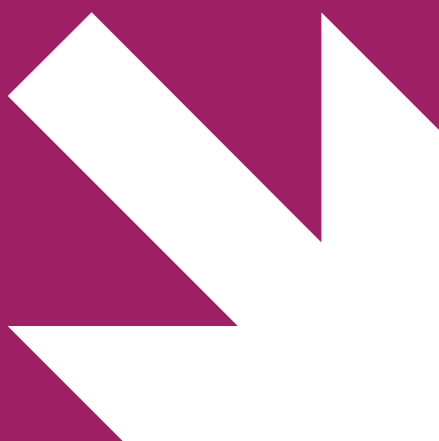


FAO IN EMERGENCIES GUIDANCE NOTE



TRANSITIONAL PROGRAMMING





KEY MESSAGES

The FAO Country Programming Framework (CPF) is the Organization's overarching approach for integrated – emergency and longer-term – country level programming. As much as possible, programming in transition settings should derive from existing CPFs, as well as contribute to their formulation or evolution.

Agriculture-based growth and productive rural employment, including for women smallholders, are key components of national strategies to emerge from crisis or fragility. Focusing on agriculture from the beginning of a crisis is key to ensuring that people are not affected by severe food insecurity and malnutrition in the medium term.

FAO focuses on strengthening the resilience of households, communities and institutions, empowering them to manage their way out of crises, restore agricultural production capacity, and improve their food and nutrition security.

Transition is a non-linear process with setbacks to development progress the norm: FAO transition work typically includes, simultaneously, humanitarian activities as well as longer-term investments that contribute to development processes, reducing vulnerability and exposure to risk.

Well-timed, predictable, flexible and sustained resources in post-conflict or fragile settings are essential for transition. This is particularly important for agricultural interventions whose success is dependent on reaching crisis-affected populations at critical times of planting and cropping seasons. FAO must be ready to advocate for a more nuanced and country-specific understanding of recovery contexts, priorities and challenges to ensure sustained funding flows for transition.

● WHY TRANSITION MATTERS

Each year, millions of people who depend on the production, marketing and consumption of crops, livestock, fish, forests and other natural resources are confronted by disasters and crises. Focusing on food security and agriculture from the beginning of a crisis is key to ensuring that people are not affected by severe food insecurity and malnutrition in either the short- or medium-terms. Maintaining that focus as communities and countries “transition” out of crises creates opportunities to “build back better”. Food security and agriculture are fundamental to improving communities’ livelihoods and building resilience to likely threats.

Transition settings offer momentum for creating more robust structures and institutions as well as introducing more sustainable agricultural and natural resource management practices, thus promoting sustainable food security.

Humanitarian appeals for food aid requirements are usually well resourced, but appeals for agriculture are consistently underfunded, receiving on average less than half of requirements. Despite consensus on the need to link humanitarian, recovery and development strategies and assistance, there continue to be significant gaps in funding for transition programmes¹. The result in both emergency and transition settings (including protracted crises) is a critical imbalance in the “twin-track” approach, whereby short- and longer-term food security and livelihood challenges should be complementary and addressed simultaneously. Therefore, FAO must be ready to advocate for transition activities – and funding for those activities – that reflect a more nuanced, and country-specific understanding of recovery and development contexts, priorities and challenges.

● DEFINITION AND CHARACTERISTICS OF TRANSITION

FAO defines **transition** as a process of linking immediate objectives (meeting the immediate needs of the disaster/shock-affected population through emergency operations) to medium- and long-term development objectives. Transition, therefore, begins in the immediate aftermath of a shock, a disaster or a crisis: it implies a shift away from humanitarian response to an approach led by national actors that includes planning and implementation of recovery initiatives, reconciliation and peace consolidation.

Humanitarian and development interventions are not mutually exclusive within an ongoing crisis response, and FAO staff need to be prepared to support short-term and long-term needs simultaneously: transition is a non-linear process; it almost always includes simultaneous emergency and development interventions and is often characterized by humanitarian and recovery setbacks.

Transition encompasses different terms and types of interventions, including early recovery, recovery and rehabilitation.

Early recovery² refers to a multidimensional process of recovery that is initiated from the beginning of an emergency response. An early recovery approach calls for integrating development principles – to the extent possible and consistent with humanitarian principles – within humanitarian responses in order to ensure that life-and livelihood-saving work contributes to self-sustaining, nationally-owned, and resilient processes for post-crisis recovery.

Recovery and transition are nearly interchangeable concepts – both implying a shift from humanitarian response to medium- and longer-term, nationally-led processes. Transition is generally applied to countries, while recovery takes place at various levels including in communities and households.

Rehabilitation generally refers to activities that support the restoration of production, market systems and household livelihood strategies in the aftermath of a disaster or crisis as well as during protracted crises.

● LINKING EMERGENCY RESPONSE TO A LONGER-TERM STRATEGIC FRAMEWORK: PRINCIPLES FOR TRANSITION PLANNING

Transition planning requires balancing humanitarian and development principles and needs simultaneously. Tensions and trade-offs exist between the humanitarian imperative that drives immediate life-saving and recovery programmes, and longer-term rehabilitation and development

goals. Post-crisis transitions can be a delicate process in which various parts of government and the aid system with different organizational cultures and operating principles are called to work together to achieve two distinct and sometimes conflicting objectives, i.e.:

- ✎ ensuring that the needs and rights of the population are continuously addressed in the face of continuing instability and/or incapacity of the government to fulfill essential sovereign functions, while
- ✎ strengthening the leadership of national authorities over the development process.

Meeting the acute needs of individuals in a timely and impartial manner and adhering to core humanitarian principles, particularly in the early phase of a transition, is not always consistent with working through state institutions. Where political agendas or weak governance make it difficult to deliver assistance through national institutions, capacity development can still focus on strengthening local institutions and building community resilience. FAO transition strategies need to account for these tensions/trade-offs and the non-linear process of recovery in post-crisis settings.

The presence of a multitude of actors with different mandates and the compartmentalization of aid and funding architecture are other major challenges in transition settings. The complex linkages between different relief–recovery interventions require flexibility in the use of different sources of funding and a softening of the cultural divide between humanitarian and development actors.

Linking relief, rehabilitation and development strategies and interventions requires:

- ✎ relief planning and interventions to consider medium- and longer-term rehabilitation, recovery and development needs, at their best contributing to long-term development objectives or, at minimum, promoting “do no harm” approaches that avoid undermining ongoing development processes; and
- ✎ development planning and investments to integrate disaster preparedness as well as institutional strengthening for response capacity within an overall framework of protecting vulnerable households against risks.

EVIDENCE-BASED TRANSITION PLANNING AND NEEDS ASSESSMENTS

A transition perspective is an integral part of effective strategic planning in a humanitarian context. This ensures that recovery needs, as well as a vision for the transition from disaster response to development (and the resources needed), are understood to the extent possible from the outset of an emergency response.

There is no one-size-fits-all approach to transition planning. The approach depends on the scale of the disaster, the overall size of the FAO portfolio in country, the status of the FAO CPF, and the capacity of the FAO country office, including its disaster response experience. Successful models of transition planning vary depending on the size and scope of a crisis. Generally, they:

- ✎ involve a small team that is representative of the FAO country office, including those working on the emergency and those who are knowledgeable about the wider range of FAO country activities; the common vision must be to view transitional programming as a continuum of humanitarian/development interventions within FAO’s programme approach;
- ✎ recognize that larger disasters will require the above team plus greater involvement of regional, subregional and headquarters offices, technical advisors and perhaps external experts with skills in strategic planning; and
- ✎ acknowledge that in the case of very large disasters, there may be a need to incorporate all of the above plus a dedicated planning exercise encompassing sectoral assessments of recovery needs. Such planning exercises promote the systematic engagement of stakeholders (including government) and may include a participatory workshop at which a comprehensive approach to transition is developed.

In the aftermath of a crisis or a disaster, coordination mechanisms must be in place between FAO and other United Nations (UN) agencies, governments and Non-governmental Organizations (NGOs)

– e.g. United Nations Country Team (UNCT), clusters – to conduct damage and needs assessments and select and implement timely and seasonally appropriate response options addressing recovery needs. FAO is typically involved in the following needs assessment processes:

- ✎ The Multi-Cluster/Sector Initial Rapid Assessment (MIRA) is designed to identify strategic humanitarian priorities during the first weeks following an emergency. The main benefit of the MIRA is that it assembles, from the very onset of a crisis, a comprehensive operational picture based on the best information available from primary and secondary sources.
- ✎ Post-Conflict Needs Assessments (PCNA): The PCNA is a methodology to map the needs of a country emerging from conflict and to define a set of priorities and their financial implications. The assessment results in a consolidated, prioritized and budgeted plan of action known as a Transitional Results Framework.
- ✎ Post-Disaster Needs Assessment and Recovery Framework (PDNA): The primary objective of the PDNA is to facilitate recovery from a disaster and the transition or return to normal development goals and processes. The PDNA provides a framework for an assessment of disaster impacts integrating two perspectives: (i) the evaluation of physical damages and economic losses; and (ii) the identification of human recovery needs.

PCNA/PDNAs can provide a platform for national and international actors to agree on priorities and define commitments following a crisis. PCNAs may be considered when, among other conditions, a peace agreement has been signed and major donors accept the need for and are willing to support recovery programmes. PCNAs/PDNAs are intended to be government-led processes supported by the World Bank, the European Commission (EC) and UN agencies to evaluate and cost the needs for reconstruction and recovery.

FAO is also involved in a variety of sectoral needs assessments (e.g. livelihood, livestock and seed security assessments) which contribute to defining overall recovery needs.

The outcomes of these needs assessments help define FAO's short-term emergency interventions. They may also contribute to FAO's CPF, ensuring that the humanitarian and development arms of FAO are working hand-in-hand.

FAO's CPF Guidance (Section 1.2, '*Preparing a CPF in different country situations*': [HYPERLINK?](#)) reviews scenarios for planning and programming in countries where the elaboration of a full CPF may be difficult, such as in some transition settings. In transition situations where no CPF exists or where elaborating a full CPF may be difficult for FAO owing to weak government capacities, a transition strategy that defines relief and rehabilitation outcomes and which is harmonized with government policies and programmes may – in the interim until a full CPF can be developed – serve some of the same functions.

In these situations, the formulation of the CPF can be initiated, even unilaterally if the government does not have the necessary resources or capacities to support it. The CPF may thus take the form of a rehabilitation/transition strategy plan, harmonized with government policies and programmes, and focusing on relief and rehabilitation outcomes. In all cases, FAO short-term emergency interventions represent an integral part of the FAO Country Work Plan.

ELEMENTS OF SUCCESSFUL TRANSITION PROGRAMMING AT FAO

FAO brings to humanitarian contexts a wealth of technical expertise to strengthen countries' and partners' capacities to respond to crisis, to manage recovery and rehabilitation, and to facilitate the transition from recovery to development. The approaches and activities outlined below are intended to help Country Offices and FAO staff involved in national transition and recovery planning processes to communicate FAO's strengths in transition and to promote continuing humanitarian priorities. The elements of successful transition programming – good practices culled from FAO's experience – need to be matched with programme activities, like those described below, that are tailored to a specific context and linked to a longer-term strategic vision³.

Elements of successful transition programming for FAO include:

- enhanced national ownership, including support to national strategies and policies in the sector;
- inclusive planning, including locating that planning within existing or nascent national institutions;
- integration of disaster risk reduction, focusing on building household, community and institutional resilience;
- capacity development aimed at reducing future risks and vulnerabilities to disasters;
- exploiting market forces to achieve humanitarian and development outcomes, including through market-based interventions; and
- promoting gender equality.

Enhanced national ownership

National institutions need to drive interventions in the aftermath of a disaster to ensure ownership. Support to national policies and collaboration with local governments at the national, provincial and district levels is key for the enhancement of national ownership. National ownership can be enhanced through extensive stakeholder consultation, including public participation in defining objectives that ensure respect for traditional uses, access and rights. Large-scale disasters may have affected the operational and leadership capacities of national institutions and it may not always be feasible for national institutions to take immediate ownership of initial activities. However, measures should be taken to ensure that national institutions are functional and providing the necessary leadership within a reasonable period of time.

IN PRACTICE: FAO ZIMBABWE

In Zimbabwe, effective collaboration between FAO and the Ministry of Agriculture, Mechanization and Irrigation Development has encouraged the elaboration of a National Strategy for Conservation Agriculture (CA) fully adopted and promoted by the national government. The sustainability of this intervention is guaranteed by the establishment of a CA Task Force (co-chaired by FAO and the Ministry of Agriculture, Mechanization and Irrigation Development), which meets regularly (on a bimonthly basis) to discuss, refine/moderate and advance research or enhance understanding of the different principles of CA.

Inclusive planning

Planning must rely on participatory approaches that ensure a thorough understanding of context (e.g. livelihoods assessments that involve affected populations and that consider separate interest groups within affected communities). Moreover, national/local involvement in programme identification, formulation, implementation and monitoring is essential. Affected populations must be involved at every stage of the project cycle, with particular attention paid to including women and marginalized groups in planning decisions.

IN PRACTICE: FAO PAKISTAN

A successful example of inclusive planning is FAO Pakistan's Detailed Livelihood Assessment carried out in collaboration with National and Provincial Disaster Management Authorities. The Assessment evaluated the extent to which rural households had recovered their livelihoods and food security following the 2010 floods. It also sought to understand unresolved problems surrounding livelihood recovery and to pinpoint implications for future programming. The intervention ensured national/local involvement in programme identification, formulation, implementation and monitoring and has promoted a sense of collective ownership for the assessment results.

Integration of disaster risk reduction (DRR)

Transition should have a direct link with the main elements of DRR: preparedness, prevention, and mitigation⁴. Transition efforts should build on local coping mechanisms and be based on the strategic use and management of natural resources. Interventions should seek to build capacities among local and national stakeholders, including affected communities, to better cope with, prevent and mitigate future disasters. This will reduce their vulnerability and enhance development prospects.

When natural resources are overexploited and pre-crisis productive systems lack sustainability, FAO advocates for the principle of "building back better". In some contexts, FAO discourages full restoration of assets if restoration would be incompatible with environmental sustainability. FAO provides codes of conduct, guidelines and decision-making tools to determine the benefits of no/reduced asset replacement versus full restoration. Successful response and rehabilitation interventions must address, in an integrated way, recurrent climate change risks and develop capacities to reduce future hazard exposure and the likely impact of increased climate variability⁵.

IN PRACTICE: FAO INDONESIA

One successful example of FAO's transition work was support to the rehabilitation and sustainable development of fisheries and aquaculture affected by the tsunami in Aceh Province, Indonesia⁶. Funded by the American Red Cross, the project demonstrates how DRR interventions can be integrated into an emergency project in a post-disaster transition setting. Through demonstration sites and demand-driven response to community interests, the project sought to develop, introduce and demonstrate good practices for longer-term sustainable development. The project emphasized participatory planning, management of coastal fishery resources, sustainable aquaculture and improved use of fish post-harvest.

Capacity development

One of the main purposes of transition activities is to strengthen the capacities of governments, institutions and local communities. FAO can play a facilitation and advisory role while national institutions and technical departments manage implementation and coordination. Early transition programming helps governments, institutions and communities develop their capacity to manage long-term crisis response and reduces the risk of harming production and livelihood systems during the short-term response⁷.

IN PRACTICE: FAO BURUNDI

Community-based capacity building is a key to successful transition interventions. For example, Farmer Field Schools (FFS) in Burundi – which enable local farmers to find local solutions to their problems – ensure social cohesion and contribute to peace consolidation. FFS positively reinforce sociopolitical capacity, especially of women, while also improving knowledge of agriculture and nutrition. The field schools have also had a multiplier effect: members of FFS set up by FAO have since gone on to independently set up their own FFS.

Exploiting market forces for humanitarian and development outcomes

In the shift from relief to development, viable markets play a central role. Market-based interventions are particularly important for transitioning from emergency to development: they promote access to agricultural inputs while enhancing innovative approaches to restoring and supporting local markets. FAO supports various kinds of interventions to stimulate and exploit agricultural markets, intervening both on the supply and the demand sides. Examples of interventions range from seeking to increase food availability and restore local markets through seed fairs and e-voucher systems to supplying agricultural inputs to strengthen smallholder commercialization⁸.

Promoting gender equality

Crises can provide opportunities for positive social change. To contribute to and benefit from long-term economic recovery, women as well as men must have access to reconstruction jobs, investment funds and income-generating projects. Moreover, the potential of women to take leadership roles in recovery should be acknowledged and, whenever possible, promoted. There is an increasing recognition of women's talents and resilience in post-disaster recovery, but much still needs to be done to help women diversify and improve their skills to enable them to earn higher incomes⁹.

It is important to promote gender equality by assessing particular needs and vulnerabilities in gender analysis. Women's roles in transition and development are profoundly affected by how far early recovery efforts include them and their needs in assessment, planning and programming.

PARTNERSHIPS AND COORDINATION MECHANISMS

Post-crisis transition normally takes place in a highly complex environment characterized by humanitarian and long-term needs and the presence of a wide range of international, national and local actors working in a challenging coordination environment.

Coordination is vital to ensure that the range of different actors working in the aftermath of a crisis provide affected population with the best possible response. This means actors jointly negotiating their role with the government, preventing duplication of efforts, strengthening synergies, sharing information, and supporting decision-making and response.


The main coordination mechanisms are the following:

- ✚ The UNCT constitutes the main coordinating body for the development activities of the UN system at country level. The UNCT is chaired by the Resident Coordinator and is composed of the heads of UN agencies in country. The UNCT is active before the crisis, during and after the transition.
- ✚ The coordination of humanitarian operations at country level is the responsibility of the Humanitarian Country Team, chaired by the Humanitarian Coordinator and composed of organizations that undertake humanitarian action in-country. As such, it is not restricted to UN agencies.
- ✚ Development-focused sector coordination is normally carried out in government-led sector working groups composed of relevant ministries, donors and UN agencies. In addition, within the UN, theme groups may be established to coordinate UN interventions in specific sectors or around common objectives as defined in the United Nations Development Assistance Framework (UNDAF).
- ✚ The humanitarian coordination structure is organized around sector-specific clusters and/or subclusters, which normally (but not always) include government counterparts or co-leads, depending on national capacity and the nature of the issues being discussed. This model is often replicated at a subnational level in areas of intense humanitarian activity. In the context of transition, clusters will at a certain point phase out and/or be replaced by sector working groups under the (co-)leadership of national governments.
- ✚ When responding to an emergency, other partnerships should be considered based on country office experience and needs. It is also key to collaborate with local partners such as national community-based organizations and NGOs, whose local knowledge is invaluable for planning a transition/humanitarian intervention.
- ✚ Joint humanitarian programming under the Consolidated Appeals Process; post-conflict or post-disaster recovery frameworks (e.g. PCNA or PDNA); and UNDAFs for UN development programming

A variety of networks, programmes and support structures have been developed to address the specific challenges of transition environments.

These include:

- ✚ **The Busan Fourth High-Level Forum on Aid Effectiveness and the New Deal:** The New Deal sets out a framework for recipient and donor countries alike aimed at enabling progress towards development goals in fragile and conflict-affected states¹⁰.
- ✚ **The United Nations Peacebuilding Commission (PBC):** The PBC is an intergovernmental advisory body that supports peace efforts in countries emerging from conflict¹¹. Following a request from the General Assembly and the Security Council, the Secretary-General established a Peacebuilding Fund (PBF) for post-conflict peacebuilding initiatives in October 2006¹². The UN Peacebuilding Support Office assists and supports the PBC with strategic advice and policy guidance, administers the PBF, and serves the Secretary-General in coordinating UN agencies in their peacebuilding efforts.
- ✚ **Organisation for Economic Co-operation and Development (OECD)-Development Assistance Committee (DAC) International Network on Conflict and Fragility (INCAF)** works in close partnership with the UN, the North Atlantic Treaty Organization, the World Bank and other bilateral and multilateral agencies dealing with conflict and fragility on issues of peace, security, governance and development effectiveness, facilitating coordination and providing a platform for sharing experiences¹³.
- ✚ **United Nations Development Group (UNDG)-Executive Committee on Humanitarian Assistance (ECHA) Working Group on Transitions** aims to improve the UN's effectiveness and impact in post-crisis settings. It supports the UN system's work to develop policies, guidelines and methodological approaches to support countries in post-conflict transition settings.
- ✚ **The Cluster system and the global Food Security Cluster:** Global and national coordination on humanitarian response is managed through the Inter-Agency Standing Committee (IASC)-endorsed Cluster system. FAO, together with the World Food Programme (WFP), leads the global Food Security Cluster, providing predictable, systematic and timely support to country-level food security humanitarian clusters and similar mechanisms. Promoting early recovery among various clusters is key to enhancing livelihoods-based response and rehabilitation and, therefore, to positive transition outcomes.




● FUNDING FOR TRANSITION: FROM HUMANITARIAN TO DEVELOPMENT FUNDING

Predictable, well-timed, flexible and sustained resources in post-disaster and post-conflict settings are key for transition. They ensure that ongoing life- and livelihood-saving activities continue to receive support; and they help build the foundations for sustainable recovery, peace, state capacity and longer-term development. Yet ensuring sustained funding flows during the transition from relief to development remains a largely unresolved challenge and often constitutes a major impediment in transition settings. Donors to the UN system have until now been more forthcoming with contributions for emergency relief than for post-crisis, transitional or recovery funding. In order for transition to succeed, humanitarian, recovery and development resources and investments need to work in harmony

Many donor countries have separate funding arms for humanitarian and development activities, in some cases reporting to different line ministries. However, a number of important bilateral donors are exploring how to improve linkages between short-term and development funding. For example, the EC, through the “Supporting the Horn of Africa’s Resilience” initiative, is bringing Development and Cooperation (DEVCO) and the Directorate-General for Humanitarian Aid and Civil Protection programming closer together. The EC will replicate this experience in its support to resilience building processes in the Sahel. The United States of America and other donors are also paying closer attention to similar funding mechanisms in support of transition.

FAO must be ready to advocate with donors for a more nuanced, and country-specific understanding of recovery context, priorities and challenges – including the need for transition funding that bridges humanitarian and development needs.



● BUILDING LINKAGES BETWEEN RESPONSE, REHABILITATION AND DEVELOPMENT: A PRELIMINARY CHECKLIST FOR TRANSITION PLANNING

Based on the above elements of successful transitional programming, the following preliminary checklist may be a useful starting point for field staff engaged in transition planning¹⁴:

Linking emergency and development planning processes

- To the extent possible, have emergency intervention proposals been linked to longer-term development processes?
- Does the CPF contain reference to humanitarian challenges and risks of crisis and disasters?
- Have the rights of displaced populations and host communities been taken into account in all stages of a project/programme design and implementation¹⁵?
- Has a realistic planning timeframe for transition been adopted, with a rolling horizon to adjust programme plans, funding and staff as emergency and recovery needs evolve?
- Have affected communities’ needs been continuously monitored following the emergency?
- Have lessons learned from previous FAO experience been consciously applied to current disaster response and interventions supporting the transition to recovery?
- Has the After Action Review been designed to capture lessons around transition planning and recovery programming?

Evidence-based programming and needs assessments

- Have emergency needs assessments been designed from the outset to include data on the target populations’ longer-term development needs and goals?
- Does the emergency/transition strategy includes an analysis of the following issues:
 - a. the underlying problems, including the root causes of poverty and conflict;
 - b. how the emergency affected the underlying vulnerability of those receiving assistance and of at-risk communities;
 - c. what ongoing FAO supported programmes need to be adapted due to the emergency; and
 - d. opportunities to progress towards the Millennium Development Goals?

Enhancement of national ownership and sustainability

- Have national and local communities and institutions been involved in the identification, formulation, implementation and monitoring of transition programmes?
- Do interventions in support of transition (including emergency response interventions) respect country priorities as laid out in the CPF or, in the absence of an up-to-date CPF in policies such as National Agriculture Sector Plans or Poverty Reduction Strategy Papers? Has local context analysis been undertaken to the extent possible with a view to sustainability of national systems, organizations and procedures?
- Do interventions in support of transition address all three dimensions of capacity development (individuals, organizations and an enabling environment)?
- Have transition interventions aimed at promoting access to agricultural inputs been designed in ways that restore and support local markets?

Cross-cutting issues

- Have separate interest groups and population groups within affected communities been consulted and represented, including women, men, and marginalized or vulnerable groups such as people with disabilities, HIV/AIDS¹⁶?
- Have interventions in support of transition been designed considering the strategic use and management of natural resources?

Advocacy and fundraising

- In transition settings, have funding targets and resources for recovery programming been estimated from the outset of the emergency in order promote transparency on the required funding and the timeframe for transitional programming?
- Have the country office and FAO headquarters' counterparts considered how to optimize both traditional emergency and development funding sources for support to transition programmes, including by advocating for greater flexibility with donors and by exploring alternative donors and funding mechanisms?

RESOURCES/FURTHER READING

- **Alinovi, L., Hemrich, G., Russo, L.** 2008. *Beyond relief. Food security in protracted crises*. FAO, Practical Action Publishing.
- **CARE.** 2011. *CARE Emergency Toolkit, Transition, Version 1*.
- **Cluster Working Group on Early Recovery – in collaboration with UNDG-ECHA Working Group on Transition.** 2008. *Guidance note on Early Recovery*.
- **FAO.** 2010. *The State of Food Insecurity in the World. Addressing Food Insecurity in Protracted Crises*. Rome.
- **FAO.** 2011, *Resilient livelihoods: Disaster Risk Reduction for Food and Nutrition Security Framework Programme*. Rome.
- **FAO.** 2010. *Transition: Linking relief, rehabilitation and development (Strategic Objective I, Organization Result 3 Concept Note)*. Rome.
- **FAO/Office of Evaluation.** 2012. *An Independent Evaluation of FAO's Response to the July 2010 Floods in Pakistan*. Rome.
- **FAO and Food Security Cluster.** 2012. *Detailed Livelihood Assessment in 28 flood-affected districts of Pakistan*. Islamabad.
- **OECD.** 2010. *Transition financing. Building a better response*.
- **OECD.** 2012. *DAC Guidelines and Reference Series. International support to post-conflict transition, rethinking policy, changing practice*.
- **OCHA on Message.** 2010. *Transition*.
- **United Nations Office for the Coordination of Humanitarian Affairs, Development Operations Coordination Office and United Nations Development Programme.** 2012. *Draft joint lessons learned and good practice toolkit: Transitioning humanitarian coordination mechanisms to support longer-term recovery and development*.
- **UNDG.** 2011. *Guidance Note on integrating food and nutrition security into country analysis and UNDAF*.
- **UNDG-ECHA Working Group on Transition.** 2009. *Guidance Note on funding for transition*.
- **UNDG/ECHA-Cluster Working Group on Early Recovery.** *Introductory note to the Transition Guidance Toolkit*.
- **WFP.** 1998. *From crisis to recovery. Policy issues – Agenda item 4*.
- **WFP.** 2005. *Exiting emergencies: Programme options for transition from emergency response. Policy issues – Agenda item 4*.



FOOTNOTES



1. (page 3) - INCAF (2009), Cluster Working Group on Early Recovery (2008): Studies on funding for transition.
2. (page 3) - Early Recovery Cluster Guidance Note (2008) defines early recovery as a multidimensional process of recovery that begins in a humanitarian setting and is guided by development principles. It aims to generate self-sustaining, nationally-owned, resilient processes for post-crisis recovery and includes the restoration of basic services, livelihoods, shelter, governance, security and the rule of law, environment and social dimensions, including the reintegration of displaced populations.
3. (page 5) - For more details on this, see the following document: *"Showcasing FAO's work on transition: Good practices on the linkages between emergency, rehabilitation and development"*.
4. (page 6) - FAO has recently developed a DRR Framework Programme for Food and Nutrition Security which serves to support and provide strategic direction to FAO member countries and partners for the implementation of DRR interventions.
5. (page 6) - For example, repeated high losses of crop harvests owing to tropical storms and flooding emphasize the need for technical assistance and advice on appropriate crop varieties that mature before peak flooding and cyclone seasons or varieties that are more tolerant to wind to minimize losses associated with storms.
See: <http://www.fao.org/docrep/015/i2540e/i2540e00.pdf>.
6. (page 7) - Aceh Province and Nias Island (North Sumatra Province), Indonesia were the areas most affected by the tsunami of 26 December 2004, one of the world's worst natural disasters in modern times. The response to the disaster by international and national donors and the public in general was enormous and unprecedented. The challenge for the Government and the international community was to judiciously and efficiently use the available resources to rehabilitate in a sustainable and equitable manner the livelihoods that were affected by the tsunami.
7. (page 7) - Capacity development in transition should support long-term trends and sustainability. Interventions should address all three dimensions of capacity development (individual, organizations and enabling environment). Moreover they should go beyond technical areas and include soft skill development in areas such as planning, budgeting, partnering, negotiating.
8. (page 7) - For more details on cash and vouchers, see the related guidance note in this series.
9. (page 7) - For more details on gender in emergencies, see the related guidance note in this series.
10. (page 8) - The New Deal was negotiated in close consultation with the g7+ members, which are the nations and regions farthest from reaching the Millennium Development Goals and seek to provide a fragile state perspective on fragility in order to work with donors to improve the effectiveness of their assistance and help the membership to transition out of fragility. The New Deal is not a UN-driven process. The primary responsibility rests with the governments of conflict-affected and fragile states. The International Dialogue on Peacebuilding and Statebuilding, composed of the g7+ countries, their development partners, and international organizations (the UN is represented by the Peacebuilding Support Office, FAO and the United Nations Development Programme) is now working to develop practical guidance to support the roll-out of the New Deal in pilot countries. The New Deal has now been endorsed by more than 40 countries as well as several international organizations, including the UNDG. It calls for the negotiation and implementation of country-specific transition "compacts", mutual agreements between national and international partners that identify national peace and statebuilding priorities and that define how, and from what instruments, implementation of those priorities will be financed and monitored.
11. (page 8) - Countries currently on the PBC agenda are: Burundi, the Central African Republic, Guinea, Guinea-Bissau, Liberia and Sierra Leone.
For more information on the PBC see: <http://www.un.org/en/peacebuilding/>.
12. (page 8) - The PBF will support peacebuilding activities which directly contribute to post-conflict stabilization and strengthen the capacity of Governments, national/local institutions and transitional or other relevant authorities. The Peacebuilding Support Office was established to assist and support the with strategic advice and policy guidance, administer the PBF and to serve the Secretary-General in coordinating UN agencies in their peacebuilding efforts.
13. (page 8) - The Network was founded in 2009 to improve international responses to the most challenging development settings and to chart results. INCAF associates providers of South-South cooperation through consultation and regular dialogue. It has published a suite of documents on transition engagement and funding, including The Principles for Good International Engagement in Fragile States and Situations.
14. (page 9) - This checklist must be used in accordance with the CPF Quality Assurance Checklist.
15. (page 9) - For more details on displaced populations and durable solutions, see the related guidance note in this series.
16. (page 10) - For more details on accountability to affected populations, see the related guidance note in this series.



FAO IN EMERGENCIES
GUIDANCE NOTE
2013