOTAL APPEAL

- COORDINATION: 5%  $0.005M
- EDUCATION: 75%  $0.1M
- FOOD SECURITY: 45%  $7.1M
- HEALTH: 23%  $0.6M
- NUTRITION: 19%  $0.5M
- WASH: 83%  $0.4M
- REFUGEE RESPONSE: 96%  $1.9M
In line with the SRP for the Sahel region, the humanitarian response in Gambia placed emphasis on resilience-building and paid special attention to increased prevention and preparedness.

**STRATEGIC OBJECTIVES**

01 Collect data on risks and vulnerabilities, analyze and integrate the results into humanitarian and development programming.

02 Support vulnerable populations to better cope with shocks by responding earlier to warning signals, by reducing post-crisis recovery times and by building the capacity of national actors.

03 Deliver coordinated and integrated life-saving assistance to people in need.

Elaborating on the second Strategic Objectives, which was an early recovery objective, the narrative of the SRP stated that it would support the restoration of livelihoods and strengthen national systems. In the overall strategy, Gambia’s SRP and the respective cluster plans put a strong emphasis on building upon existing national structures and community capacities, an indicator that early recovery has been mainstreamed in the response. Furthermore, the continuous reference to trainings and capacity-building support post-crisis recovery. This was acknowledged in the strategy where the sectors were urged to coordinate their individual strategies to provide early recovery and resilience.
GUATEMALA PROFILE

$24M
TOTAL
REQUIREMENTS

$1T1M
EARLY RECOVERY
REQUIREMENTS

TOTAL
APPEAL
46%

FOOD SECURITY & LIVELIHOODS 61% $10.4M
NUTRITION & HEALTH 32% $6.1M
WASH 58% $0.4M
The crisis in Guatemala resulted in partial destruction of livelihoods for families engaged in subsistence and below-subsistence agriculture, for this reason the drought response in Guatemala primarily supported these families in recovering their livelihoods.

**STRATEGIC OBJECTIVES**

01 Provide prompt, effective, differentiated, and timely humanitarian assistance to families affected by the extended dry spell and food crisis, focusing on the most vulnerable groups (women, children and the elderly).

02 Implement actions for rehabilitation, recovery and diversification of livelihoods and revitalization of the economy and agricultural cycles in the affected areas using an inclusive, participatory, gender-differentiated approach and a development perspective.

03 Promote and implement actions, preferably with an interagency approach, to increase community and household-level resilience to future extreme weather events.

Out of the three strategic objectives, SO2 and SO3 referenced early recovery directly. These objectives targeted recovery of productive assets, building a culture of optimal water resource management, creating resilient agricultural assets, and empowering communities to address food insecurity situations. Most of the humanitarian response to the drought in Guatemala was driven by early recovery efforts.
HONDURAS PROFILE

$13.2M TOTAL REQUIREMENTS

FOOD SECURITY
- INCOMPLETE INFORMATION

HEALTH
- INCOMPLETE INFORMATION

NUTRITION
- INCOMPLETE INFORMATION

WASH
- INCOMPLETE INFORMATION
Honduras has repeatedly been the scene of droughts and the drought of 2014 was the worst occurrence in the last 10 years.

**STRATEGIC OBJECTIVES**

01 Reduce levels of food insecurity for the most vulnerable populations affected by the drought in the 64 prioritized municipalities, thereby decreasing malnutrition and negative strategies of under-capitalization and the breakdown of the family structure.

02 Improve sanitary conditions for the most vulnerable populations affected by the drought in the 64 prioritized municipalities based on access to secure water, sanitation, nutritional recovery and the provision of quality health services.

The majority of the population in the affected region – about 2.5 million people – are small subsistence farmers and depend on agricultural livelihoods. The Drought Response Plan for Honduras in 2015 therefore sought to increase the resilience of the affected population to crises. The strategic objectives incorporated a significant component of early recovery-related activities with a focus on resilience. Activities and programs implemented to meet this end included for example cash-for-work programs related to the recovery of livelihoods, the diversification of small family crops, or strengthening the health services in areas most affected by the drought.
IRAQ PROFILE

$2.2B
TOTAL REQUIREMENTS

$578M
EARLY RECOVERY REQUIREMENTS

26%
TOTAL APPEAL

1,000 WOMEN
IN IRAQ WILL RECEIVE CAPACITY TRAINING TO ENABLE THEM TO VOICE THEIR SPECIFIC NEEDS.

11,000 IDPS
AND MEMBERS OF HOST COMMUNITIES WILL RECEIVE VOCATIONAL AND BUSINESS TRAINING TO IMPROVE THEIR EMPLOYMENT POTENTIAL.
The humanitarian assistance for 2015 in Iraq was built on three strategic objectives, which aimed at assisting the most vulnerable, affected by the ongoing conflict and more recent rise in violence.

**STRATEGIC OBJECTIVES**

01 Respond to the protection needs of civilians, including those displaced and otherwise affected by the conflict, with due regard to human rights and international humanitarian law.

02 Provide life-saving assistance and ensure access to essential services for displaced and vulnerable individuals in a manner that is accountable, conflict-sensitive and supports the government’s responsibility as first responder.

03 Improve the access of conflict-affected people to livelihoods and durable solutions to enable them to restore their self-sufficiency and build resilience.

Out of the three objectives, the third SO related directly to early recovery: “improve the access of conflict-affected people to livelihoods and durable solutions to enable them to restore their self-sufficiency and build resilience”. As part of this, activities and projects designed by the clusters increased access to income, facilitated social cohesion between IDPs and host communities, and effectively involved IDPs in the strategies for durable solutions. The second SO aimed to support the government’s capacity to act as first responder to emergencies. Activities aimed at rebuilding Iraq’s social fabric and easing tensions between communities have also been identified in the SRP in order to reduce human suffering and address the drivers of the conflict. Projects within the 2014-2015 humanitarian response aimed to “reinforce the primacy of the Government’s responsibility at all levels and take into account local/national capacity, including Iraqi civil society, in responding to the crisis”. Both durable solutions for displacement and the promotion of resilience, closely related to Early Recovery were mentioned in the broader strategic narrative.
## Lebanon Profile

**Total Appeal:** $2.1B

**Total Requirements:** $1.4B

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food Security</td>
<td>97%</td>
<td>$433.5M</td>
</tr>
<tr>
<td>Basic Services</td>
<td>100%</td>
<td>$288.6M</td>
</tr>
<tr>
<td>Health</td>
<td>48%</td>
<td>$120.8M</td>
</tr>
<tr>
<td>Protection</td>
<td>100%</td>
<td>$183M</td>
</tr>
<tr>
<td>Social Stability</td>
<td>100%</td>
<td>$157.3M</td>
</tr>
<tr>
<td>Livelihoods</td>
<td>100%</td>
<td>$175.9M</td>
</tr>
</tbody>
</table>
The ongoing civil war in Syria and resulting regional refugee crisis hit Lebanon disproportionally hard.

STRATEGIC OBJECTIVES

01 Ensure humanitarian assistance and protection for the most vulnerable among the displaced from Syria and poorest Lebanese.

02 Strengthen the capacity of national and local delivery systems to expand access to and quality of basic public services.

03 Reinforce Lebanon’s economic, social, environmental, and institutional stability by expanding economic and livelihood opportunities benefiting local economies and the most vulnerable communities, promoting confidence-building measures within and across institutions and communities to strengthen Lebanon’s capacities.

Four years after the start of the conflict and with currently no end in sight, Lebanon’s communities and state are under immense pressure while Syrian refugees continue to be in great need for assistance. The multi-year Lebanon Crisis Response Plan therefore addressed the humanitarian needs of refugees whilst stabilizing Lebanon by supporting the economy, public services, and social cohesion. The overall aim was “to address long-term poverty and social tensions while also meeting humanitarian needs”. Thus the response included both humanitarian and stabilization strategies, which made early recovery a prominent feature of the overall strategy. As part of the second and third strategic objectives, activities such as support to economic reform, expansion of participatory community development initiatives, neighbourhood improvement programs, and the promotion of sustainable farming and animal management practices and strategies were mentioned. Additionally, the refugee response is wholly committed to durable solutions and as such also closely interlinked with early recovery. Finally, the SRP sought to strengthen government capacity.
### Mali Profile

**Total Requirements:** $377M

**Early Recovery Requirements:** $214M

**Total Appeal:** 57%

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coordination</td>
<td>5%</td>
<td>$0.6M</td>
</tr>
<tr>
<td>Early Recovery</td>
<td>100%</td>
<td>$24.5M</td>
</tr>
<tr>
<td>Education</td>
<td>51%</td>
<td>$16M</td>
</tr>
<tr>
<td>Health</td>
<td>67%</td>
<td>$12.9M</td>
</tr>
<tr>
<td>Shelter/NFIs</td>
<td>48%</td>
<td>$7.1M</td>
</tr>
<tr>
<td>Nutrition</td>
<td>66%</td>
<td>$27.6M</td>
</tr>
<tr>
<td>Food Security</td>
<td>37%</td>
<td>$46.1M</td>
</tr>
<tr>
<td>Protection</td>
<td>76%</td>
<td>$59M</td>
</tr>
<tr>
<td>WASH</td>
<td>68%</td>
<td>$20.2M</td>
</tr>
</tbody>
</table>
Over the past years Mali has been afflicted by recurring droughts, leading to a severe food crisis in the country.

Starting in 2012 an armed conflict originating in the North displaced numerous people within the country and further destabilized the country. When the Ebola crisis hit in 2014, the combination of these factors led to a resurgence in humanitarian needs. The humanitarian response in Mali in 2015 centered on a complementary dual-purpose strategy – as part of the Sahel regional response. It sought to move beyond saving lives of people affected by the crisis towards transition. As part of this approach, resilience-building and early recovery featured one of the strategic objectives. Additionally, Mali’s Strategy identified three independent strategic objectives, of which two related to Early Recovery. The first one sought to include IDPs and host communities in gearing its activities towards durable solutions and eventually a transition to development programming. The third priority aimed at providing the affected populations with increased food security.

**STRATEGIC OBJECTIVES**

**01** Collect data on risks and vulnerabilities, analyze and integrate the results into humanitarian and development programming.

**02** Support vulnerable populations to better cope with shocks by responding earlier to warning signals, by reducing post-crisis recovery times and by building the capacity of national actors.

**03** Deliver coordinated and integrated life-saving assistance to people in need.
The humanitarian response in Mauritania in 2015 identified resilience and capacity-building as main priorities.

**STRATEGIC OBJECTIVES**

01 Collect data on risks and vulnerabilities, analyze and integrate the results into humanitarian and development programming.

02 Support vulnerable populations to better cope with shocks by responding earlier to warning signals, by reducing post-crisis recovery times and by building the capacity of national actors.

03 Deliver coordinated and integrated life-saving assistance to people in need.

In line with this focus and the overall Sahel regional response, the second Strategic Objectives was closely related to early recovery, which included capacity and resilience-building activities. In the context of Mauritania, this meant preparing the population to better withstand recurring droughts. As the narrative of the SRP indicated, the response in Mauritania in 2015 aimed to increase the preparedness of national actors and people in the country. Humanitarian actors were encouraged to integrate early recovery into their cluster response. Rehabilitation and resilience have thus been identified as sectoral and inter-sectoral features of the response. The narrative specifically highlighted the implementation of “early recovery activities in the framework of the resilience” approach. Each cluster additionally included environmental protection measures in pursuit of food security.
**MYANMAR PROFILE**

$190M

**TOTAL REQUIREMENTS**

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
<th>Requirement</th>
</tr>
</thead>
<tbody>
<tr>
<td>CCCM</td>
<td>43%</td>
<td>$15.9M</td>
</tr>
<tr>
<td>EDUCATION</td>
<td>INCOMPLETE INFORMATION</td>
<td></td>
</tr>
<tr>
<td>FOOD SECURITY</td>
<td>INCOMPLETE INFORMATION</td>
<td></td>
</tr>
<tr>
<td>HEALTH</td>
<td>INCOMPLETE INFORMATION</td>
<td></td>
</tr>
<tr>
<td>NUTRITION</td>
<td>INCOMPLETE INFORMATION</td>
<td></td>
</tr>
<tr>
<td>PROTECTION</td>
<td>26%</td>
<td>$6.7M</td>
</tr>
<tr>
<td>SHELTER/NFIs</td>
<td>INCOMPLETE INFORMATION</td>
<td></td>
</tr>
<tr>
<td>WASH</td>
<td>5%</td>
<td>$0.4M</td>
</tr>
<tr>
<td>COMMON SERVICES</td>
<td>INCOMPLETE INFORMATION</td>
<td></td>
</tr>
<tr>
<td>COMMUNITY SUPPORT</td>
<td>INCOMPLETE INFORMATION</td>
<td></td>
</tr>
</tbody>
</table>
The unresolved armed conflict in Kachin and northern Shan States as well as the persistent inter-communal tensions in Rakhine State have continuously put parts of Myanmar in a state of humanitarian emergency.

Numerous people have been displaced with very limited possibilities in securing livelihood opportunities and basic services. The humanitarian response in 2015 in Myanmar aimed at providing the affected people with the required assistance and protection, simultaneously including a wide range of peace-building, early recovery, and development activities to move towards a more sustainable and stable solution to the conflict. The strong emphasis on linking humanitarian relief to early recovery was visible in the strategy’s objectives. Out of the three Strategic Objectives, two made concrete references to early recovery. The second SO focused on livelihoods and people’s continued access to basic services and livelihoods and opportunities. The third SO aimed at “contributing to early recovery and durable solutions”. To address the challenges Myanmar was facing, early recovery-related programs provided access to livelihoods, strengthened resilience, increased preparedness, and built the capacity of the government to respond to the needs independently.

**STRATEGIC OBJECTIVES**

01 Ensure that the life-saving protection and assistance needs of people affected by conflict and/or disasters are met.

02 Ensure that people affected by conflict and/or disasters have equitable access to basic services and livelihoods and opportunities.

03 Enhance the resilience of communities to conflict and natural disasters and contribute to early recovery and durable solutions.
**Niger Profile**

**Total Appeal**: 83%

**Total Requirements**: $375M

**Early Recovery Requirements**: $310M

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
<th>Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shelter/NFIs</td>
<td>78%</td>
<td>$2.1M</td>
</tr>
<tr>
<td>Food Security</td>
<td>83%</td>
<td>$166.1M</td>
</tr>
<tr>
<td>Nutrition</td>
<td>92%</td>
<td>$79.1M</td>
</tr>
<tr>
<td>Health</td>
<td>74%</td>
<td>$7.4M</td>
</tr>
<tr>
<td>Early Recovery</td>
<td>100%</td>
<td>$4.8M</td>
</tr>
<tr>
<td>Education</td>
<td>76%</td>
<td>$2M</td>
</tr>
<tr>
<td>WASH</td>
<td>100%</td>
<td>$8.3M</td>
</tr>
<tr>
<td>Protection</td>
<td>25%</td>
<td>$1M</td>
</tr>
<tr>
<td>Refugee Response</td>
<td>94%</td>
<td>$38.7M</td>
</tr>
<tr>
<td>Coordination</td>
<td>5%</td>
<td>$0.2M</td>
</tr>
<tr>
<td>Logistics</td>
<td>5%</td>
<td>$0.4M</td>
</tr>
</tbody>
</table>
Niger faced a number of persistent challenges during 2015. Food insecurity rooted in structural poverty, insufficient incomes, and low production resulted in a need for continued humanitarian assistance for people in the agriculture sector.

As a consequence of the ongoing civil unrest in neighboring Mali and Nigeria, large numbers of people fled to Niger and the host communities struggled to respond to the refugee influx. The extreme vulnerability of the refugees as well as the strain on host communities required humanitarian assistance during the past year. The humanitarian response in Niger took into account both acute and chronic emergency needs. Based on the recurring nature of humanitarian crises, resilience of affected populations was identified as a priority of the response. Activities outlined in the strategic response aimed to provide more sustainable humanitarian assistance and further the transition into the development phase. For this reason the strategy comprised broad early recovery components. Out of the three SOs, the second one related directly to early recovery by emphasizing both capacity-building at the national level and early recovery in the transition phase.

**STRATEGIC OBJECTIVES**

01 Collect data on risks and vulnerabilities, analyze and integrate the results into humanitarian and development programming

02 Support vulnerable populations to better cope with shocks by responding earlier to warning signals, by reducing post-crisis recovery times and by building the capacity of national actors.

03 Deliver coordinated and integrated life-saving assistance to people in need.
NIGERIA PROFILE

$100M TOTAL REQUIREMENTS

$100M

$55M EARLY RECOVERY REQUIREMENTS

$55M

56%

TOTAL APPEAL

- **FOOD SECURITY**
  - 58%
  - $6.8M

- **NUTRITION**
  - 46%
  - $6.5M

- **EDUCATION**
  - 54%
  - $4.2M

- **HEALTH**
  - 45%
  - $7.6M

- **SHELTER/NFIs**
  - 40%
  - $1.5M

- **COORDINATION**
  - 5%
  - $0.5M

- **PROTECTION**
  - 89%
  - $85.2M

- **WASH**
  - 39%
  - $3.1M
Security concerns continued to pose a challenge to Nigeria in 2015. Insurgency and inter-communal violence in many regions of the country continued to worsen with growing numbers of victims and the destruction of the country’s social and economic infrastructure. Together with the Ebola epidemic the volatile security environment resulted in a number of humanitarian needs related mainly to displacement and the erosion of basic services. In the 2015 response to the crisis in Nigeria, the second SO clearly incorporated a significant part of activities identified as early recovery. Indicators such as the improved coping capacity of affected households and overall improvement of livelihood zones were mentioned. The two remaining SOs focused on life-saving. The SRP for Nigeria in 2015 identified early recovery as a cross-cutting issue in the response. Early recovery approaches aimed to “restore services, livelihoods and governance capacity” to ensure a sustainable solution. This was carried out in a manner that sought to “involve local authorities and communities in the planning as much as possible” to build local capacity.

STRATEGIC OBJECTIVES

01 Track and analyse risk and vulnerability, integrating findings into humanitarian and development programming.

02 Support vulnerable populations to better cope with shocks by responding earlier to warning signals, by reducing post-crisis recovery times and building capacity of national actors.

03 Deliver coordinated and integrated life-saving assistance to people affected by emergencies.
$708M TOTAL REQUIREMENTS

$360M EARLY RECOVERY REQUIREMENTS

51% TOTAL APPEAL

- COORDINATION 5% $1.1M
- EDUCATION 44% $8.9M
- FOOD SECURITY 42% $147.3M
- HEALTH 30% $6.3M
- NUTRITION 30% $6.3M
- PROTECTION 53% $27.6M
- SHELTER/NFIs 72% $105.6M
- WASH 33% $12.7M
The need for continued humanitarian assistance to the occupied Palestinian territories stemmed mainly from the ongoing blockade of Gaza and the deadlock in the peace process.

Humanitarian needs intensified during and after the conflict in the Gaza Strip, which resulted in displacement and the destruction of critical infrastructure. Thus, the overall goal of the humanitarian response in the occupied Palestinian territories was to “stabilize or improve access to basic services and livelihoods of the most vulnerable Palestinians”. Although none of the Strategic Objectives made explicit reference to early recovery, all six SOs had components of early recovery. For example, early recovery and Building Back Better was explicitly mentioned as one of the indicators. Finally, the strategy was designed to bridge “the boundaries between humanitarian and development action” based on the protracted nature of the crisis.

**STRATEGIC OBJECTIVES**

01. Enhanced protection by promoting respect for IHL and IHRL, pursuing of accountability, and preventing and mitigating the impact of violations.

02. Respond to immediate needs following shocks and increase the resilience of those at risk of forcible displacement.

03. Respond to food insecurity and promote resilient livelihoods.

04. Ensure that 1.6 million people (males, female, girls, boys, refugees, non-refugees) in areas with limited services and restricted access, have access to essential services.

05. Enhancing the capacity of national stakeholders to provide timely coordination of and effective preparedness for coordinated response to emergencies.

06. Ensure transitional solutions for IDPs and those vulnerable to (re-) displacement in Gaza, working towards a durable solution.
In 2015, the Sahel Region continued to be a region in the focus of the humanitarian community.

**STRATEGIC OBJECTIVES**

01 Track and analyse risk and vulnerability, integrating findings into humanitarian and development programming.

02 Support vulnerable populations to better cope with shocks by responding earlier to warning signals, by reducing post-crisis recovery times and by building capacity of national actors.

03 Deliver coordinated and integrated life-saving assistance to people affected by emergencies.

Ongoing conflicts and violence, displacement, extreme weather conditions such as droughts or floods, and epidemics placed a large number of the affected populations in the region in the field solution. Of major concern in most of the countries was food insecurity, acute malnutrition, and large-scale displacement. Due to erratic and unpredictable weather patterns, a large number of pastoralists and small-scale farmers in several countries saw the foundation of their livelihoods threatened. The conflict in CAR and escalating violence in northern Nigeria brought displacement and caused people to flee to neighboring countries in the region or internally. The region was furthermore aggravated by the Ebola outbreak in West Africa which caused fatalities in Nigeria, Senegal, and Mali and remained a threat to the region. The regional response to the interlinked crises in the Sahel region represented a sustained, multi-year effort to achieve progress in the entire region and in turn positively affect the individual countries. Although life-saving remained a priority of the strategy, the multi-year plan equally focused on rebuilding livelihoods and aligning humanitarian and development work. This dual-approach was reflected in the three Strategic Objectives for Sahel, which were the same for each crisis in the region. SO2 was related to Early Recovery in its aim to reduce “post-crisis recovery times and build capacity of national actors”. The overall aim of the strategy was to successfully combine early action and life-saving activities for a sustainable solution. Early recovery was integrated into the strategy for Sahel, as proposed activities and objectives explicitly aspired to a “transfer of expertise to communities and governments” in the region, so that sustained action would be directed by local actors. The affected people would then be equipped with the necessary skills to face future challenges independently.
SENEGAL PROFILE

$59M TOTAL REQUIREMENTS

$29M EARLY RECOVERY REQUIREMENTS

49% TOTAL APPEAL

- COORDINATION 5% $0.005M
- WASH 56% $2.6M
- NUTRITION 46% $8M
- HEALTH 87% $1.1M
- FOOD SECURITY 43% $13.8M
- MULTI-SECTOR PROTECTION 98% $3.4M
In the previous agricultural season, Senegal struggled with adverse weather conditions, rains were late and the production rates consequently low.

Pastoralists and subsistence farmers were severely affected and continued to be challenged by food insecurity during 2015. Their livelihoods and long-term resilience towards future crises were at stake. In line with the SRP for the Sahel region, the humanitarian response in Senegal placed an increasing importance on strengthening resilience of affected populations, incorporating Early Recovery. SO2 directly supported this aim by “strengthening livelihoods and strengthening resilience of the most vulnerable”, building up national and local capacities and eventually allow people to withstand shocks such as natural disasters much better. The humanitarian response was developed in harmony with the national development plan. Environment and resilience were both identified as cross-cutting issues. Projects considered the appropriate use of resources and a limited impact on the environment in their development and implementation to guarantee a sustainable humanitarian response. Resilience was another key component of the SRP and focused on ensuring that emergency needs were met in a way that would strengthen livelihoods and resilience.

STRATEGIC OBJECTIVES

01 Collect data on risks and vulnerabilities, analyze and integrate the results into humanitarian and development programming.

02 Support vulnerable populations to better cope with shocks by responding earlier to warning signals, by reducing post-crisis recovery times and by building the capacity of national actors.

03 Deliver coordinated and integrated life-saving assistance to people in need.
**SOMALIA PROFILE**

**$862M**
TOTAL REQUIREMENTS

**$613M**
EARLY RECOVERY REQUIREMENTS

71% TOTAL APPEAL

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
<th>Requirements</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>EDUCATION</td>
<td>13%</td>
<td>$5.5M</td>
<td></td>
</tr>
<tr>
<td>ENABLING PROGRAMME</td>
<td>5%</td>
<td>$2.1M</td>
<td></td>
</tr>
<tr>
<td>FOOD SECURITY</td>
<td>96%</td>
<td>$312M</td>
<td>$381M</td>
</tr>
<tr>
<td>HEALTH</td>
<td>43%</td>
<td>$30.9M</td>
<td></td>
</tr>
<tr>
<td>MULTI-SECTOR PROTECTION</td>
<td>100%</td>
<td>$83.1M</td>
<td></td>
</tr>
<tr>
<td>NUTRITION</td>
<td>39%</td>
<td>$32M</td>
<td></td>
</tr>
<tr>
<td>PROTECTION</td>
<td>46%</td>
<td>$27.6M</td>
<td></td>
</tr>
<tr>
<td>SHELTER/NFIs</td>
<td>53%</td>
<td>$23.3M</td>
<td></td>
</tr>
<tr>
<td>WASH</td>
<td>61%</td>
<td>$37M</td>
<td></td>
</tr>
</tbody>
</table>
Somalia was challenged by drought, growing food insecurity, and ongoing conflict during 2015, which posed a grave threat to the country’s political and economic infrastructure.

A significant part of the population faced acute needs in terms of food security, protection, and nutrition. The response to the humanitarian crisis in Somalia followed a two-pronged strategy of integrated life-saving and resilience-strengthening assistance to people affected by the protracted crisis to build upon socio-economic gains made during recent years. In accordance with the concept of early recovery, the definition of humanitarian assistance was broadened beyond life-saving activities to address the underlying causes of vulnerability. This approach was reflected in the third SO, which in its aim of strengthening community-level resilience represented a full early recovery objective. Moreover, the strategy supported local NGOs and government structures with activities relating to humanitarian preparedness and response. Capacity building of partners was identified as a cross-cutting issue within the strategy and Cluster Response Plans. This led to targeting local NGOs and Government focal institutions for emergency response and coordination, to build-up a sustainable capacity to respond to catastrophes and shocks.

**STRATEGIC OBJECTIVES**

01 Provide timely and quality life-saving assistance to people in humanitarian crisis and emergency.

02 Enhance the scale and quality of humanitarian protection services and improve the broader protective environment through preventative measures.

03 Strengthen the resilience of vulnerable households and communities through livelihood support, programmes for critical gaps in basic social services and social protection that complement disaster risk reduction, recovery and development interventions.
SOUTH SUDAN PROFILE

$1.8B TOTAL REQUIREMENTS

$1.2B EARLY RECOVERY REQUIREMENTS

66% TOTAL APPEAL

800km of roads will be cleared from mines in South Sudan.

43,000 people in South Sudan will benefit from skills training and livelihood activities to increase their subsistence.

A case management and referral system for cases of violence against children will be established in South Sudan.
Since the beginning of the war in December 2013 the humanitarian situation in South Sudan has steadily worsened.

The ongoing violence, acute food security, and large-scale displacement have devastated the lives of millions of people. The priority for 2015’s Strategic Response Plan was to save lives of people affected by the crisis. Two of the three strategic objectives included Early Recovery components. Recognizing that the crisis resulted in severe malnutrition and disrupted the access to markets, livelihoods, and social mechanisms, the third SO established the closest link to early recovery by committing the response to “improving self-reliance, coping capacities, and promoting their livelihoods”. This included the provision of learning and skill building opportunities as well as increasing the self-sufficiency of individuals and families to achieve a more sustainable solution to the crisis. The response identified livelihoods as central to saving lives. Environment was additionally identified as a cross-cutting issue that required special attention, as environment-related livelihoods had been destroyed and were essential for the survival of many.

**STRATEGIC OBJECTIVES**

01 Save lives and alleviate suffering by providing multi-sector assistance to people in need.

02 Protect the rights of the most vulnerable people, including their freedom of movement.

03 Improve self-reliance and coping capacities of people in need by protecting, restoring and promoting their livelihoods.
The violence in Sudan as well as the impact of the South Sudanese Civil War exacerbated the humanitarian situation in 2015.

**STRATEGIC OBJECTIVES**

01 Save lives of vulnerable people affected by conflict and disaster.

02 Protect conflict-affected populations from violence, neglect and exploitation.

03 Reduce food insecurity and malnutrition.

04 Strengthen resilience and facilitate durable solutions.

As a result of food insecurity, displacement, and insufficient basic services humanitarian needs increased. Two of the four SOs related to early recovery. Elaborations on SO4 for example stated that partners would seek to “strengthen resilience and facilitate durable solutions for 0.6 million conflict-affected people”. SO3 acknowledged the disruption of livelihood activities as a central issue resolved, and aimed at reducing food insecurity to eventually “enhance the self-reliance of affected people”. The strategic response in Sudan recognized resilience as a cross-cutting issue due to the commitment to long-term solutions. Humanitarian actors in Sudan agreed to pursue a strategy “enabling early recovery, building resilience and facilitating durable solutions” to “help prevent humanitarian crises by both helping communities withstand shocks and stress, while also providing more sustainable solutions to crises when they occur”. Resilience and livelihoods were seen as central components of the overall strategy. The strategic response sought to assist and address the needs of vulnerable populations in a sustainable way, by focusing on resilience to enable households and communities to pursue crisis-relief independently.
SYRIA PROFILE

$2.9B
TOTAL
REQUIREMENTS

$836.7M
EARLY RECOVERY
REQUIREMENTS

29%
TOTAL
APPEAL

PROTECTION 54% $56.8M

CCCM 46% $5.5M

COORDINATION 16% $6.8M

EARLY RECOVERY 100% $102M

EDUCATION 54% $120.2M

FOOD SECURITY 23% $274.6M

HEALTH 9% $28.8M

LOGISTICS 5% $0.5M

NUTRITION 50% $25.1M

SHELTER/NFIs 17% $110.7M

WASH 63% $105.6M

IN 20 IDP SITES
IN SYRIA COMMUNITY COMMITTEES WILL BE ESTABLISHED TO MANAGE CAMPS INDEPENDENTLY.

18,000 PEOPLE
AFFECTED BY THE SYRIAN CRISIS WILL BE INVOLVED IN CASH-FOR-WORK SCHEMES TO REHABILITATE BASIC INFRASTRUCTURE.

2,000 SYRIAN BUSINESS WILL BE REVIVED THROUGH LIVELIHOOD SUPPORT, SKILLS TRAININGS, AND LOANS.

50,000 YOUNG GIRLS AND BOYS WILL PARTICIPATE IN AND MANAGE COMMUNITY-BASED ACTIVITIES TO PROMOTE SOCIAL COHESION.
Since the start of the Syrian Civil War in 2011, the humanitarian situation has steadily deteriorated.

STRATEGIC OBJECTIVES

01 Promote protection of and access to affected people in accordance with International law, International Humanitarian Law (IHL) and International Human Rights Law (IHRL).

02 Provide life-saving and life-sustaining humanitarian assistance to people in need, prioritizing the most vulnerable.

03 Strengthen resilience, livelihoods and early recovery through communities and institutions.

04 Strengthen harmonized coordination modalities through enhanced joint planning, information management, communication and regular monitoring.

05 Enhance the response capacity of all humanitarian actors assisting people in need in Syria, particularly national partners and communities.

The conflict has displaced more than 10 million people – both internally and externally – and destroyed large parts of the socio-economic infrastructure in Syria. Millions are food insecure, lack access to basic services such as clean water and sanitation, education, or health. The humanitarian response in Syria was largely driven by the ongoing armed civil war and the resulting high number of IDPs and refugees. Five SOs were presented, out of which at least one related directly to Early Recovery, whereas another touched upon Early Recovery. The third SO of the 2015 Strategic Response Plan for Syria was fully an early recovery-related objective, aiming to “strengthen resilience, livelihoods and early recovery through communities and institutions”. The purpose of the fifth SO was to “enhance the response capacity of all humanitarian actors assisting people in need in Syria, particularly national partners and communities”, and sought to “improve (the) ability of affected communities and institutions to respond to the shocks of the crisis”. The SRP stated that “life-saving initiatives (needed to be) complemented by livelihood activities in order to retain/strengthen community resilience”. The strategy stressed that the resilience and dignity of affected people in Syria needed to be promoted by designing programs and activities which had resilience objectives in mind and “shore up sustainable livelihoods”.

SYRIA
## UKRAINE PROFILE

### $316M

**TOTAL REQUIREMENTS**

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
<th>Required Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>COORDINATION</td>
<td>5%</td>
<td>$0.4M</td>
</tr>
<tr>
<td>EDUCATION</td>
<td>100%</td>
<td>$22M</td>
</tr>
<tr>
<td>SHELTER/NFIs</td>
<td>5%</td>
<td>$0.1M</td>
</tr>
<tr>
<td>FOOD SECURITY</td>
<td>INCOMPLETE INFORMATION</td>
<td></td>
</tr>
<tr>
<td>NUTRITION</td>
<td>INCOMPLETE INFORMATION</td>
<td></td>
</tr>
<tr>
<td>HEALTH</td>
<td>INCOMPLETE INFORMATION</td>
<td></td>
</tr>
<tr>
<td>LIVELIHOODS &amp; EARLY RECOVERY</td>
<td>INCOMPLETE INFORMATION</td>
<td></td>
</tr>
<tr>
<td>PROTECTION</td>
<td>INCOMPLETE INFORMATION</td>
<td></td>
</tr>
<tr>
<td>WASH</td>
<td>INCOMPLETE INFORMATION</td>
<td></td>
</tr>
<tr>
<td>LOGISTICS</td>
<td>INCOMPLETE INFORMATION</td>
<td></td>
</tr>
</tbody>
</table>
The armed conflict in Ukraine, particularly in Eastern Ukraine, caused internal displacement in 2015.

**STRATEGIC OBJECTIVES**

01 Respond to the protection needs of displaced and other conflict-affected people, with due regard to international humanitarian norms and standards.

02 Provide life-saving assistance and ensure non-discriminatory access to quality essential services for displaced and other conflict-affected people, with emphasis on the most vulnerable.

03 Improve the access of displaced and conflict-affected people to high-impact early recovery activities with a focus on livelihoods opportunities, normalization of basic services, return and post-conflict reconciliation programming, with attention to reducing social inequalities.

Affected populations were in need of humanitarian assistance with regards to protection, access to basic services, and livelihoods support. The humanitarian response in Ukraine – as a middle-income country – was mainly based on the do-no-harm principle. While the strategy envisioned different scenarios for the situation in Ukraine, the strategy designed its actions in a fashion that supported a swift and sustainable transition towards a post-conflict situation. The Strategic Response Plan for Ukraine presented three Strategic Objectives, the last of which related directly to early recovery with a focus on “livelihoods opportunities, normalization of basic services, return and post-conflict reconciliation programming”. The SOs were chosen to ensure that protection, humanitarian assistance, and early recovery activities concurred and achieved a holistic response. The strategy repeatedly emphasized the adverse effects the crisis had had on the country’s infrastructure, economy, law and order, and social cohesion. Early recovery was mentioned as being especially important in a developed, middle-income country to facilitate sustainable peace. Moreover, protection issues and gender concerns were addressed through capacity building and increased preparedness of both the Government and civil society. The SRP for Ukraine highlighted resilience and early recovery goals and activities in its response as indispensable elements for a durable solution. The longer-term goal was to facilitate a smooth transition to post-conflict recovery, restoring coping mechanisms, and cultivating resilience.
850 INTERNALLY
DISPLACED FAMILIES IN YEMEN WILL RECEIVE ASSISTANCE IN THE FORM OF WASH SERVICES TO BETTER INTEGRATE INTO LOCAL COMMUNITIES.

50% OF LOCAL
SERVICE PROVIDERS IN YEMEN WILL BE SENSITIZED TO GBV GUIDELINES.

800 FAMILIES
WHO HAVE BEEN AFFECTED BY THE CONFLICT WILL HAVE THEIR DAMAGED HOUSES REHABLITATED IN YEMEN.

56 SCHOOLS
VAFFECTED BY THE CONFLICT IN YEMEN WILL BE REHABLITATED.
The humanitarian response in Yemen was driven in 2015 by the needs resulting from ongoing political unrest and the ensuing deterioration of the country’s socio-economic foundations.

The overall strategy for Yemen focused on a transition towards resilience-focused programs. Three out of the five SOs sought to bridge life-saving humanitarian relief and long-term recovery. SO3 aimed to strengthen the capacity of national actors to reduce the dependence on relief assistance, SO targeted the underlying causes of vulnerability to increase resilience, and SO5 aimed to ensure meaningful participation of women, girls, boys, and men to lay the foundation for long term recovery. Additionally, SO2 indicators mentioned durable solutions for IDPs. The SRP targeted 32 % of the total population with the ultimate goal of putting full recovery in the hands of national and local actors. Stakeholders involved in humanitarian assistance in Yemen believed it was important to give “more room for the livelihoods, early recovery, capacity building and durable solutions (for protracted displacement) activities that have been identified as critical to setting Yemen on the path towards sustainable development”.

**STRATEGIC OBJECTIVES**

01 Provide effective and timely life-saving assistance to the most vulnerable people in Yemen.

02 Assist and protect people affected by crisis, including refugees, migrants and returning Yemenis.

03 Strengthen capacity of national actors to plan for and respond to humanitarian emergencies.

04 With development partners, including the Government, address underlying causes of vulnerability, reduce the need for continued humanitarian assistance and increase resilience.

05 Ensure meaningful participation and equitable access to services, resources and protection for women, girls, boys and men.


THIS ANALYSIS OF EARLY RECOVERY REQUIREMENTS AND FUNDING

was carried out by UNDP Crisis Interface team supported by six students from the Graduate Institute of International and Development Studies in Geneva: Beyerinck, Craig; Jaffar Hela; Li Mingcong; Román Karen; Solangon Marian; Yu Zhiming.

COUNTRIES ANALYSED

Twenty nine countries have data available on the Financial Tracking Service (FTS) and the online projects system (OPS), and have response plans for 2015.

Of these, nine countries have not been included in this analysis: Myanmar, Yemen, Afghanistan, Ukraine, Syria Regional, DRC, Columbia, Honduras and Guatemala. These countries have all applied the activity based costing (ABC) model to their Strategic Response Plans. This means that their SRP total cost and appeal are not made up of projects and the summaries of project costs. Rather, the costing of the SRP is calculated based on an estimated cost per broad activity listed under each cluster. Applying the ABC model to SRPs means that projects proposals are not uploaded in the system (OPS or FTS). Early recovery projects and funding against early recovery is therefore not easily tracked.

Nineteen countries have project-based plans and could be analysed in this review. These are Burkina Faso, Cameroon, CAR, Chad, Gambia, Iraq, Libya, Mali, Mauritania, Nepal, Niger, Nigeria, OPT, Senegal, Somalia, South Sudan, Sudan, Syria and Vanuatu. The Sahel Regional SRP was not analysed separately, as it only had two projects that did not overlap with the SRPs of individual Sahel country SRPs.

From the humanitarian response plans, the OPS and the FTS, data were compiled for each country. This process was not without problems. When the OPS project detail was compared to the FTS information, discrepancies did occur – for example, projects were marked as ‘withdrawn’ in one system but not in the other, and there were differences between the systems in the amounts of money listed as requested and/or funded for the same projects.

The data compiled included cluster names, project names, the original amount of money requested per project, the revised amount of money requested per project and the amount of money funded so far in 2015.

The key data that were added by the staff was a classification of whether the project was significantly related to early recovery or not. The criteria used to choose whether the project was related to early recovery or not are attached at the end of this annex. Although the criteria were defined, there was some necessity for individual judgement in these classifications. Therefore, early recovery themes and ER keywords were entered into the database against each project, to show at a glance why the operator had classified ER related projects.

Subsequently, a Crisis Interface Team senior staff member undertook a quality assurance process after each country analysis had been completed. A minimum of 10% of all project decisions were checked and, if necessary, corrected.

There were a proportion of projects that were classified as “unknown”. This occurred when there was not enough information in the plan, the OPS or the FTS to judge whether the projects was significantly ER focused or not.

COMPILATION OF DATA

All data were brought into one excel spreadsheet. Projects or activities marked ‘cluster not yet defined’ were discarded. The cluster names were then consolidated. This process was required as in all, there were 38 different cluster names. The high number of cluster names resulted because:

- Sometimes, two cluster themes were combined at country level – for example, there were some clusters named ‘Health and Nutrition’ and ‘Shelter and CCCM’.
- More commonly, the cluster had a clear theme but the name was unique – for example, ‘Protection and Community Services’ and ‘Food Security and Livelihoods’.
- Finally, there were some country clusters that were difficult to categorise against global clusters – for
example, `Enabling Programmes`, `Multi-purpose Cash Assistance` and `Recovery, Returns and Re-integration`.

- In the first instance, each project was considered and the cluster was assigned to one of the two named clusters based on the project name.

In the second, the cluster was assigned to the closest possible global match, or was categorised as `unknown`.

In the final instance, again the cluster was assigned the closest global match. If this was not possible – for example, for `Enabling Programmes`, each project was assigned to a cluster based on the project name.

Finally, data were checked for general errors including misspellings and misplaced data.

**CRITERIA FOR DETERMINING EARLY RECOVERY PROJECTS**

For a project to be considered an early recovery project it should meet at least one or more of the following criteria:

- Life sustaining: Does the project help sustain the lives saved?
- Time Critical: Is the project implemented alongside relief interventions?
- Bridge between relief and long term recovery: Does the project serve as a link between relief and long term recovery by building upon relief assistance and laying the essential foundations for long term recovery/reconstruction?
- Facilitates the delivery of relief assistance: Does the project help facilitate the delivery of relief assistance?
- Strengthen national and local capacity to take charge of the recovery process: Does the project aim to resuscitate and strengthen national and local capacity to coordinate and lead the implementation of early recovery programmes and plan for full recovery?
- Reduce dependence on relief assistance: Does the project help support the spontaneous recovery efforts of communities and help restore livelihoods, community infrastructure and basic social services?

**INDICATIVE EARLY RECOVERY INTERVENTIONS TO BE INCLUDED IN HUMANITARIAN APPEALS**

A list of indicative multi-sectoral early recovery interventions that were used to classify ER projects is provided below. These are taken from the Global Cluster for Early Recovery's Guidance on Inter-Cluster Early Recovery.

**INFRASTRUCTURE**

- Debris removal and environmental clean up
- Minor infrastructure rehabilitation (e.g. repair of roads, bridges, culverts, embankments, and market places)
- Undertake risk assessments and environmental impact assessments to inform large scale reconstruction projects

**GOVERNANCE**

- Assess the capacity of national and local authorities to lead and coordinate early recovery efforts
- Strengthen Government capacity to lead coordinated early recovery needs assessments
- Support authorities in developing ER frameworks and action plans. (These plans are informed by comprehensive needs assessments and eventually feed into long-term recovery and development plans)
- Help national and local authorities to enhance existing systems, or to set-up new information management systems for ER. These systems can be used to inform planning, decision-making, monitoring, and reporting
- Support national and local authorities in mobilizing resources for ER and setting up effective aid management mechanisms
- Help national and local authorities to develop communication strategies
- Equip national and local authorities with the basic infrastructure needed to plan for and manage ER - for example, computers, vehicles and office furniture
RULE OF LAW

- Provide legal aid /representation to sexual and gender-based violence victims, including capacity building of lawyers’ networks, judges, prosecutors and police to identify and promptly address sexual and gender-based violence through the existing law-enforcement and court-system
- Set up legal information centers to give people information about their rights and avenues available for them to address grievances
- Provide legal aid for the restoration of essential documents

REINTEGRATION OF EX-COMBATANTS

- Develop a DDR strategy and map opportunities for reintegration
- Sensitize communities about plans for reintegration
- Plan work programmes for ex-combatants

REINTEGRATION OF IDPs

- Provide support for IDP profiling
- Strengthen local government capacity to prepare areas of return
- Rehabilitating community infrastructure in areas of return
- Create livelihoods opportunities in areas of return
- Record IDP and returnee property claims
- Strengthen Government capacity to address land tenure issues

MINE ACTION

- Develop a mine action strategy and information management system
- Undertake mine risk surveys, mine risk education
- Undertake mine clearance and stockpile destruction

LIVELIHOODS (AGRICULTURAL AND NON-AGRICULTURAL)

- Undertake rapid impact, needs and capacity assessments focused on local economic resources and livelihood opportunities including labor market surveys and analysis
- Provide cash for work opportunities
- Help match job seekers with vacancies in public works programmes and give job seekers access to skills training
- Promote micro and small enterprise recovery through short-cycle business-management training, cash grants, access to microfinance schemes
- Restore damaged crops and distribute seeds, seed vouchers, fertilizers, hand tools, to farmers
- Provide fishing boats and nets to fishermen
- Restock livestock
- Provide support to horticulture, home or school gardens, or re-establishment of orchards

SHELTER

- Identify alternative and affordable building technologies for repair and reconstruction that will improve building and planning standards
- Identify national building regulations in recovery shelter, and review building codes and enforcement
- Support the development of housing policy that integrates risk reduction and takes into account gender, vulnerability and non-discrimination issues
- Undertake demonstrative projects that show risk resilient construction types
- Train local artisans in hurricane, earthquake, cyclone and flood resistant building techniques
- Repair and rehabilitate housing
WATER AND SANITATION

- Repair/Rehabilitation of water and sanitation infrastructure
- Cleaning/decontamination of wells
- De-silting of canals and catchment areas

HEALTH

- Repair/Rehabilitation of health infrastructure
- Provide outreach services and mobile clinics

EDUCATION

- Repair/Rehabilitation of school buildings
- Set up temporary school facilities in local communities and provide learning materials
In sudden and slow-onset, protracted contexts, can be conducted in a way to promote undermining them, even if the context means may not be appropriate in all situations. Whether in sudden and slow-onset contexts, can be conducted in a way than undermining them, even if the government may not be appropriate in all situations. Whether in sudden and slow-onset contexts, can be conducted in a way rather than undermining them.

Working with the government may not be every emergency response. Whether in disaster or conflict contexts, can be conducted in a way rather than undermining them.

Every emergency response in disaster or conflict contexts means that working with the government in all situations. Every emergency response in disaster or conflict contexts means that working with the government in all situations. Every emergency response in disaster or conflict contexts means that working with the government in all situations.
This publication was produced by the Secretariat of the Global Cluster for Early Recovery. The information presented is based on consultations and inputs provided by clusters both at global and country level and as reported in the Financial Tracking Service and Online Project System as of 30 April 2015.