

# CAPACITY BUILDING *for* LIVELIHOOD *and* LOCAL ECONOMIC RECOVERY



Briefing Note No. 6 - ILO Contribution to the IASC Early Recovery Cluster

May 2007

## Building Sustainable Post-Crisis Recovery

ILO's long standing expertise in the area of livelihoods, employment generation and local economic development is valued by beneficiaries, donors and partner agencies as an asset for post-crisis recovery. Testament to this well consolidated role is the number of key partnership collaborations in crisis-affected countries which have been set out on the grounds of ILO's technical expertise which well complements the ones of UNDP/BCPR, UNHCR, FAO, UNHABITAT and the World Bank, just to mention the agencies mostly involved with post-crisis recovery efforts.

The increasing demand for local economic recovery expertise and tools expressed by governments and partner agencies in post-crisis response represents the tangible evidence that ILO's methodology and field work is proving successful and worth replication on a larger scale with the participation of other actors which make of their field presence their strength and added value. Joint operations allow for the optimal allocation of financial resources and logistics support, they reduce duplication of efforts and contribute increasing the impact of international agents by leveraging on their complementarities and comparative advantages.

In recognition of its well tested reliability and active role in the relief to humanitarian transition phase, the ILO has been invited to join the Early Recovery Cluster since the initial stages of its set up, in July 2005, within the framework of the UN humanitarian reform and consequent strengthening of the UN resident coordinator system. Since then, the ILO is actively contributing both towards building the core capacities of the cluster as a whole, and towards ensuring the availability of appropriate capacities in the area of livelihood recovery (see box on the right).

The ILO is concentrating its efforts in developing operational tools and elaborating training materials and curricula that are relevant to early recovery, in a number of areas where a gap has been identified. These include: **livelihood and employment recovery, local economic recovery, disaster risk reduction at the local level.**

The approach taken is strategically focused on building the capacities of field offices, partner agencies and national/local counterparts, by transferring know-how through operational tools, new training courses, compilation and dissemination of good practices and lessons learnt, and direct technical assistance, in a way that field offices develop a proactive attitude and are able to gradually take the lead in the event of a crisis. When requested, socio-economic recovery specialists have been rapidly deployed to roll-out countries, in order to assist the field offices in familiarizing with the cluster approach and participating to interagency early-recovery efforts (e.g. Pakistan, Lebanon, Liberia). In the absence of a deployment and where an office in the country is available, backstopping has been provided from the

**A new partnership in post-crisis response:** Within the Early Recovery Cluster, the ILO co-leads the Livelihood Recovery sub cluster jointly with FAO. The two agencies have identified areas for collaboration and have divided responsibilities and functions according to their mandates and core expertise. In particular, ILO focuses on employment creation and livelihood promotion on the different sectors of local economy, while FAO focuses on agriculture and rural livelihood recovery

**Capacity building and training:** ILO is also the focal point within the ER cluster for training and capacity building, jointly with UNDP; the target audience for capacity building and training initiatives are ILO and UNDP country offices, partner agencies at field level, as well as national and local partners in high-risk and crisis-affected countries. Training services are devised in close collaboration with the ILO International Training Centre.

headquarters (e.g. Yogyakarta, Philippines). As an example of direct technical assistance and capacity building on early recovery tools and methodologies at the field level, an expert from the CRISIS team has been deployed to support the pilot testing of the joint ILO-FAO guidelines for livelihood assessment in Bolivia, following the recent floods. The deployed expert has facilitated the participation of the ILO field office in the exercise and its contribution to the assessment report. The team undertook a rapid livelihood assessment and findings will feed into the interagency PDNA led by the ECLAC.

# Key Achievements So Far

## A. Post-disaster component

### I. Pre-disaster planning for improving recovery capacity

The International Recovery Platform (IRP) Capacity Building group, through ILO, and the Enhanced Recovery Operations group, through the UNDP, are jointly coordinating a pilot initiative aimed at establishing pre-disaster planning frameworks for improving the recovery capacity and readiness in selected high risk countries. A certain number of high-risk countries are selected for pilot roll-out activities, among those identified by the study "Natural Disaster Hotspot: a Global Risk Analysis". The final output, will be the elaboration of national frameworks for pre-disaster planning which will guide timely and effective recovery operations in disaster-prone countries. Such tools are aimed at providing governments, line ministries, decision makers and specialized national bodies, as well as practitioners in the domain of disaster risk reduction and recovery, with a coordination mechanism, information management system and fast-track procedures for an improved mobilization of financial and human resources in case of a disaster.

**Status of implementation.** The activity is ongoing and it will continue during the whole year 2007.

**Implementing agencies:** ILO and UNDP

### II. Online database of training resources

An on-line database of relevant training resources in the domain of disaster management has been developed and uploaded into a web platform (<http://irpcapacitybuilding.delneticilo.net/home>). The main objective of the database is to provide an open, clear and user-friendly inventory of available resources worldwide, including institutions and their respective training tools and packages at the international, regional, national and local levels. Institutions are classified by geographical coverage, level of intervention, and type of institutional focus in disaster management. The database provides a short description of the mandate, the target groups served, the training services offered; it also gives contact details and link to the web-page if any.

**Status of implementation.** Already online.

**Implementing agencies.** ILO International Training Centre (Turin), through Delnet Programme.

### III. Training package on Disaster Risk Reduction within the Framework of Sustainable Local Development

The core objective of the training course is to strengthen the local capacity of key public and private actors to achieve more sustainable reconstruction and to fully integrate risk reduction practices into development process. The pilot of the training package involves a number of Central American and Caribbean countries at high risk of disaster, namely: Belize, Colombia, Costa Rica, Cuba, El Salvador, Guatemala, Haiti, Honduras, Mexico, Nicaragua, Panama, Puerto Rico, Dominican Republic, Venezuela, and the United States' Gulf of Mexico coastline. The target group comprises 25 participants selected among policy makers and key actors operating in the domain of local development and disaster risk management. The tutorial and teaching team, both for the distance learning and the face-to-face training, consists of senior experts in disaster risk reduction and sustainable local development, with long experience within the United Nations system or other international organizations, and with long experience in communities at risk worldwide.

**Status of implementation.** Distance learning activities started on November 2006. Face-to-face training has taken place in February 2007. Distance-learning follow up activities will be concluded by July 2007.

**Implementing agencies.** ILO International Training Centre (Turin), through Delnet Program.

### IV. Development of the Livelihood Assessment Toolkit (LAT)

FAO and ILO have made significant progress in the development of the livelihood assessment toolkit composed of three main "tools": a livelihood baseline,

The screenshot shows the IRP Capacity Building Database website. The header includes the title "IRP CAPACITY BUILDING DATABASE" and the subtitle "Available Resources for Disaster Risk Reduction in Recovery Management". Below the header, there is a navigation menu with "Home", "Institutions", and "Contact Us". A search bar is present with the text "List of Institutions in Alphabetical Order" and a description: "This page provides a list of institutions working in the field of disaster management in alphabetical order." Below the search bar, there is a list of institutions. The first entry is "African Centre for Disaster Studies - ACDS Poltshetstroom, SOUTH AFRICA" with details: "Institution Type: University / Learning Institute / Research Centre", "Level of Intervention: Regional, National, Local", and "Website: http://acds.co.za". There is a "View Institution Details" button next to it. The second entry is "All India Disaster Mitigation Institute - AIDMI Ahmedabad, INDIA" with details: "Institution Type: Foundation / NGO / CBO", "Level of Intervention: Regional", and "Website: http://www.southasiadisasters.net".

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an Initial livelihood impact appraisal and a livelihood assessment. Drafts of each of the tools had been completed by the end of March 2007. In addition, the livelihood assessment tool had been partially tested in the aftermath of Typhoon Reming which hit the Philippines in December 2006. The results of testing and using the tool in a real emergency situation were very encouraging and led directly to the development of a livelihood rehabilitation plan which has now been adopted by the government. Development of the toolkit has continued into the 2007 appeal year, with further testing being done after serious flooding in Bolivia in April by a joint ILO – FAO team. The team undertook a livelihood assessment as part of a Post Disaster Needs Assessment (PDNA). As in the Philippines, the livelihood assessment will form the basis for a livelihood rehabilitation strategy. During 2007, there will be a shift from testing and finalization of the guidelines to training and rolling-out in selected natural disaster hotspot countries. Currently, the joint ILO / FAO team is in the process of finalizing the drafts of the different tools ready for publication. It is intended that by autumn this year, the first edition of the LAT will be published in hard copy, on a CD and will also be made available on the web.

*Status of implementation.* Ongoing

*Implementing agencies.* ILO and FAO

### V. How Local Economic Recovery Can Integrate the Community-Driven Development Approach

The eight-day pilot training package, developed and currently under finalization, is composed of a *Basic* and an *Advanced* module. The first targets have been the Kecamatan Development Programme staff (Aceh Province, Indonesia) and local NGOs' practitioners supporting KDP's work. The training comprises theoretical elements on the basics of the Local Economic Recovery approach in post-crisis contexts as well as practical guidelines and simple tools that can be used in order to plan and implement LER strategies and programmes.

*Status of implementation.* Ongoing: the first draft of both the *Basic* and the *Advanced* modules are finalized. Pilot training event has not been scheduled

*Implementing agencies.* ILO

### VI. A special issue of the Journal @local.glob

A special issue of the Journal has been released by ILO-Delnet in July 2006, titled *Disaster risk reduction: a call to action*. It contains several articles, interviews and selected best practices focused on disaster risk reduction and local policies and interventions aiming at generating more sustainable prone countries. The Journal has been distributed across a network of more than 2,000 recipients, including policy makers, local authorities and actors in 72 countries worldwide, as well as international agencies engaged in disaster risk reduction and post-disaster recovery. *Status of implementation.* Finalized

*Implementing agencies.* ILO-International Training Centre (Turin), through Delnet Programme.

### B. Post-conflict component

#### I. Development of the learning package on Local Economic Recovery for UNHCR and implementing partners in Southern Iraq

This learning package on local economic recovery (LER) has been developed for UNHCR and implementing partners (IPs) for South Iraq. The three day technical workshop aimed at supporting UNHCR and IPs in strengthening a strategic vision and operational strategy for the sustainable economic recovery of areas of return for Iraqi Refugees and IDPs in Southern Iraq. Such a training package builds upon and is sensitive to the knowledge and specific concerns of the INGOs that are delivering on the ground in extremely difficult operational environments. By the end of the

learning process, the trainee will have: (i) Examined the key features of the Local Economic Recovery approach as well as the implications of applying it; (ii) Gained knowledge and methodologies to analyze existing resources of targeted localities and employment potential for reintegration opportunities; (iii) Determined how to mobilize stakeholders and communities and build up consensus around specific LER initiatives; (iv) Drafted guidelines and adapted tools for community facilitators to implement economic recovery initiatives such as IGAs and QIPs at the local level in Southern Iraq. *Status of implementation.* Pilot test in July. *Implementing agencies.* ILO and ILO International Training Centre in Turin (Enterprise Development Programme).



# Capacity Building & Training in the Pipeline

Within the framework of the 2007 work plan endorsed by the CWGER and in accordance with the ILO's role as the focal point agency for such activities, the activities foreseen contribute to the strategic Output 2.1: *Capacity for ER at country level increased*. In particular, activities proposed fit into the Component 2.1.3: *Provide ER training and technical support*

## The Capacity Building Needs Identified

Five categories of priority needs have been identified in order to pursue the above strategic goals:

1. The need for training support on how to manage Disaster Risk Reduction (DRR) at the local level in high risk countries with a view to promote recovery and sustainable local development. By drawing on its wide network of local authorities and socio-economic actors (at present more than 2,000 in 70 countries), the Delnet Programme of the ILO International Training Centre detected a considerable demand for such a training coming from Central and Southern America

2. The same need for training support on how to manage DRR at the local level in high risk countries has been detected in South and East Asia

3. The need to update and complete the inventory of training resources worldwide, allowing for: the identification of available training providers and services and the optimization of existing resources; the detection of gaps in the offer of training services and packages with a view to formulate relevant training strategies addressing those gaps. This will represent a powerful tool for designing national strategies and policies for the enhancement of in-country capacities in the domain of disaster and conflict management.

4. The need to establish a surge capacity made with in-country practitioners (national and local) that are experienced and knowledgeable about post-crisis recovery of affected livelihoods and economies at local level.

5. The lack of recovery-specific planning frameworks and preparedness measures for early recovery at the country level.

## Activities Proposed

1. Delivery of the second edition of the training *Disaster Risk Reduction in the Framework of Local Development* in high-risk countries in Southern America.

2. Translation and adaptation of the same training package for high-risk countries in South and East Asia.

3. Enhancement of the online database of worldwide training resources by: (i) developing further the section on tools and packages offered by each institution; and (ii) integrating institutions providing training services focused on conflict management.

4. Development and delivery of a pilot training package on Local Economic Recovery in peace-building contexts.

5. Implement and rollout the Pre Disaster Recovery Planning, according to the framework developed through 2 regional consultative workshops, at the national level in 6 high-risk countries.

## Expected Outcomes

1. National and local actors (decision makers, planners, programme managers in the domain of disaster risk management) are able to adopt and implement at the local level adequate policies and actions that are sensitive to disaster risk reduction, by integrating them into coherent local development agendas as well as into post-disaster recovery interventions in Central and South America

2. Training materials are ready to be used for training courses targeting high-risk countries in South and East Asia

3. Users can count on a user-friendly database which classifies and certify training providers worldwide; access to existing training services and tools will be expanded and the use of resources optimized

4. Field practitioners working for international agencies as well as for local NGOs and other relevant

institutions engaged in economic recovery, have the necessary skills and knowledge to operationalize LER in a successful manner. Local governments in high-risk countries are planning for recovery in partnership with the private sector and civil society prior to the occurrence of a disaster

For further information, please visit the following websites:

ILO Crisis Response and Reconstruction Programme (ILO/CRISIS)

<http://www.ilo.org/crisis>

FAO Emergency Operations and Rehabilitation Division, Technical Cooperation Department

[http://www.fao.org/reliefoperations/index\\_en.asp](http://www.fao.org/reliefoperations/index_en.asp)

Inter-Agency Standing Committee (IASC) Cluster Working Group on Early Recovery

<http://www.undp.org/bcpr/iasc/index.shtml>