Cluster Working Group on Early Recovery

Implementing Early Recovery

July 2006

**IASC** Inter-Agency
Standing Committee

Introducing Early Recovery

In the immediate aftermath of a crisis, the focus of national and international actors is primarily on meeting life-saving needs. This is understandable: human lives are at risk and quick action is required to minimize damage and restore order. However, from the very beginning, there is a need for more than life-saving measures: the foundations for recovery and a return to longer-term development should be planned from the outset of a humanitarian emergency and put in place as early as possible, to reduce the suffering and improve the ability to reach and improve the lives of vulnerable people affected by crisis.

Early Recovery is recovery that begins early in a humanitarian setting. It is a multi-dimensional process, guided by development principles. It aims to generate self-sustaining, nationally-owned, and resilient processes for post-crisis recovery. Early Recovery encompasses governance, livelihoods, shelter, environment and social dimensions, including the reintegration of displaced populations. It stabilizes human security and addresses underlying risks that contributed to the crisis. Early recovery is a responsibility for both the development and the humanitarian agencies working in post-crises countries.

Natural disasters and conflicts also weaken in varying degrees the capacity of governments and local communities to assess, plan, and implement early recovery initiatives in a proactive and timely manner. The international community has a collective obligation to support and strengthen the capacity of those affected by crises, at national and local levels. Thus far, early recovery issues have been dealt with by a relatively small number of actors, with scarce resources and on an ad hoc basis. Interventions have often been unpredictable.

The Cluster Working Group on Early Recovery (CWGER) is accountable for enhancing a global-level capacity able to effectively support the HC/RC in strategically planning Early Recovery. The primary objective of the cluster leadership approach - and what distinguishes it from traditional sector-based coordination - is to ensure accountability by designating a lead agency for each cluster. Therefore, in opting for this approach, the CWGER will demonstrate that the issue of accountability (including the provider-of-last-resort role of the cluster lead) is properly addressed and ensured at the country-level. This paper also outlines the approach of the Early Recovery Cluster Network to address these challenges at country level by providing HC/RCs, Humanitarian Country Teams (IASC), and National Authorities with the minimum support required to ensure that Early Recovery begins at the right time, involving the right actors jointly carrying out an agreed set of tasks.
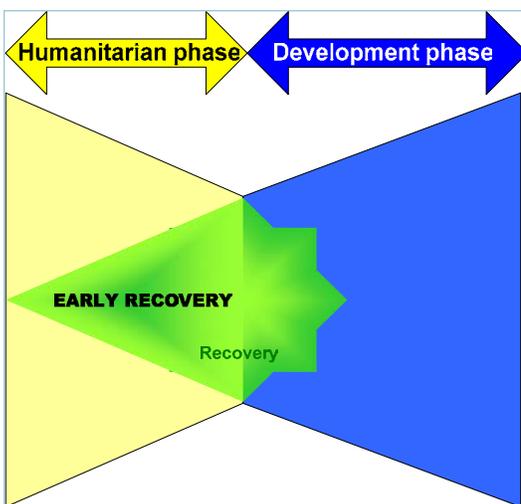
In practice, Early Recovery means:

- Humanitarian and development agencies working together on recovery as early as possible within the humanitarian phase - assessing, planning, mobilizing resources, implementing and monitoring activities;
- Supporting spontaneous recovery initiatives of affected populations;
- Supporting capacity of national actors to manage and implement the recovery process;
- Influencing the way humanitarian assistance is provided to avoid dependencies;
- Capitalizing on opportunities to reduce risk; and
- Establishing strong foundations for recovery and sustainable development.

The Cluster Working Group on Early Recovery (CWGER)

The Humanitarian Response Review and other recent reform initiatives have highlighted the need to improve the predictability, timeliness, and effectiveness of humanitarian response. The focus is on strengthened leadership and accountability in nine key "clusters": nutrition; water and sanitation; health; camp coordination and management; emergency shelter; protection; logistics; emergency telecommunications; and early recovery.

The cluster approach is a renewed effort to fill identified gaps in humanitarian response. The approach is applied to all new major emergencies, from January 2006 onwards (Pakistan and the Yogyakarta, Indonesia earthquakes). In addition, the cluster leadership approach has been rolled out to a limited number of existing post-conflict situations, currently in the DRC, Liberia, Uganda, and most recently Somalia.

Early recovery, while not strictly core humanitarian business, was identified as a key cluster in recognition of the urgent need to develop coordinated recovery-related interventions contributing to a smoother transition between emergency relief and development assistance, including a more efficient use of resources, and integrate risk reduction measures at the very early stages of emergencies and beyond.

This is in line with efforts such as the *Good Humanitarian Donorship Initiative* for example, which includes amongst its general principles the need to provide humanitarian assistance in a way that supports recovery and longer-term development, striving to ensure support to the maintenance and return of sustainable livelihoods and transitions from humanitarian relief to recovery and development activities; and the *Fragile States Initiative*, which recommends looking beyond quick-fix solutions to address the root causes of state fragility. The importance of increased efforts by the international community to address risk reduction needs and opportunities in early recovery is also underlined in the *Hyogo Framework for Action*.

> **Gender Mainstreaming**
>
> **Women suffer four types of indirect losses, following crises:**
> **- Loss of productive employment outside the home**
> **- Loss of household production and income**
> **- Increase in reproductive work**
> **- Other economic damage resulting from outstanding debts or loans.**
>
> **It is by now fully acknowledged that gender mainstreaming, although a well-recognized concept and enjoying wide support, still faces problems in its recognition and usage. Experience on the ground shows that taking gender into consideration is feasible, and particularly necessary in Early Recovery.**

In 2005, the IASC Cluster Working Group on Early Recovery (CWGER) was formed at the global level, consisting of 18 UN and non-UN members from the humanitarian and developmental communities, with UNDP as the designated cluster lead. Active attempts are undertaken to encourage a larger participation of NGOs and international financial institutions in the cluster at both global and country levels.

One of the CWGER core function is to enhance a global-level capacity able to effectively support the HC/RC at country level in strategically planning Early Recovery at the very early stages of emergencies.

Based on a mapping and analysis of existing capacities for early recovery among Cluster members, the following areas were identified as gaps at global level that need to be addressed on a priority basis:

- Development of tools and methodologies for early recovery planning and programming;
- Fast, predictable mobilization of technical expertise through rapid deployment capacity;
- Integrated programming of humanitarian and recovery-related interventions;
- Knowledge management;
- Inter-agency agreements for CWGER members.

How does the Early Recovery Cluster Operate?

At country-level, the role of the CWGER is to coordinate, strategically plan, facilitate, provide leadership assistance and guidance, and set clear and deliverable standards for others to implement. In terms of working with other clusters the CWGER aims to influence, mainstream, and establish Early Recovery as a cross-cutting approach to be adopted by all clusters.

To promote Early Recovery at the country-level, the HC/RCs need not necessarily mechanically reproduce the set up and structure of the Cluster at the global-level. Rather, a degree of flexibility is recommended. Mechanisms to support Early Recovery should be designed based on the existing capacities and strengths of UN Country Teams (UNCTs), IASC partners, and national institutions within the country. Having learned from initial experiences of implementing Early Recovery Clusters in the field (see Annex 4), practical models for establishing ER functions at the country level are currently under development. One of these models is the *"Early Recovery Cluster Network",* a model that seeks to integrate Early Recovery into other existing clusters to ensure that early recovery issues are fully understood, considered and addressed during the humanitarian phase. The proposal is currently discussed with partners - including country offices, representatives of other clusters, and donors - before presenting it to the IASC Working Group in November 2006.

> ### *Responsibility for Early Recovery*
>
> *Recovery must be a nationally-owned process, with the fullest possible engagement of national and local authorities in the planning, execution, and monitoring of recovery actions. In the humanitarian phase, where the national capacities (national governments, institutions, and local communities) to do early recovery have been weakened by the crisis, these national capacities should be supported -rather than substituted- by both development and humanitarian actors.*
>
> *The challenge is to bring together this broad range of organizations to work in a coordinated and cohesive manner to effectively support national actors.*

At global-level: the Cluster Working Group on Early Recovery

The work of the CWGER at global-level is driven by the level of support required at country-level. Its key functions are to:

- Provide humanitarian country teams, other clusters and national authorities with the guidance, standards, goals and tools required to integrate early recovery into their work, in both disasters and post-conflict settings, and to monitor their success in doing so.

- Provide direct support to the Humanitarian / Resident Coordinator and the Humanitarian Country Team in strategically planning for recovery.

- Ensure an adequate response to specific needs in key areas not addressed by other clusters within the Humanitarian Response Reform framework.

- Advocate that the Humanitarian Reform process adopts a more 'mainstreamed' approach to early recovery, i.e. early recovery be integrated in all other clusters, ER focal points be designated in all other clusters at global level.

- Work together with the Emergency Relief Coordinator to mobilize resources, and to monitor and evaluate the response to ER needs.

At country level: Promoting Early Recovery

- An Early Recovery (ER) capacity is established as soon as possible to support HCs/RCs in roll-out countries with the coordination, assessment, strategic planning, advocacy and resource mobilization for early recovery. Cluster members ensure that this local ER capacity addresses the areas identified as priority needs by the cluster. The form of the ER capacity at national level depends on the country situation (e.g. Early Recovery Advisor, or Early Recovery unit).

- The CWGER, through this Early Recovery support function, is accountable for ensuring that ER issues are addressed by other clusters/sectors. To assure this takes place, the other clusters will be asked to designate ER focal points. The focal points will interact with the ER support function at country level. This Early Recovery Cluster Network will in turn receive support and guidance from the CWGER at global level as necessary, and set clear and deliverable standards for others to implement.

- Early recovery needs which are not mainstreamed and addressed by other clusters (shelter, land & property, governance, livelihoods, basic social services, rule of law and disaster risk management) need to be covered appropriately in each context. This may involve special efforts or ad hoc groups led by CWGER members or other qualified organizations at country level. Lead agencies have been identified for each of these areas that are traditionally not included in the sectoral working group architecture at country level but are considered to be essential for an effective and more comprehensive humanitarian response.

- It is important to ensure that a new ER coordination body does not duplicate, impose, complicate or displace already functioning and well-accepted mechanisms.

The EARLY RECOVERY CLUSTER NETWORK model
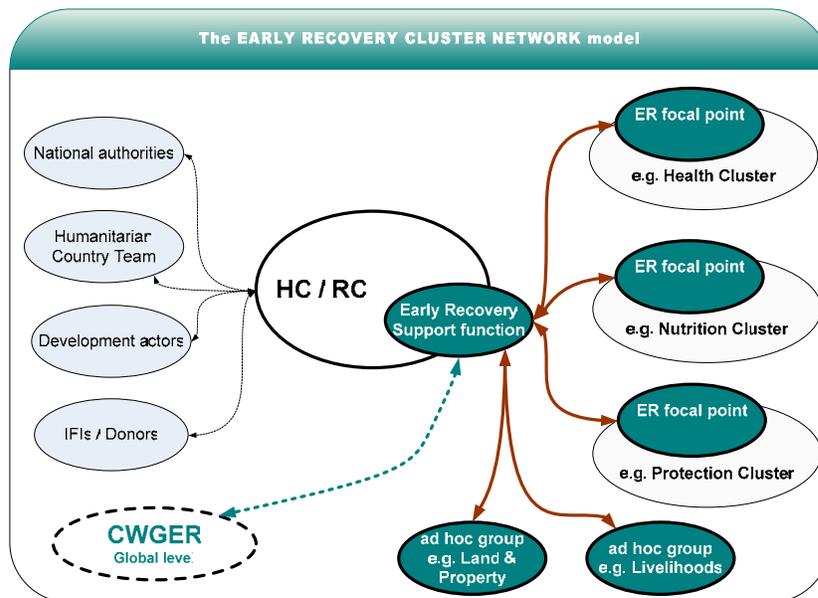
Progress to Date

The work of the CWGER is a dynamic, evolving process. At the field level, work is taking place in response to natural disasters in Bolivia, Guatemala, Pakistan, and Indonesia, where rapid assessment techniques are in use. Work is also carried out in Uganda, particularly around early recovery strategies and needs assessments; the DRC, where the focus is on coordination and mapping; and Liberia, where the early recovery strategy is based on three pillars of activity. Field activities are producing some important lessons that feed into the work plan for the CWGER (see Annex 1 and 2).

Next Steps

A work plan for the Cluster at the global level was developed for 2006, and reviewed at a recent workshop in Geneva (see Annex 3). During the workshop, a number of changes have been made to the work plan to clarify how specific activities will be implemented, by when, and with clear responsibility allocated for follow-up. The revised work plan for the Early Recovery Cluster can be summarized as shown in the graph:

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│                        CWGER Goal                         │
│  Advance development by strengthening capacities to       │
│                  recover from crises                      │
│─────────────────────────────────────────────────────────│
│                    Contributes to                         │
│─────────────────────────────────────────────────────────│
│                      CWGER Purpose                        │
│  Enable recovery to begin early in the humanitarian phase │
│  to restore the development trajectory disrupted by       │
│                     crisis events                         │
│─────────────────────────────────────────────────────────│
│                        Fulfills                           │
│─────────────────────────────────────────────────────────│
│                   CWGER Key Objective                     │
│  The CWGER is accountable for enhancing a global-level    │
│  capacity able to effectively support the HC/RC in        │
│  strategically planning Early Recovery and integrating    │
│  risk and vulnerability reduction measures at the very    │
│  early stages of emergencies and beyond to better address │
│          the needs of people affected by a crisis         │
│─────────────────────────────────────────────────────────│
│                        Fulfills                           │
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Component Objective 1:  Improve the quality of ER responses to existing needs or in a new crisis

Component Objective 2:  Support responses to ER needs

Component Objective 3:  Improve the effectiveness of local responses to ER needs

Component Objective 4:  Respond to ER needs in a coordinated manner

Component Objective 5:  Increase the impact of recovery responses
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Monitoring Performance

The Cluster is currently elaborating an overall monitoring and evaluation framework for cluster activities. Focal-point agencies are held accountable for implementing activities within the work plan for which they have agreed to take the lead. Partnerships will be developed with other stakeholders, including donors for the identification of benchmarks.

At the country-level the HC/RC monitors progress in implementation of the overall humanitarian response ensuring predictable, efficient, complementary and effective action by all clusters. Progress in early recovery in the field remains the responsibility of the CWGER. Support will be provided to country offices to document lessons learned from implementation of early recovery support within the context of the cluster approach. This will be used to develop evolving guidance and recommendations for early recovery coordination and programming.

Resources Required

At Global Level

The work of the Early Recovery Cluster will primarily be supported through available resources provided by the cluster lead, members or existing partnerships. However, the Early Recovery Cluster at the global level requires additional resources estimated at <u>US$2.235 million</u> for 2006 to support cluster facilitation and the development of strategic planning interventions. Resources for early recovery at the global level are covered in the <u>Cluster 2006 CAP: Appeal for Improving Humanitarian Response Capacity</u>.

At Country Level

At the country level, where early recovery activities are not covered by existing agency resources, they will be included where possible in country-level CAPs or Flash Appeals under the heading of Early Recovery; or alternatively covered by other credible resource mobilization mechanisms at the country-level. The cluster will ensure that all early recovery activities included in other clusters (e.g. Health, Nutrition, Food Security) are strategically planned in an integrated manner. This approach will be reflected in the country common humanitarian strategy and action plan.

Funding to Date

The first contributions for early recovery against the Cluster 2006 CAP have been confirmed, amounting to a total of <u>$626,000 – 28% of total requirements</u>. Contributions for early recovery coordination at field-level are also being confirmed: for example, donors have indicated that they will provide around $500,000 for early recovery coordination in Uganda through the Uganda 2006 CAP.

Early recovery activities at both global and country level are already underway using existing funds. Most agencies are in the process of assessing how they might reprioritize additional internal resources, to allow for rapid implementation of activities that are not covered in the Cluster 2006 CAP. In the case of natural disasters, many planned activities are underpinned by the partnership and the work plan that have already been established by the International Recovery Platform (IRP). The IRP has core resources from UN Agencies, and has mobilized additional resources from donors.

Financial Requirements for 2006 (in US $)	
Cost of Lead Role	
Cluster Coordination and Secretariat Support	(UNDP)
Surge Capacity Manager and Knowledge Manager	360,000
Publications, reporting and advocacy,	50,000
Sub-Total	410,000
Capacity Building	
Development of Frameworks (technical assistance and consultancies)	760,000
Induction courses	200,000
Workshops	100,000
Logistics and operational costs	100,000
Sub-Total	1,160,000
Global preposition requirements: Surge Capacity Deployment for One New Crisis of 500,000 beneficiaries	
First Early Recovery Team	315,000
Complementary Early Recovery Team	350,000
Sub-Total	665,000
Grand Total	**2,235,000**

Funding Mechanisms

Through a Multi-donor Trust Fund mechanism, UNDP is prepared to receive contributions on behalf of the Cluster Working Group on Early Recovery at the global level. In consultation with other Cluster members, UNDP will channel resources onwards to appealing agencies. Agreements are currently drawn up setting out the terms and conditions of financial arrangements. Alternatively, donors may wish to earmark funding for a particular activity within the Early Recovery Cluster work plan and contribute resources directly to the relevant implementing agency.

Development of tools and methodologies:

- Terms of reference have been agreed for the development of two tools to assess post-disaster recovery damages and needs. The tools will be modeled to a degree on the post-conflict needs assessment (PCNA) methodology;
- FAO is developing an Integrated Food Security and Humanitarian Phase Classification (IFSHPC), which links complex food security analysis to response actions. The tool is designed to address both humanitarian response and livelihoods support within the context of early recovery;
- UNDP is developing a tool for conducting baseline and outcome assessments at the community level. The tool will be peer-reviewed by cluster members to assess its use in an early recovery context;
- UN-HABITAT is developing a methodology for land and property situational analysis, which can be applied in early recovery situations; and
- UNICEF is developing a youth surveying tool designed to inform existing and/or newly to be developed (early) recovery impact or needs assessments of the particular needs, contributive potential and expectations amongst affected youth populations.

Knowledge management:

- A dedicated website for the Early Recovery Cluster has been created to allow for sharing of tools and guidelines, and to facilitate the cluster in collaboratively documenting, analyzing, and learning from experiences;
- A monthly Information Update for the Early Recovery Cluster is produced which highlights recent missions and meetings, key dates coming up, and provides details of progress by the cluster at global and country-levels;
- Under the auspices of the IRP, examples of best practice and lessons learned in natural-disaster recovery have been compiled to compare experiences and draw out general recommendations for future early recovery practice; and
- Lessons learned from the implementation of an Early Recovery Cluster in Pakistan have been documented and shared with cluster members, along with a series of key recommendations for future cluster design and implementation.

Surge capacity:

- Under the umbrella of the UNDP Regional Programme on Capacity Building for Sustainable Recovery and Risk Reduction, a regional planning meeting for developing surge capacity for ER was held in March for selected tsunami and non-tsunami affected countries in Asia. A set of training modules for UNDP Country Offices will now be developed.

Capacity building:

- The Capacity Building component of the IRP, coordinated by the ILO, is developing a training package for local authorities in high-risk countries of Central America. The training course on Disaster Risk Reduction in the Framework of Sustainable Development is designed to sensitize local actors on the prominent role of recovery as an opportunity for reducing disaster risk and vulnerabilities, while laying the socio-economic conditions for durable local development;
- ILO is developing specific tools and training packages focusing on 'local economic recovery', reintegration of affected groups, and DDR;
- Shelter, Property and Land: UN-HABITAT is developing a methodology for land and property situational analysis that can be applied in early recovery situations. The tool is being piloted in Uganda to assess its potential for understanding disputes over land and resources, assessing the resources available to deal with disputes, and consider models for dispute resolution;
- Food Security, Livelihoods and Income Generation: FAO is developing a framework for emergency and early rehabilitation response. The framework brings together existing methodologies and identifies new areas for further development to address both immediate and longer-term priorities for restoring sustainable livelihoods; and
- Inter-Agency Coordination: UNDP is undertaking a thorough analysis of existing IASC training and learning programmes to identify existing content, simulation exercises and materials that could be adapted and updated to support the ER cluster training initiatives.

Uganda:

- An inter-agency Rapid Needs Assessment (RNA) has been carried out in Lira District to (a) identify assistance gaps for interventions over the next 6-18 months to stabilize the situation in areas of early return; and (b) plan for participatory early recovery efforts of affected communities, and devise strategies to strengthen local capacities to support these efforts.

- A Results Based Recovery Framework (RBF) is being developed, which will include costing and prioritization of activities to define partnership targets at the local and central level. The RBF is a planning tool for the implementation of recovery measures across sectors in the early phase of resettlement and return;

- UNHCR and UNDP are setting up a Joint Return and Recovery Unit (JRRU); and

- An Early Recovery Trust Fund has been created to provide a vehicle for do-nors to pool resources and coordinate their support to recovery pro-

Democratic Republic of Congo:

- The pre-existing interagency Reintegration/Early Recovery Thematic Group, has been reconvened as an *Early Recovery Cluster*. The Cluster brings to-gether a wide range of actors, including UN Agencies, international and local NGOs, MONUC, Government line ministries, and donor representatives.

- The Early Recovery Cluster aims to mainstream return and reintegration priorities into existing and planned reconstruction and development proc-esses at national, provincial and territorial levels. Among the main tasks for the Cluster will be a mapping exercise of the war-affected population; and elaboration of a comprehensive country strategy; and

- Within South Kivu, in three key districts, a UNDP/UNHCR pilot joint pro-gramme will focus on the rehabilitation of three main hospitals and more than 150 kms of secondary roads to facilitate access, population movements and business opportunities in the area.

Liberia:

- UNDP Liberia has brought together relevant actors to focus attention on reconstruction, capacity building, and transitional justice efforts necessary for national recovery.

- The Humanitarian Information Centre (HIC) of OCHA has offered its ser-vices to support the evolving work of the Early Recovery Cluster, which is especially valuable particularly in light of the HIC's transition to UNDP and eventually to the government;

- UNDP Liberia, with the financial support of BCPR, is recruiting an Early Re-covery Support Officer, who will work with the Reintegration, Rehabilitation and Recovery (RRR) Section of UNMIL to bring together relevant actors to focus attention on national early recovery efforts;

- UN and donor agencies have prepared a country-wide gap analysis report to map out and address the needs of the Cluster.

Component Objective 1:   Improve the quality of ER responses to existing needs or in a new crisis

Sub-objective 1.1: Provide tools for ER

Activity: Carry out inventory of existing tools, training resources, and methodologies for ER (UNDP)
Activity: Adapt post-conflict needs assessment (PCNA) framework to ER (UNDGO)
Activity: Review needs assessment framework to adjust it to ER needs (OCHA)
Activity: Develop, test, and disseminate guidance materials on standard operating procedures (SOPs) (UNDP)
Activity: Develop, test, and disseminate guidance materials on conflict analysis
Activity: Develop, test, and disseminate guidance materials on the Rule of Law (UNDP)
Activity: Analyze shelter focused needs and damage assessment methodologies (UNHABITAT)

Sub-objective 1.2: Strengthen management of recovery efforts

Activity: Develop surge capacity management at global level (*UNDP*)

Component Objective 2:   Support responses to ER needs

Sub-objective 2.1: ER needs included in financing mechanisms

Activity: Make an inventory of funding procedures and alternatives (*OCHA*)
Activity: Review existing multi-donor funding mechanisms (*UNDGO*)

Sub-objective 2.2: Increase the advance planning of responses to ER

Activity: Prepare early recovery contingency plans in 12 high-risk countries (*ILO/UNDP*)
Activity: Support post-conflict CTs in the preparation of ER contingency plans (*ILO/UNDP*)

Component Objective 3:   Improve the effectiveness of local responses to ER needs

Sub-objective 3.1: Develop capacities for early recovery at country level

Activity: Develop capacities for early recovery at CT, national, and local level in 12 high-risk countries (ILO/UNDP)
Activity: Field shelter, land & property experts to 3 priority countries for addressing shelter needs (UNHABITAT)

Sub-objective 3.2: Strengthen early recovery policy and strategy

Activity: Develop and disseminate a Guide to ER (including common principles and good practice, etc.) (*UNDP*)

Sub-objective 3.3: Advocate for greater understanding and acceptance of ER in all areas of humanitarian and development work

Activity: Develop a strategy for 'mainstreaming' ER approaches in humanitarian action (*UNDP*)
Activity: Advocate in other clusters and at country level (*ALL*)

Component Objective 4:   Respond to ER needs in a coordinated manner

Sub-objective 4.1: Training courses set up at global-level

Activity: Set up technical platform for ER training and capacity building, deliver training (ILO)
Activity: Set up inter-agency coordination and leadership training *(UNDP/OCHA)*

Sub-objective 4.2: Harmonized information management system in place

Activity: Review current system and develop approaches that respond to needs (*OCHA*)
Activity: Consolidate datasets; disaggregated by age, sex, and vulnerability (*OCHA*)
Activity: Contribute to UNDGO workshop (*OCHA*)

Sub-objective 4.3: Knowledge management system in place

Activity: Produce, promote, and distribute CWGER monthly news update (UNDP)
Activity: Promote and develop content of CWGER external website (UNDP)
Activity: Develop the use of the CWGER intranet as a collaborative working space (UNDP/ILO)
Activity: Expand the disaster management portal *(UNHABITAT)*

Sub-objective 4.4: Inter-Agency Agreements are reviewed, enhanced, and harmonized

Activity: Make an inventory of existing inter-agency cooperation agreements, map existing
        agreements, and identify gaps (*UNDP*)
Activity: Develop an Agreement with the World Bank (*UNDP/UNDGO*)

Component Objective 5:   Increase the impact of recovery responses

Sub-objective 5.1: Planning interface, integrating Emergency and ER activities

Activity: Develop understanding of and review community-driven recovery experience in the ER
        context and hold workshop (*UNDP*)
Activity: Develop and circulate guidance note for child protection, watsan, health, nutrition and
        education interventions in ER context *(UNICEF)*
Activity: Develop guidance on assisting productive livelihood in ER context *(FAO/ILO)*

Sub-objective 5.3: Feedback of impact through monitoring and evaluation

Activity: Develop a framework for monitoring and evaluation for the CWGER (*UNDP*)
Activity: Develop a framework for monitoring and evaluation for ER responses (*UNDP*)

- For months after a disaster, humanitarian needs exist simultaneously with ER priorities. A response to humanitarian need will therefore run in parallel with the recovery and rehabilitation activities.

- Advocacy at global and country levels is needed to develop a coherent understanding of ER, as well as to raise its priority. There needs to be more guidance from agency headquarters on the implementation of the cluster approach in order to reduce confusion about role, function, and relations with governments and other clusters at global, country, and field level.

- The CWGER is instrumental in the monitoring, strengthening, elaboration, and adoption of guiding principles for recovery.

- As cluster lead, UNDP needs to assume a strong leadership and coordination role during the assessment, priority setting, and strategic planning stage of the ER process.

- Leading a cluster demands the availability of dedicated resources and a team of people that can support essential functions, such as setting up and maintaining field-based clusters; soliciting information from cluster members on progress in ER; and information management. More emphasis needs to be placed on avoiding a high turnover of cluster heads and ensuring their leadership skills.

- There is a need for training of global and country-level ER cluster managers, who require good skills not only in recovery, but also in inter-agency coordination and team leadership.

- The CWGER needs clear cluster activation procedures, and a predefined exit strategy should guide its termination. The cluster network should be established systematically and include strategic linkages with government authorities in order to be able to identify entry points for supporting policy and programmes in accordance with ER priorities identified during the needs assessment process.

- Information systems that go beyond the relief/response phase and into the recovery, rehabilitation, and reconstruction are essential if risk reduction and 'build back better' elements are to be included in the reconstruction plans.

- Existing coordination mechanisms and systems need support in order to become effective enough to address numerous actors at the grassroots and civil society level. This will also reduce confusion and overlap of function.In coordination with government agencies, there needs to be more effort to link the central level structures with local and community organizations, and establish links with other local actors, such as NGOs and CSOs.

- There is a need to harmonize, update, and disseminate preparedness and response protocols and plans in coordination with government agencies, UN system agencies, NGOs, and civil society organizations, as well as ensuring the participation of specialized personnel in response, recovery, rehabilitation, and reconstruction processes. Periodic testing and validation of these plans may add to the effectiveness of the response and recovery efforts.

Agency	E-mail	Phone
Lead Agency: UNDP [and focal point for a) Development of tools and methodologies; b) Inter-agency surge capacity; c) Knowledge management; d) Inter-agency agreements; e) Community-driven recovery; f) Rule of law; g) Governance and disaster risk		
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