



Tsunami Evaluation Coalition

Consolidated lessons and
recommendations from the
TEC Synthesis Report
and TEC Thematic
Evaluations

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Introduction: how to use this document

This document presents the lessons and recommendations of all six TEC reports – ie, the five thematic evaluations as well as the Synthesis Report. These recommendations have been broken down into 11 themes:

1. Accountability	4
2. Coordination	11
3. Disaster Risk Reduction	20
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10. Policy Coherence	61
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Each matrix is itself broken down into sub-themes for ease of reference. These themes and sub-themes represent just one way of ‘slicing the cake’ and are simply intended to help the reader identify and find their way around what the TEC Secretariat has identified as the main themes in the reports.

Each recommendation is also addressed to a particular target audience, and this appears in the column to the right of each recommendation.

Finally, many recommendations are relevant to more than one theme as would be expected in a series of reports that attempt to show how change needs to be integrated in a sector where many themes cut across each other. Underneath many of the recommendations, therefore, appear the titles of other relevant themes showing that the particular recommendation appears in more than one place.

Guide to use

As each of the reports present their lessons and recommendations differently, the section numbers and other references are different for each report. For example:

Synthesis Report

This is referenced in a number of ways. For example:

Rec 1, p118 Synthesis Report

This means the first main recommendation (1 out of 4) of the Synthesis Report.

Part of Rec 1, 5.2.1, p119 Synthesis Report

This means a sub-recommendation that appears in Section 5.2.1. However, it is linked to the main Recommendation 1

Capacities Report

Part of Rec 1, p12 Capacities Report

In other words, a sub-recommendation of the main Recommendation 1 of the Capacities Report

Coordination Report

Rec 6, p15 Coordination Report

This refers to the main recommendations, in this instance Recommendation 6

Sub-rec, p75 Coordination Report

This is a sub-recommendation and will have been identified in the main text though may not form part of the main set of recommendations

Funding Report

Part of Conclusion 4 / Lesson 1, p42 Funding Report

This report has a series of main conclusions, each with a set of lessons. This therefore refers to the first lesson in Conclusion 4.

LRRD Report

Rec 5, p82 LRRD Report

This report has a series of main recommendations. This clearly refers to Recommendation 5, though the recommendations are not actually numbered in the report itself. The number is added here for ease of reference.

Needs Assessment Report

Rec 6, 6.3, p64 Needs Assessment Report

There are 17 main recommendations in this report, but their number doesn't correspond to a section number. Here, Recommendation 6 appears in section 6.3 on page 64

TEC Recommendation Matrix: Accountability

Accountability

Text highlighted in green throughout, indicates other issues where the same recommendation occurs

1: Information Flow and Reporting	
Recommendations	Addressed to:
<i>1.1: Towards affected population</i>	
<p><i>Part of Rec 1, 5.2.1, p119 Synthesis Report</i> International agencies should share information about their systems and practises with the affected population, so that they can also participate in planning/programming. Ownership, Policy</p>	International aid community
<p><i>Rec 4, p15 Coordination Report</i> There needs to be effective, consistent and coordinated communication with recipient populations and particularly women at all stages of the response. This should entail dedicating staff resources and tools to develop a communications protocol with the host government. A common strategy should include guidance on the use of public meetings, broadcast media, newsletters and posters Policy</p>	OCHA; international aid community
<p><i>Rec 5, p82 LRRD Report</i> Links to the LRRD efforts of affected populations should be improved through strengthened information flow. LRRD</p>	International aid community
<p><i>Part of Rec 3, p13 Capacities Report</i> National governments should develop plans and procedures for disaster management including the management of information – so that communities are well informed of the response at all stages. LRRD</p>	Affected-country governments
<p><i>Part of Rec 3, p13 Capacities Report</i> Those responding to a disaster should ensure that full information about their activities is available to affected populations. Suggestions include putting up public notices and giving financial information, and public audits.</p>	International aid community; affected-country governments
<p><i>Part of Rec 2, p12 Capacities Report</i> Strategies should be developed to ensure that women and marginalised groups have full access to information.</p>	International aid community
<i>1.2: Transparency</i>	
<p><i>Conclusion 5, p42 Funding Report</i> Accountability and transparency need to be improved, particularly with respect to financial tracking and reporting.</p>	International aid community
<p><i>Lesson 1 of Conclusion 5, p43</i> All agencies should commit to making the full versions of programme evaluations publicly available.</p>	

TEC Recommendation Matrix: Accountability (cont)

Recommendations	Addressed to:
<p><i>Part of Rec 3, 5.3.4, p120 Synthesis Report</i> Governments can support regulation by making tax-exempt status dependent on meeting accountability requirements, such as those required in the US, as well as demanding regular published audits and independent evaluations. Affected-country governments can demand similar transparency requirements of agencies responding to natural disasters in their countries. The European Commission could introduce a directive to ensure that NGOs in the European Union are obliged to be as transparent about their finances and expenditures as are NGOs in the US.</p> <p>Regulation</p>	<p>Affected-country governments; donor governments; EC</p>
<p><i>Part of Conclusion 4 / Lesson 1, p42 Funding Report</i> Improving the system for tracking and reporting financial data needs to be a priority, as does improving feedback from agencies to their donors and to the media.</p> <p>Policy</p>	<p>UN; Red Cross Movement; NGOs</p>
<p>1.3 : Miscellaneous</p>	
<p><i>Part of Rec 1, 5.2.3, p115 Synthesis Report</i> Where national structures and methods are particularly centralised, international agencies should support affected people and their authorities in the delicate task of bridging gaps and building communication.</p>	<p>International aid community</p>
2: Consultation and Community Control	
2.1: Consultation	
<p><i>Part of Rec 1, p12 Capacities Report</i> International agencies should prepare in advance for the problems of scaling up not simply by identifying resources but also by making their systems and practises suitable for maximum participation by local people.</p> <p>Human Resources (HR)</p>	<p>International aid community</p>
<p><i>Part of Rec 3, 5.3.5, p122 Synthesis Report</i> Agencies should regularly conduct joint surveys of affected communities to determine whether they are aware of agency plans and are satisfied with the support they are getting.</p>	<p>International aid community</p>
2.2 : Community control and ownership	
<p><i>Rec 1, p118 Synthesis Report</i> The international humanitarian community needs a fundamental reorientation from supplying aid to facilitating communities' own relief and recovery priorities.</p> <p>ALL</p>	<p>International aid community</p>
<p><i>Part of Rec 1, 5.2.2, p120 Synthesis Report</i> Support should aim to empower affected people to articulate claims, demand accountability and to make their own choices.</p> <p>Ownership</p>	<p>International aid community</p>

TEC Recommendation Matrix: Accountability (cont)

Recommendations	Addressed to:
<p><i>Rec 6, 6.3, p64 Needs Assessment Report</i> Empower the affected individuals and families to assess and prioritise their own welfare needs by using cash subsidies whenever possible. Ownership</p>	International aid community
<p><i>Part of Rec 1, 5.2.2, p113 Synthesis Report</i> During disasters, the control of resources should be vested in local actors through culturally sensitive and context-specific approaches. Ownership</p>	International aid community
<p><i>Part of Rec 2, 5.3.3, p119 Synthesis Report</i> Efforts should shift to removing obstacles and facilitating paths to help communities meet their own needs. Response actors should learn to stand back (or 'get out of the way' as the LRRD Report puts it), when they do not have the capacity or endurance to understand and support people's own recovery efforts. To improve management of the transition from relief to recovery, international agencies should adapt their: staffing (skills profiles and numbers); assessment and planning methods and data; funding sources and programme horizons; strategic partnerships; and operational methods. Ownership, Policy, HR</p>	International aid community
<p><i>Part of Rec 2, 5.3.3, p119 Synthesis Report</i> International agencies should look to specific sectors reflecting people's own priorities more than organisational policies in the design of their recovery programmes. Ownership</p>	International aid community
<p><i>Part of Rec 2, p12 Capacities Report</i> Planning should also take account of the complexity of community structures and the need, for knowledgeable local intermediaries with power to influence decisions. Needs assessment (NA), Ownership</p>	International aid community
<p><i>Part of Rec 2, p12 Capacities Report</i> Planning should be based on the assumption that aid is likely to reinforce inequalities within the community unless corrective action is taken. NA, Ownership, Policy</p>	International aid community
<p>2.3 : Community control – specific groups</p>	
<p><i>Part of Rec 2, p12 Capacities Report</i> Women claim-holders should be represented in all decision-making bodies affecting them. Ownership</p>	International aid community

TEC Recommendation Matrix: Accountability (cont)

Recommendations	Addressed to:
<p><i>Part of Rec 3, p12 Capacities Report</i> Communities should be encouraged to develop their own contingency plans for disasters and receive material support with the proviso that adequate provision must be made for poorer and marginalised groups. This should extend to a wide range of civil-society organisations including women's groups. Ownership</p>	International aid community
2.4 : Miscellaneous	
<p><i>Part of Rec 4, 5.4.1, p123 Synthesis Report</i> Parliament or congress is tasked with monitoring the 'Executive', normally through committee systems and parliamentary debate, and in doing so is supported by specialised oversight bodies. Such mechanisms should be strengthened. This would require more focused education of parliamentary/congressional representatives to enable them to understand better the technicalities and complexities of humanitarian funding processes. Policy, Ownership</p>	Donor governments; affected-country governments
3: Rights and protection	
<p><i>Part of Rec 2, p12 Capacities Report</i> Inclusion of the most marginalised should be treated as a fundamental principle or right, regardless of costs. Policy</p>	International aid community
<p><i>Sub-rec, p75 Coordination Report</i> Simply incorporating human-rights language into program documents does not ensure a human-rights-based approach in disaster response. A process of learning and education on human rights is also needed. Policy mechanisms should be in place to ensure strict adherence to human rights during program implementation, and all policies should include specific measures for the protection of the human rights of vulnerable groups. Policy</p>	International aid community
4: Upwards accountability	
4.1: Policy/overarching	
<p><i>Part of Rec 1, 5.2.1, p113 Synthesis Report</i> International agencies should promote and strengthen self-managed watchdog movements and public audits. Regulation, Ownership, Policy</p>	International aid community
<p><i>Part of Conclusion 5, p42 Funding Report</i> Improved financial accountability requires political and agency support, and it needs to be a priority.</p>	Affected-country governments; donor governments; international aid community

TEC Recommendation Matrix: Accountability (cont)

Recommendations	Addressed to:
<p><i>Part of Rec 4, 5.4.1, p130 Synthesis Report</i> Parliament or congress is tasked with monitoring the 'Executive', normally through committee systems and parliamentary debate, and in doing so is supported by specialised oversight bodies. Such mechanisms should be strengthened. This would require more focused education of parliamentary/congressional representatives to enable them to understand better the technicalities and complexities of humanitarian funding processes.</p> <p>Policy, Ownership</p>	<p>Affected-country governments; donor governments;</p>
<p>4.2: Financial transparency</p>	
<p><i>Part of Conclusion 3/Lesson 4, p41 Funding Report</i> The criteria for allocation of funds must be transparent, accountability defined and standard systems set up to enable the flow of funds. The development of pooled funding mechanisms for humanitarian priorities in Sudan and DRC offers relevant experience</p> <p>Funding</p>	<p>International aid community</p>
<p><i>Part of Rec 3, 5.3.4, p120 Synthesis Report</i> Governments can support regulation by making tax-exempt status dependent on meeting accountability requirements, such as those required in the US, as well as demanding regular published audits and independent evaluations. Affected-country governments can demand similar transparency requirements of agencies responding to natural disasters in their countries. The European Commission could introduce a directive to ensure that NGOs in the European Union are obliged to be as transparent about their finances and expenditures as are NGOs in the US.</p> <p>Regulation</p>	<p>Affected-country governments; donor governments; EC</p>
<p>4.3: Tracking</p>	
<p><i>Part of Conclusion 4, p42 Funding Report</i> Improving the system for tracking and reporting financial data needs to be a priority, as does improving feedback from agencies to their donors and to the media.</p> <p>Policy</p>	<p>UN; Red Cross movement; NGOs</p>
<p><i>Part of Conclusion 5, Lesson 4, p43 Funding Report</i> There is a serious need to understand how the humanitarian dollar flows from original donor to actual beneficiary, documenting each layer, the transaction costs and added values. A pilot study using a sample of programmes from different agency types (UN, bilateral, NGO and RC Movement) should be commissioned.</p>	<p>Donors; International aid community</p>

TEC Recommendation Matrix: Accountability (cont)

Recommendations	Addressed to:
<p><i>Part of Conclusion 6, Lesson 1, p44 Funding Report</i></p> <p>Ways of documenting local response need to be developed and included in standard reporting to enable like-with-like comparisons with international assistance. The role of remittances in supporting local response needs to be better understood, and existing plans for facilitating remittance flows for development purposes extended to apply to humanitarian situations.</p> <p>Ownership</p>	<p>International aid community</p>
<p><i>Part of Rec 4, 5.4.2, p124 Synthesis Report</i></p> <p>Improved mechanisms should be develop to track how the 'humanitarian dollar' flows from the tax-payer or contributing citizen to the beneficiary, documenting each layer, the transaction cost and value added (or subtracted). Common and consistent accounting definitions need to be agreed and applied across the humanitarian sector.</p> <p>Coordination</p>	<p>Donors; international agencies</p>
<p>4.4: Reporting</p>	
<p><i>Part of Conclusion 5, Lesson 2, p43 Funding Report</i></p> <p>Common/consistent accounting definitions need to be applied across all sectors. Existing initiatives, e.g. the Iraq Trust Fund on defining disbursements and the DAC documentation of pledges and commitments have resulted in greater transparency and consistency in this area. Initiatives like these, need to be applied more widely.</p> <p>Funding</p>	<p>International aid community</p>
<p><i>Part of Rec 4, 5.4.2, p124 Synthesis Report</i></p> <p>OECD/DAC, in conjunction with other actors and mechanisms (such as GHD and FTS), should develop a common reporting format through which agencies can simultaneously report to a number of donors.</p> <p>Policy</p>	<p>OECD/DAC</p>
<p><i>Part of Rec 4, 5.4.3, p131 Synthesis Report</i></p> <p>Donors should fund mass communication and public educational initiatives on the themes of 'good disaster response' and on 'how to be a principled and effective donor' (as both individual members of the public and official donors) the media should be targeted for such education, to improve the quality of reporting on disasters and funding for disasters.</p> <p>Role of others, Regulation</p>	<p>Donors</p>

TEC Recommendation Matrix: Accountability (cont)	
Recommendations	Addressed to:
<i>4.5: Miscellaneous</i>	
<i>Rec 6, p14 Coordination Report</i> With respect to the constant stream of visits by agency staff and donors, the IASC should urgently introduce monitored guidelines requiring all agencies and donors to report on the numbers and cost of visiting delegations. Common reporting under the guidance of the GHD, for instance, should be used. <i>Coordination, Regulation</i>	IASC; international aid community
5: Miscellaneous	
<i>Rec 5, p15 Coordination Report</i> The creation and use of a common beneficiary database, provided and endorsed by a central government body, should be an early priority in the emergency phase. <i>NA, Ownership</i>	International aid community; affected-country governments
<i>Part of Rec 1, 5.2.1, p113 Synthesis Report</i> More research should be undertaken on which accountability interventions tend to work well, which do not and why.	Evaluation actors
<i>Part of Rec 2, p12 Capacities Report</i> Inclusion of the most marginalized should be treated as a fundamental principle or right, regardless of costs. <i>Policy</i>	International aid community
<i>Part of Rec 3, p13 Capacities Report</i> Agencies should strengthen watchdog movements and support the mass media to promote better understanding of the response and opportunities for feedback and dialogue. <i>Role of others</i>	International aid community
<i>Rec 6, p15 Coordination Report</i> With respect to the constant stream of visits by agency staff and donors, the IASC should urgently introduce monitored guidelines requiring all agencies and donors to report on the numbers and cost of visiting delegations. Common reporting under the guidance of the GHD, for instance, should be used. <i>Coordination, Regulation</i>	IASC; international aid community
<i>Sub-rec, p75 Coordination Report</i> Simply incorporating human-rights language into program documents does not ensure a human-rights-based approach in disaster response. A process of learning and education on human rights is also needed. Policy mechanisms should be in place to ensure strict adherence to human rights during program implementation, and all policies should include specific measures for the protection of the human rights of vulnerable groups. <i>Policy</i>	International aid

TEC Recommendation Matrix: Coordination

Coordination

1: Assessment	
Recommendations	Addressed to:
<i>1.1: Mechanisms</i>	
<p><i>Sub-rec, p56 Needs Assessment Report</i></p> <p>For the very specific task of conducting a common humanitarian needs assessment, UNDAC-trained people who are also FACT members (and vice versa) should be identified and deployed.</p> <p>Needs Assessment (NA)</p>	UNDAC; FACT
<p><i>Part of Rec 7, 6.4, p65 Needs Assessment Report</i></p> <p>At a technical level, standards and forms will need to be pre-agreed. Perhaps an agreement on forms and templates should be sought first between the main actors producing information for public use: the UN and the Red Cross, since too wide a participation in the design process may only lead to cumbersome forms and endless delays. The application of the Sphere handbook needs to be reconsidered in the context of sudden-impact natural disasters and where pre-existing standards are below Sphere norms.</p> <p>NA</p>	UN; ICRC; IFRC; NGOs
<p><i>Part of Rec 8, 6.4.1, p63 Needs Assessment Report</i></p> <p>One single entity under OCHA management would minimise the existing duplication of effort and, more importantly, the gaps, such as lack of analysis and compilation of assessment reports/.../Ideally, in a more distant future, this entity should be administered collegially by the members of the Inter Agency Standing Committee, and replace the existing parallel assessment mechanisms of both UN and Red Cross systems.</p> <p>Policy</p>	OCHA; IASC
<p><i>Part of Rec 4, 5.4.1, p123 Synthesis Report</i></p> <p>Donors should make funding available (early) for follow-on activities conditional on the application of a comprehensive joint assessment.</p> <p>Performance</p>	Donors
<p><i>Rec 12 (6.4.2), p67 Needs Assessment Report</i></p> <p>Reinforce the UN capacity through the establishment of an interagency fund permitting the rapid and substantive deployment of a joint assessment team. Lead agencies should also increase their investment in staff and guidance.</p> <p>NA, HR</p>	UN

TEC Recommendation Matrix: Coordination (cont)

Recommendations	Addressed to:
<p><i>Rec 13, 6.4.2, p67 Needs Assessment Report</i></p> <p>The UN should make drastic improvements to its procurement, recruitment and security procedures to facilitate the rapid deployment of the proposed joint needs assessment teams in the first hours and days after the disaster. If this is not deemed possible in the short term, OCHA should explore other possibilities, such as the use of specialised NGOs or subcontracting from the private sector for support in the initial needs assessment.</p> <p>NA</p>	<p>UN; OCHA</p>
<p><i>Part of Rec 4, 5.4.1, p129 Synthesis Report</i></p> <p>Agencies should establish clear criteria and a transparent allocation process, based on needs and capacity assessments. These are necessary for both CERF and for any country-level (re) allocations of pooled funding. The criteria and mechanisms should, among other things, facilitate the early mobilisation of joint assessment teams from governments and international agencies.</p> <p>Funding, Policy</p>	<p>International aid community</p>
<p><i>1.2 : With national actors</i></p>	
<p><i>Rec 7, 6.4.1, p64 Needs Assessment Report</i></p> <p>Donors should demand that major response actors [UN, NGO and Red Cross], jointly carry out initial comprehensive needs assessments. These should be carried out with national authorities. Other actors should be encouraged to do the same and should share the results of their own assessments</p> <p>NA, Ownership</p>	<p>Donors; UN; ICRC;IFRC; NGOs</p>
<p><i>Part of Rec 2, 5.3.2, p118 Synthesis Report</i></p> <p>In line with earlier recommendations regarding support to authorities, international agencies should invest more in their assessment capacities. Assessments should ideally be joint, involving national, local, and international actors. The Red Cross and the UN system, in particular, should enter into discussions on how to achieve this. In addition, all agencies should, as a principle, share assessment reports. The UN should integrate all assessment-support components of its response (UNDAC, HIC and UNJLC) into one knowledge management programme, with a greater capacity to analyse data (including remote sensing data) in conjunction with local and national authorities.</p> <p>NA, Ownership, Policy</p>	<p>International aid community; IFRC; UN</p>

TEC Recommendation Matrix: Coordination (cont)

Recommendations	Addressed to:
2: Information and its uses	
<i>2.1: Policy/advocacy</i>	
<p><i>Rec 1, p15 Coordination Report</i> An international review and consultation should be undertaken with NGOs to develop new approaches to achieving: (a) adequate representation within coordination structures at all levels; (b) consensus that can be translated into common positions and a level of predictability on key issues; and (c) the extent to which a certification process can be introduced to assist governments and donors in choosing responsible NGO partners with whom to work.</p>	IASC; NGO consortia; donors
<p><i>Rec 2, p15 Coordination Report</i> In natural disasters and complex emergencies, the RC/HC in conjunction with a common NGO/Red Cross viewpoint, should take a lead in promoting joint advocacy on 'difficult' issues including; tenure/ownership, affected/non-affected populations, access to war-affected populations and improving governance.</p> <p>Policy</p>	IASC; RCs/HCs; International aid community
<p><i>Part of Rec 2, 5.3.2, p119 Synthesis Report</i> Where appropriate, integrated geographic coordination mechanisms (not just sectoral or 'cluster'-based models) should be considered. To improve advocacy, UN RC/HC's need to take a lead in developing a cross-agency consensus on sensitive issues before raising them with national authorities.</p> <p>Policy</p>	International aid community; UN; RCs/HCs
<i>2.2: Information and knowledge management</i>	
<p><i>Sub-rec, 2.5, p32 Coordination Report</i> There is a need for greater coherence and clearer responsibilities around reporting and decision making [at all coordination levels]. This would avoid time-consuming micro-management and competing demands for information to be sent to New York and Geneva.</p> <p>Policy</p>	UN; IASC; NGOs
<p><i>Part of Rec 8, 6.4.1, p65 Needs Assessment Report</i> HIC, UNDAC (without the 'C' for coordination) and the assessment component of UNJLC should be combined into one comprehensive knowledge-management unit placed at the disposal of national authorities.</p> <p>Ownership</p>	HIC; UNDAC; UNJLC

TEC Recommendation Matrix: Coordination (cont)

Recommendations	Addressed to:
<p><i>Part of Rec 1, 5.2.4, p116 Synthesis Report</i></p> <p>Support for joint national-international information services should include preparedness for the rapid deployment of initial assessments, intended to provide a comprehensive overview of needs and resources and covering all affected areas and population groups. This should lead to the establishment of a single set of jointly-managed databases of all affected people and resources provided to assist them.</p> <p>NA, Policy</p>	International aid
<p><i>Sub-rec, 7.2, p69 Coordination Report</i></p> <p>For eventual transfer to government, the exit strategy in each country should include linkages to the DAD and other information-management programs under a single umbrella combined with, for example, the UNDP Capacity Building Programs.</p> <p>Ownership</p>	UN; international aid community
<p><i>Sub-rec, 5.5.2, p54 Needs Assessment Report</i></p> <p>HIC should evolve from its present role as a depository of documents of variable utility. The transition from information management to knowledge management would be a good first step to satisfy the needs of the international community. This would require a much greater and much varied human-resource base and capacity to respond to the challenges of a fast-paced situation with so many actors.</p> <p>HR</p>	HIC
<p><i>Sub-rec, 7.1, p67 Coordination Report</i></p> <p>The use of information technology should be coordinated at district levels in order to create the best protective system possible for vulnerable populations.</p> <p>LRRD</p>	International aid community
<p><i>Sub-rec, 7.2, p69 Coordination Report</i></p> <p>The demand for data filtration and analysis requires a closer look at, and perhaps revision of, the HIC mandate.</p>	HIC
2.3: Reporting	
<p><i>Sub-rec, 2.5, p32 Coordination Report</i></p> <p>There is a need for greater coherence and clearer responsibilities around reporting and decision making [at all coordination levels]. This would avoid time-consuming micro-management and competing demands for information to be sent to New York and Geneva.</p> <p>Policy</p>	UN; IASC; NGOs

TEC Recommendation Matrix: Coordination (cont)

Recommendations	Addressed to:
<p><i>Annex E, p149 Synthesis Report</i> OECD/DAC, in conjunction with other actors and mechanisms (such as GHD and FTS), should develop a common reporting format through which agencies can simultaneously report to a number of donors.</p> <p><i>Accountability</i></p>	OECD/DAC
<p><i>Part of Rec 4, 5.4.2, p124 Synthesis Report</i> Improved mechanisms should be developed to track how the 'humanitarian dollar' flows from the tax-payer or contributing citizen to the beneficiary, documenting each layer, the transaction cost and value added (or subtracted). Common and consistent accounting definitions need to be agreed and applied across the humanitarian sector.</p> <p><i>Accountability, Funding</i></p>	Donors; international aid community
3: People and services	
<p><i>Rec 6, p15 Coordination Report</i> With respect to the constant stream of visits by agency staff and donors, the IASC should urgently introduce monitored guidelines requiring all agencies and donors to report on the numbers and cost of visiting delegations. Common reporting under the guidance of the GHD, for instance, should be used.</p> <p><i>Accountability (upwards), Regulation</i></p>	IASC; international aid community
<p><i>Rec 13, p16 Coordination Report</i> The RC/HC should strongly advocate and disseminate information on the common services available to all actors: what they provide, how non-UN agencies can supplement capacities, and the purpose of the Humanitarian Common Service 'matrix'.</p>	RC/HC
<p><i>Annex E, p149 Synthesis Report</i> Where appropriate, and with the support of multilateral agencies, states should establish, and international agencies should be prepared to work through, common mechanisms, such as consortia and trust funds.</p> <p><i>Performance, Funding</i></p>	Affected-country governments; multilateral agencies; international aid community
<p><i>Sub-rec, 4.1 Coordination Report</i> The UN in May 2006 developed guidelines on accepting donated services, and OCHA could in the future provide a 'coordination role' on behalf of all agencies regarding participation in the private sector. This might include, for instance, stand-by agreements, MoU templates and guidance on how to deal with such offers.</p> <p><i>Role of others</i></p>	OCHA

TEC Recommendation Matrix: Coordination (cont)	
Recommendations	Addressed to:
<p><i>Sub-rec, 7.1, p67 Coordination</i> Rapid and low-cost satellite communications, internet systems and GSM telephone systems need to be examined and made available to UN and UN partners at the national level. <i>Role of others, LRRD</i></p>	Donors; UN
4: Supporting quality	
4.1: Overarching	
<p><i>Rec 8, p15 Coordination Report</i> Benchmark (gender-sensitive) indicators for coordination should be developed, along with simple monitoring and report-back systems for the quality of coordination meetings. <i>Regulation, Policy</i></p>	OCHA; international aid community
<p><i>Part of Rec 1, 5.2.3, p115 Synthesis Report</i> The UN should play its mandated coordination role in improving linkages and coherence between the different disaster response actors by developing a coordination model that supports national coordination efforts, by ensuring that the complementary international effort is itself coherent. <i>Policy</i></p>	UN
4.2: Mandates and roles	
<p><i>Part of Rec 1, 6.2.2, p47 Capacities Report</i> The international community should also make plans to shift into more collective ways of working during 'mega-disasters' in order to ensure that they do not extend beyond their competence but instead link with other agencies and share roles. <i>(Regulation), Policy</i></p>	International aid community
<p><i>Rec 1, p15 Coordination Report</i> An international review and consultation should be undertaken with NGOs to develop new approaches to achieving: (a) adequate representation within coordination structures at all levels; (b) consensus that can be translated into common positions and a level of predictability on key issues; and (c) the extent to which a certification process can be introduced to assist governments and donors in choosing responsible NGO partners with whom to work.</p>	IASC; NGO consortia; donors
<p><i>Part of Rec 1, 5.2.3, p122 Synthesis Report</i> International agencies should respect and promote national coordination of all response activities. <i>Ownership, Policy</i></p>	International aid community

TEC Recommendation Matrix: Coordination (cont)

Recommendations	Addressed to:
<p><i>Sub-rec, 2.5, p33 Coordination Report</i> Given their prominent profile as funding bodies and implementers, NGOs should have increased levels of representation within the international coordination apparatus, including the IASC.</p>	<p>IASC; UN; IFRC; international aid community</p>
<p><i>Part of Rec 2, 5.3.2, p119 Synthesis Report</i> Where appropriate, integrated geographic coordination mechanisms (not just sectoral or 'cluster'-based models) should be considered. To improve advocacy, UN RC/HC's need to take a lead in developing a cross-agency consensus on sensitive issues before raising them with national authorities. Policy</p>	<p>International aid community; UN; RCs/HCs</p>
<p><i>Conclusion 4, Lesson 1, p42 Funding Report</i> So far only a few donor countries, including the UK and the Netherlands, have joint fundraising for NGOs. Joint fundraising initiatives need to be matched by moves to encourage, joint NGO programming. There needs to be stronger commitment to coordination of programming under national direction Funding, Ownership, Policy</p>	<p>Donor governments; affected-country governments; NGOs</p>
<p><i>Sub-rec, 4.1, p45 Coordination Report</i> Under increasing government ownership of the national and provincial recovery process, the comparative advantage of the UN should have been in strategic planning, policy and coordination, rather than in direct project implementation. Policy</p>	<p>UN</p>
<p><i>Sub-rec, 4.3, p50 Coordination Report</i> There is no inherent reason why UN agencies should take a lead in sectoral coordination, which should be done according to comparative advantage.</p>	<p>UN; international aid community</p>
<p><i>Rec 10, 6.4.1, p66 Needs Assessment Report</i> Specialised UN agencies should focus primarily on their role as sectoral or cluster lead agencies (assessment and coordination), and avoid being distracted by the direct implementation of response activities that other agencies could carry out. Regulation</p>	<p>UN agencies</p>
<p><i>Conclusion 3, Lesson 4, p41 Funding Report</i> The role of OCHA and/or the Humanitarian Coordinators in allocating un-earmarked funds needs to be clearer and institutionally supported if it is to result in a more strategic and prioritised response. HR, Proportionality, Policy</p>	<p>OCHA; HCs/RCs</p>

TEC Recommendation Matrix: Coordination (cont)

Recommendations	Addressed to:
<p><i>4.3: With the private sector</i></p>	
<p><i>Sub-rec, 4.1, p45 Coordination Report</i> The UN in May 2006 developed guidelines on accepting donated services, and OCHA could in the future provide a 'coordination role' on behalf of all agencies regarding participation in the private sector. This might include, for instance, stand-by agreements, MoU templates and guidance on how to deal with such offers. <i>Role of others</i></p>	OCHA
<p><i>Rec 6, p15 Coordination Report</i> With respect to the constant stream of visits by agency staff and donors, the IASC should urgently introduce monitored guidelines requiring all agencies and donors to report on the numbers and cost of visiting delegations. Common reporting under the guidance of the GHD, for instance, should be used. <i>Accountability (upwards), Regulation</i></p>	IASC; international aid community
<p><i>4.4: Skills/personnel</i></p>	
<p><i>Rec 3, p15 Coordination Report</i> The international community should ensure that sufficient priority is given to enhancing the coordination capacities of local as well as government bodies. This includes deploying senior staff beyond capitals and helping to build the capacity of local authorities to utilise information systems such as HIC. Where there are large numbers of INGOs; the deployment of a senior NGO liaison officer should be considered. <i>HR, Ownership</i></p>	OCHA; international aid community
<p><i>Rec 7, p15 Coordination Report</i> Leadership and coordination skills should include the basics of how to maximise the output of meetings. These skills should be promoted by all agencies, forming part of the induction training for operational staff, along with standard operating procedures. <i>HR</i></p>	OCHA; international aid community
<p><i>4.5: Monitoring and evaluation</i></p>	
<p><i>Rec 8, p16 Coordination Report</i> Benchmark (gender-sensitive) indicators for coordination should be developed, along with simple monitoring and report-back systems for the quality of coordination meetings. <i>Regulation, Policy</i></p>	OCHA; international aid community

TEC Recommendation Matrix: Coordination (cont)	
Recommendations	Addressed to:
<p><i>Rec 10, p16 Coordination Report</i></p> <p>In line with UN guidelines issued in May 2006 on accepting pro bono offers, OCHA should lead on behalf of the wider humanitarian community in further developing guidance on private sector donations. Initially, an internal policy should be shared with all OCHA staff and should include a template stand-by MoUs for pro bono offers. OCHA should also ensure that all major emergencies have a dedicated focal point for liaising with key private-sector companies (ideally both in country and at OCHA HQ).</p> <p>Funding, HR, Role of others</p>	OCHA; IASC
<p><i>Sub-rec. 7.2, p69 Coordination Report</i></p> <p>INGOs are keen to see UNMIS create a common template for monitoring and evaluation, with greater standardisation of indicators to avoid current confusions.</p> <p>Policy, Regulation</p>	UNMIS
<p><i>Rec 9, p16 Coordination Report</i></p> <p>In emergencies of this magnitude, the RC/HC office should be supported by the early deployment of a full-time gender officer [1 year]. This person could serve as a resource person for the humanitarian community at large and support the mainstreaming of gender issues through all program sectors.</p> <p>HR</p>	RC/HC; international aid community

TEC Recommendation Matrix: Disaster Risk Reduction

Disaster Risk Reduction

Recommendations	Addressed to:
<i>1.1: Overarching</i>	
<i>Overall Conclusion, 5.4, p44 Capacities Report</i> There is a need to rethink the end goal of humanitarian assistance and move from a service-delivery approach to a capacity-empowering framework ... to shift the emphasis from only delivery to support and facilitation.	International aid agencies
<i>Part of Rec 3, 6.2, p63 Needs Assessment Report</i> The best mechanism to ensure funding of national preparedness should be considered in future meetings of the Inter Agency Standing Committee and the Good Humanitarian Donorship group.	IASC; GHD
<i>Part of Rec 1, 5.2.2 p113 Synthesis Report</i> All actors should strive to reduce disaster risks and increase disaster response capacities at all levels [from local – national] and within the framework of local development processes and plans.	All actors
<i>Part of Rec 1, 5.2.2 p113 Synthesis Report</i> International agencies should improve global disaster risk reduction by systematising learning from successful experience and practice from the field. Research is needed to capture replicable examples.	International agencies; evaluation actors; academia
<i>Part of Rec 1, 5.2.4 p116 Synthesis Report</i> International agencies and states in high-risk areas should demand that disaster risk reduction programmes be adequately supported.	International aid agencies; affected-country governments
<i>Part of Rec 1, 5.2.4 p116 Synthesis Report</i> Donor governments and IFIs should consider allocating a set percentage of their relief budget to DRR. Funding should be long-term, predictable and aimed at the reduction of vulnerabilities in risk-prone regions.	Donor governments; IFIs
<i>Part of Rec 1, 5.2.4 p117 Synthesis Report</i> Comprehensive, multi-year risk reduction programmes should be established in all risk-prone countries, on a scale commensurate with the risk faced, be natural disasters, conflict or other factors.	Donors; international aid community
<i>Part of Rec 4, 5.4.1, p123 Synthesis Report</i> Donors should improve the transition from relief to recovery and development by increasing the flexibility in applying funds from a variety of budgets and instruments, in accordance with needs and realities on the ground.	Donors

TEC Recommendation Matrix: Disaster Risk Reduction (cont)

Recommendations	Addressed to:
<i>1.2: National</i>	
<i>Rec 4, p81 LRRD Report</i> More consideration needs to be given to reducing risks of natural disasters, and anchoring such strategies within national structures for social protection.	International aid community
<i>Part of Rec 1, 5.2.3 p114 Synthesis Report</i> Both international agencies and states in high-risk regions should respect the role and responsibility of affected states as the primary duty bearers and authorities in responding to natural disasters and ensuring risk reduction.	International aid community; affected country governments
<i>Part of Rec 1, 5.2.4 p115 Synthesis Report</i> International agencies should 'map' and support host-authority capacities in a manner similar to that for mapping capacities of affected people. This should be conducted prior to any disaster event and updated during the response/.../ international agencies with a development mandate are best placed for providing such support.	International agencies with a development mandate
<i>Part of Rec 1, 5.2.4 p116 Synthesis Report</i> International agencies should assist states in high-risk regions to establish or strengthen a national/sub-national institution to manage disaster preparedness and response and to enable cooperation between relevant government departments and between central and local governments.	International aid community
<i>Part of Rec 1, 5.2.4 p117 Synthesis Report</i> States should also set targets for national funding of DRR. If appealing for disaster response funding, they should design appeals to include funding for long-term DRR strategies also.	Affected-country governments
<i>Part of Rec 1, 5.2.4 p117 Synthesis Report</i> The programmes should be based on hazard and vulnerability analysis and anchored within national development and social protection structures.	Donors, international aid community
<i>1.3: Local</i>	
<i>Part of Rec 1, p79 LRRD Report</i> A bridging of the current divide between aid programming and the initiatives of affected populations will require a reconsideration of how agenda-setting is managed in the affected countries.	International aid community

TEC Recommendation Matrix: Disaster Risk Reduction (cont)

Recommendations	Addressed to:
<p><i>Part of Rec 3, 6.2.4, p48 Capacities Report</i> Communities should be encouraged to develop their own contingency plans for disasters and receive material support with the proviso that adequate provision must be made for poorer and marginalized groups. This should extend to a wide range of civil-society organizations including women's groups.</p>	International aid community
<i>1.4: Miscellaneous</i>	
<p><i>Sub rec, 7.1, p66/67 Coordination Report</i> The use of information technology should be coordinated at district levels in order to create the best protective system possible for vulnerable populations.</p>	International aid community
from LRRD 1 : Preparedness, DRR	
<i>1.1 : Consider the problem/overarching</i>	
<p><i>Part of Rec 3, 6.2, p63, Needs Assessment Report</i> The best mechanism to ensure funding of national preparedness should be considered in future meetings of the Inter Agency Standing Committee and the Good Humanitarian Donorship group.</p>	IASC; GHD
<p><i>Part of Rec 1, 5.2.2 p114 Synthesis Report</i> International agencies should improve global disaster risk reduction by systematising learning from successful experience and practice from the field. Research is needed to capture replicable examples.</p>	International aid community; Evaluation actors; Academia
<p><i>Part of Rec 1, 5.2.4 p117 Synthesis Report</i> Comprehensive, multi-year risk reduction programmes should be established in all risk-prone countries, on a scale commensurate with the risk faced, be natural disasters, conflict or other factors.</p>	Donors; international aid community
<i>1.2 : International investment in national</i>	
<p><i>Rec 3, 6.2, p63, Needs Assessment Report</i> Donors and humanitarian agencies should invest more time and resources in strengthening the capacity of national and local authorities to carry out formal cross-sectoral needs assessments. A pre-determined percentage of all future relief funding should be put aside for region-wide preparedness for future disasters.</p>	Donors; international aid community
<p><i>Rec 4, 6.2, p63 Needs Assessment Report</i> Arrangements should be made to conduct joint national/ international assessments with national authorities, prior to an emergency occurring [i.e. in disaster prone countries as part of preparedness planning].</p>	International aid community; affected-country governments

TEC Recommendation Matrix: Disaster Risk Reduction (cont)

Recommendations	Addressed to:
<p><i>Part of Rec 1, 5.2.4 p115 Synthesis Report</i> International agencies should 'map' and support host-authority capacities in a manner similar to that for mapping capacities of affected people. This should be conducted prior to any disaster event and updated during the response/.../international agencies with a development mandate are best placed for providing such support.</p>	International agencies with a development mandate
<p><i>Part of Rec 1, 5.2.4 p115 Synthesis Report</i> International agencies should assist states in high-risk regions to establish or strengthen a national/sub-national institution to manage disaster preparedness and response and to enable cooperation between relevant government departments and between central and local governments.</p>	International aid community
<p><i>Part of Rec 1, 5.2.4 p116 Synthesis Report</i> International agencies and states in high-risk areas should demand that disaster risk reduction programmes be adequately supported.</p>	International aid community; affected country governments
1.3: National action	
<p><i>Rec 4, p81 LRRD Report</i> More consideration needs to be given to reducing risks of natural disasters, and anchoring such strategies within national structures for social protection.</p>	International aid community
<p><i>Part of Rec 1, 5.2.2, p114 Synthesis Report</i> All actors should strive to reduce disaster risks and increase disaster response capacities at all levels [from local – national] and within the framework of local development processes and plans.</p>	International aid community
<p><i>Part of Rec 3, 6.2.4, p48 Capacities Report</i> National governments should develop plans and procedures for disaster management including the management of information – so that communities are well informed of the response at all stages.</p>	Affected country governments
<p><i>Part of Rec 1, 5.2.4 p117 Synthesis Report</i> States should also set targets for national funding of DRR. If appealing for disaster response funding, they should design appeals to include funding for long-term DRR strategies also.</p>	Affected country governments
<p><i>Part of Rec 1, 5.2.4 p117 Synthesis Report</i> The programmes should be based on hazard and vulnerability analysis and anchored within national development and social protection structures.</p>	Donors; international aid community

TEC Recommendation Matrix: Disaster Risk Reduction (cont)

Recommendations	Addressed to:
<p><i>Part of Rec 1, 5.3.1 p118 Synthesis Report</i> In addition to full-time standby personnel, agencies need to develop or improve response rosters accompanied by appropriate training to allow the rapid deployment of 'regular' personnel in emergencies'. National governments also need to establish their own rosters, for building up capacity at any disaster affected location.</p>	International aid community; affected country governments
1.4: Practicalities	
<p><i>Sub rec, 7.1, p66/67 Coordination Report</i> The use of information technology should be coordinated at district levels in order to create the best protective system possible for vulnerable populations.</p>	International aid
<p><i>Sub rec, 7.1, p67 Coordination Report</i> Rapid and low-cost satellite communications, internet systems and GSM telephone systems need to be examined and made available to UN and UN partners at the national level.</p>	Donors; UN
from Policy coherence 3: DRR and LRRD	
3.3: DRR	
<p><i>Part of Rec 1, 5.2.4 p116 Synthesis Report</i> Donor governments and IFIs should consider allocating a set percentage of their relief budget to DRR. Funding should be long-term, predictable and aimed at the reduction of vulnerabilities in risk-prone regions.</p>	Donor governments; IFIs
<p><i>Part of Rec 1, 5.2.4 p116 Synthesis Report</i> International agencies should assist states in high-risk regions to establish or strengthen a national/sub-national institution to manage disaster preparedness and response and to enable cooperation between relevant government departments and between central and local governments.</p>	International aid community
<p><i>Part of Rec 1, 5.2.4 p117 Synthesis Report</i> States should also set targets for national funding of DRR. If appealing for disaster response funding, they should design appeals to include funding for long-term DRR strategies also.</p>	Affected-country governments
<p><i>Part of Rec 1, 5.2.4 p117 Synthesis Report</i> Comprehensive, multi-year risk reduction programmes should be established in all risk-prone countries, on a scale commensurate with the risk faced, be natural disasters, conflict or other factors.</p>	Affected-country governments

TEC Recommendation Matrix: Disaster Risk Reduction (cont)

Recommendations	Addressed to:
<p><i>Rec 2, p117 Synthesis Report</i></p> <p>All actors should strive to increase and review periodically their disaster response capacities. They should seek to improve the linkages and coherence between themselves and other actors in the international disaster response system, including those from the affected countries themselves.</p>	All actors
3.4: LRRD	
<p><i>Rec 2, p80 LRRD Report</i></p> <p>Links between relief and rehabilitation have been achieved, but greater attention needs to be paid to the implications of programming for longer term development.</p>	UNMIS
<p><i>Part of Rec 1, 6.2.2, p47 Capacities Report</i></p> <p>The International Community should have clear partnership strategies from the start in order to avoid glitches during the transition to recovery.</p>	International aid community
<p><i>Part of Rec 2, 5.3.3 p120 Synthesis Report</i></p> <p>Donors and agencies should continue to invest in national-international participatory assessments of livelihood recovery.</p>	Donors; international aid community; affected country governments
<p><i>Rec 6, p82 LRRD Report</i></p> <p>Links between policies and programming should be made by sector and through support to national and household efforts to bring together relief, rehabilitation and development.</p>	International aid community
<p><i>Part of Rec 2, 5.3.3 p120 Synthesis Report</i></p> <p>International agencies should treat recovery activities as longer term development interventions rather than as extensions to relief operations/.../Further research is needed to identify principles for recovery including adapting existing DAC poverty reduction criteria to recovery scenarios.</p>	International aid community, research actors (e.g. evaluation and policy)
from Needs assessment	
1.4 : In relation to DRR and LRRD	
<p><i>Rec 2, 6.1, p63 Needs Assessment Report</i></p> <p>Donors and agencies should focus their efforts on demanding high -quality needs assessments for recovery/ rehabilitation programs.</p>	Donors; international aid community
<p><i>Rec 4, 6.1, p63 Needs Assessment Report</i></p> <p>Arrangements should be made to conduct joint national/ international assessments with national authorities, prior to an emergency occurring [i.e. in disaster prone countries as part of preparedness planning].</p>	International aid community; affected-country governments

TEC Recommendation Matrix: Disaster Risk Reduction (cont)

Recommendations	Addressed to:
<p><i>Rec 15, 6.4.3, p68 Needs Assessment Report</i></p> <p>The UN system should maintain the reliability and credibility of its assessments by offering balanced and objective estimates of populations affected and the risks they are facing, as well as proactively discouraging inappropriate forms of assistance.</p>	UN
from Ownership 4 : DRR and LRRD	
4.3: DRR	
<p><i>Rec 4, p81 LRRD Report</i></p> <p>More consideration needs to be given to reducing risks of natural disasters, and anchoring such strategies within national structures for social protection.</p>	International aid community
<p><i>Part of Rec 1, 5.2.4 p115 Synthesis Report</i></p> <p>International agencies should assist states in high-risk regions to establish or strengthen a national/sub-national institution to manage disaster preparedness and response and to enable cooperation between relevant government departments and between central and local governments.</p>	International aid community
<p><i>Part of Rec 1, 5.2.4 p117 Synthesis Report</i></p> <p>States should also set targets for national funding of DRR. If appealing for disaster response funding, they should design appeals to include funding for long-term DRR strategies also.</p>	Affected-country governments
4.4: LRRD	
<p><i>Rec 1, p79 LRRD Report</i></p> <p>LRRD must be more firmly rooted in national and local contexts and processes.</p>	International aid community
<p><i>Conclusion 6, Lesson 3, p44 Funding Report</i></p> <p>The coordinated use of cash grants and loans provided through existing institutions needs to be evaluated as a potentially more effective and efficient way of funding recovery and reconstruction than direct implementation by international and national agencies.</p>	Donors; IFIs; international aid community
<p><i>Sub rec, 7.2, p69 Coordination Report</i></p> <p>For eventual transfer to government, the exit strategy in each country should include linkages to the DAD and other information-management programs under a single umbrella combined with, for example, the UNDP Capacity Building Programs.</p>	UN; international aid community

TEC Recommendation Matrix: Disaster Risk Reduction (cont)	
Recommendations	Addressed to:
<p><i>Part of Rec 2, 5.3.3 p120 Synthesis Report</i> Donors and agencies should continue to invest in national-international participatory assessments of livelihood recovery.</p>	<p>Donors; international aid community</p>
<p><i>Part of Rec 4, p81/82 LRRD Report</i> Aid needs to be refocused to support governments as they reassume responsibility for ensuring the safety, survival and dignity of their citizens.</p>	<p>International aid community</p>

TEC Recommendation Matrix: Funding**Funding**

Recommendations	Addressed to:
1: Global proportionality	
<p><i>Conclusion 3, Lesson 2, p40 Funding Report</i></p> <p>The international community needs to consider whether it is prepared to give substance to the GHD principles by committing to a target that all people affected by disasters should be entitled to a certain minimum level of humanitarian assistance and, if so, whether the current appeal-based system can deliver the resources to achieve that.</p>	International aid community
<p><i>Part of Rec 4, 5.4.1, p123 Synthesis Report</i></p> <p>All appeals for funds should include a 'tick-box' (or a similar option for telephone donations) to allow donors and the public to earmark the funds that they donate. An explanatory note should indicate that if they do not mark this option, funds could be reallocated to other populations in similar need. When international agencies appeal for funds they should publicise the possibility that funds could be reallocated for more urgent needs elsewhere. These should be complemented by fundraising standards that limit open-ended appeals to estimates of overall needs versus resources available. Pooling mechanisms should also be explored, in order to facilitate the transfer of surplus funds from one organisation to another.</p> <p>Policy</p>	International aid community
<p><i>Part of Rec 4, 5.4.1, p124 Synthesis Report</i></p> <p>Official donors through, for example, the OECD/DAC and/or the UN IASC, should consider setting a target that all people affected by disasters should be entitled to a minimum level of humanitarian assistance. Similarly, all donors should set a deadline by which they will reach the (1970) UN resolution for a minimum ODA target of 0.7% of gross national product.</p> <p>Policy</p>	Donor governments and other donor mechanisms
2: Mechanisms	
2.1 : Oversight of funding	
<p><i>Rec 4, p122 Synthesis Report</i></p> <p>All actors need to make the current funding system impartial and more efficient, flexible, transparent and better aligned with principles of good donorship.</p> <p>Policy</p>	International aid community

TEC Recommendation Matrix: Funding (cont)

Recommendations	Addressed to:
<p><i>Part of Rec 4, 5.4.1, p130 Synthesis Report</i> To complement the CERF and other initiatives, including official donor peer reviews, independent oversight of donor impartiality and performance is necessary. Self-regulation of donors by donors is as incomplete a control as self-regulation is for operational agencies. The OECD/DAC should develop new or improve existing oversight mechanisms to monitor donor adherence to GHD principles. Policy</p>	OECD/DAC; donors
<p><i>Conclusion 3, Lesson 4, p41 Funding Report</i> The criteria for allocation of funds must be transparent, accountability defined and standard systems set up to enable the flow of funds. The development of pooled funding mechanisms for humanitarian priorities in Sudan and DRC offers relevant experience Accountability</p>	International aid community
<p>2.2: Coordination of fundraising</p>	
<p><i>Conclusion 4, Lesson 1, p41 Funding Report</i> So far only a few donor countries, including the UK and the Netherlands, have joint fundraising for NGOs. Joint fundraising initiatives need to be matched by moves to encourage, joint NGO programming. There needs to be stronger commitment to coordination of programming under national direction Ownership, Coordination, Policy</p>	Donor governments; affected-country governments; NGOs
<p><i>Conclusion 5, Lesson 2, p43 Funding Report</i> Common/consistent accounting definitions need to be applied across all sectors. Existing initiatives, e.g. the Iraq Trust Fund on defining disbursements and the DAC documentation of pledges and commitments have resulted in greater transparency and consistency in this area. Initiatives like these need to be applied more widely. Accountability (upwards)</p>	International aid community
<p><i>Annex E, p148 Synthesis Report</i> Where appropriate, and with the support of multilateral agencies, states should establish, and international agencies should be prepared to work through, common mechanisms, such as consortia and trust funds. Coordination, Performance</p>	Affected-country governments; multilateral agencies; international aid community

TEC Recommendation Matrix: Funding (cont)

Recommendations	Addressed to:
<p><i>Conclusion 6, Lesson 2, p44 Funding Report</i> The assumption that each agency needs to implement its own programme needs to be challenged, particularly in the reconstruction phase. Bilateral donors seem to appreciate this more than others. Greater use of NGO consortia, and pooled funding through national governments, should be explored.</p> <p>Policy coherence</p>	<p>Donors; international aid community</p>
<p><i>2.3: Procedures</i></p>	
<p><i>Part of Rec 1, sub-rec 4, p47 Capacities Report</i> They [international agencies] should institute procedures for introducing long term grants from the outset of an intervention, and should critically examine reporting requirements.</p> <p>Policy, Coordination</p>	<p>International aid community</p>
<p><i>Sub-lesson, Conclusion 5, p42 Funding Report</i> Improved financial accountability requires political and agency support and it needs to be a priority.</p> <p>Accountability</p>	<p>Affected-country governments; donors; international aid community</p>
<p><i>Conclusion 5, Lesson 2, p43 Funding Report</i> Common/consistent accounting definitions need to be applied across all sectors. Existing initiatives, e.g. the Iraq Trust Fund on defining disbursements and the DAC documentation of pledges and commitments have resulted in greater transparency and consistency in this area. Initiatives like these, need to be applied more widely.</p> <p>Accountability (upwards)</p>	<p>International aid community</p>
<p><i>Part of Rec 12, 6.4.2, p67 Needs Assessment Report</i> A fund exclusive to assessment should be established, as either a special fund or earmarked line in OCHA's Central Emergency relief Fund (CERF)/.../Funding should cover all types of assessments (life-saving or livelihood recovery) carried out in the first months.</p> <p>NA, Funding</p>	<p>OCHA</p>
<p><i>Rec 12, 6.4.2, p67 Needs Assessment Report</i> Reinforce the UN capacity through the establishment of an interagency fund permitting the rapid and substantive deployment of a joint assessment team. Lead agencies should also increase their investment in staff and guidance.</p> <p>(NA), Coordination, Funding</p>	<p>UN</p>

TEC Recommendation Matrix: Funding (cont)	
Recommendations	Addressed to:
<i>2.4: Tracking of spend</i>	
<p><i>Conclusion 5, Lesson 3, p43 Funding Report</i> An accreditation system for financial accounting and reporting should be established that uses standard formats and definitions, and includes full compliance with FTS and DAD [or something similar]. Once established, donors should only give support to accredited agencies (UN, NGOs and RC Movement). This would encourage the public to do the same.</p> <p>Regulation</p>	International aid community
<p><i>Conclusion 5, Lesson 4, p43 Funding Report</i> There is a serious need to understand how the humanitarian dollar flows from original donor to actual beneficiary, documenting each layer, the transaction costs and added values. A pilot study using a sample of programmes from different agency types (UN, bilateral, NGO and RC Movement) should be commissioned.</p> <p>(upwards accountability)</p>	Donors; international aid community
<p><i>Conclusion 6, Lesson 1, p44 Funding Report</i> Ways of documenting local response need to be developed and included in standard reporting to enable like-with-like comparisons with international assistance. The role of remittances in supporting local response needs to be better understood, and existing plans for facilitating remittance flows for development purposes extended to apply to humanitarian situations.</p> <p>Accountability, Ownership</p>	International aid community
<p><i>Part of Rec 4, 5.4.2, p131 Synthesis Report</i> The OECD/DAC should experiment with a grant-tracking system to see if it would be possible to track grants from pledge to disbursement. The system should also document local contributions and diaspora remittances. This should include how to extend existing plans for facilitating and recording remittance flows for development purposes to apply to humanitarian situations.</p> <p>Policy</p>	OECD/DAC
<p><i>Part of Rec 4, 5.4.2, p124 Synthesis Report</i> Improved mechanisms should be developed to track how the 'humanitarian dollar' flows from the tax-payer or contributing citizen to the beneficiary, documenting each layer, the transaction cost and value added (or subtracted). Common and consistent accounting definitions need to be agreed and applied across the humanitarian sector.</p> <p>Accountability</p>	Donors; international aid community

TEC Recommendation Matrix: Funding (cont)	
Recommendations	Addressed to:
<i>2.5: Private sector donors</i>	
<p><i>Rec 10, p14-15 Coordination Report</i></p> <p>"In line with UN guidelines issued in May 2006 on accepting pro bono offers, OCHA should lead on behalf of the wider humanitarian community in further developing guidance on private sector donations. Initially, an internal policy should be shared with all OCHA staff and should include a template stand-by MoUs for pro bono offers. OCHA should also ensure that all major emergencies have a dedicated focal point for liaising with key private-sector companies (ideally both in country and at OCHA HQ)"</p> <p>Coordination, HR, Role of others</p>	OCHA; IASC
<p><i>Part of Rec 4, 5.4.2, p125 Synthesis Report</i></p> <p>OECD/DAC should discount tied aid to 75 per cent of its nominal value in its calculation of the overall value of aid from any donor nation.</p> <p>Policy</p>	OECD/DAC
3: Funding according to need	
<i>3.1: Use of funds within an emergency</i>	
<p><i>Rec 1, p.118 Synthesis Report</i></p> <p>The international humanitarian community needs a fundamental reorientation from supplying aid to facilitating communities' own relief and recovery priorities.</p> <p>ALL</p>	International aid community
<p><i>Conclusion 3, Lesson 6, p41 Funding Report</i></p> <p>Funds need to flow before a formal needs assessments take place. Early commitments need to be flexible so that they can be adapted as needs change</p> <p>NA</p>	Donors
<p><i>Part of Rec 2, 5.2.2, p114 Synthesis Report</i></p> <p>Aid should be provided according to need rather than limited to a narrow disaster-affected population. Increased attention should be given to social inequalities, exclusion and hierarchies in disaster response.</p> <p>NA</p>	International aid community; donors
<p><i>Conclusion 6, Lesson 2, p44 Funding Report</i></p> <p>Investing in reconstruction bridges relief and development, and accessing the domestic capital market through formal and community-based financial institutions may be a good way of bringing capital to reconstruction efforts.</p> <p>LRRD</p>	International aid community

TEC Recommendation Matrix: Funding (cont)	
Recommendations	Addressed to:
<p><i>Part of Rec 4, 5.2.4, p116 Synthesis Report</i> Donors should make funding available (early) for follow-on activities conditional on the application of a comprehensive joint assessment. <i>Coordination</i></p>	Donors
3.2: Flexible funds	
<p><i>Conclusion 3, Lesson 3, p41 Funding Report</i> The process for the allocation of un-earmarked funds (22 per cent of government contributions) lacked clarity. If un-earmarked funds become more important in line with progressive thinking on aid effectiveness, the criteria and process for allocation and accountability must be clearer. <i>Proportionality</i></p>	International aid community
<p><i>Conclusion 3, Lesson 4, p41 Funding Report</i> The role of OCHA and/or the Humanitarian Coordinators in allocating un-earmarked funds needs to be clearer and institutionally supported if it is to result in a more strategic and prioritised response. <i>HR, Coordination, Policy</i></p>	OCHA; HCs/RCs
<p><i>Conclusion 3, Lesson 4, p40 Funding Report</i> Humanitarian agencies need to recognise that a commitment to impartiality may be inconsistent with the open-ended appeals, and may require reallocating funds already raised. Flexibility in the use of funds needs to be increased for future appeals by allowing private government donors to indicate (via a tick box for private donors) that their donation can be used for other humanitarian emergencies when the appeal has reached its target or assessed needs have been met. <i>Needs assessment</i></p>	International aid community; donors
<p><i>Part of Rec 4, 5.4.1, p123 Synthesis Report</i> Donors should improve the transition from relief to recovery and development by increasing the flexibility in applying funds from a variety of budgets and instruments, in accordance with needs and realities on the ground. <i>LRRD, Policy</i></p>	Donors
3.3: Preparedness	
<p><i>Part of Rec 3, 6.2, p63 Needs Assessment Report</i> The best mechanism to ensure funding of national preparedness should be considered in future meetings of the Inter Agency Standing Committee and the Good Humanitarian Donorship group. <i>LRRD, Policy</i></p>	IASC; GHD

TEC Recommendation Matrix: Funding (cont)

Recommendations	Addressed to:
<p><i>Part of Rec 1, 5.2.4, p116 Synthesis Report</i> Donor governments and IFIs should consider allocating a set percentage of their relief budget to DRR. Funding should be long-term, predictable and aimed at the reduction of vulnerabilities in risk-prone regions.</p> <p>Policy</p>	Donor governments; IFIs
<p><i>Part of Rec 2, 5.3.1, p118 Synthesis Report</i> Donors need to support the development of surge capacity within agencies by funding such development between emergencies.</p> <p>HR</p>	Donors
<p><i>Rec 3, 6.2, p63 Needs Assessment Report</i> Donors and humanitarian agencies should invest more time and resources in strengthening the capacity of national and local authorities to carry out formal cross-sectoral needs assessments. A pre-determined percentage of all future relief funding should be put aside for region-wide preparedness for future disasters</p> <p>LRRD</p>	Donors; international aid community
<p><i>Part of Rec 1, 5.2.4, p116 Synthesis Report</i> International agencies and states in high-risk areas should demand that disaster risk reduction programmes be adequately supported.</p> <p>LRRD, Funding</p>	International aid community; affected-country governments
<p>3.4: Allocation of funds</p>	
<p><i>Conclusion 3, Lesson 1, p40 Funding Report</i> Humanitarian agencies need to recognise that a commitment to impartiality may be inconsistent with the open-ended appeals, and may require reallocating funds already raised. Flexibility in the use of funds needs to be increased for future appeals by allowing private government donors to indicate (via a tick box for private donors) that their donation can be used for other humanitarian emergencies when the appeal has reached its target or assessed needs have been met.</p> <p>NA</p>	International aid community; donors
<p><i>Conclusion 3, Lesson 5, p41 Funding Report</i> Appeals by the UN and others must be needs based. They need to be more explicit in describing what "needs" can and have already been met by local and national actors.</p> <p>Ownership</p>	UN; international aid community

TEC Recommendation Matrix: Funding (cont)

Recommendations	Addressed to:
<p><i>Rec 1, 6.1, p62 Needs Assessment Report</i></p> <p>The international community, and in particular the UN and the Red Cross movement, should either significantly invest politically and financially in a permanent rapid assessment capacity, or abandon the pretence that initial cross-sectoral assessments by external teams guide the immediate international response of governments, the public or humanitarian organisations.</p> <p>NA, Policy coherence</p>	<p>International aid community; UN; ICRC; IFRC</p>
<p><i>Rec 14, 6.4.3, p68 Needs Assessment Report</i></p> <p>Past the early acute phase of the emergency donors donors should make their funding conditional on a solid, documented formal needs assessment and a well-articulated plan for ongoing monitoring of those needs.</p> <p>NA, Regulation</p>	<p>Donors</p>
<p><i>Part of Rec 4, 5.4.1, p123 Synthesis Report</i></p> <p>Agencies should establish clear criteria and a transparent allocation process, based on needs and capacity assessments. These are necessary for both CERF and for any country-level (re) allocations of pooled funding. The criteria and mechanisms should, among other things, facilitate the early mobilisation of joint assessment teams from governments and international agencies.</p> <p>Policy, Coordination</p>	<p>International aid community</p>
<p><i>Part of Rec 4, 5.4.2, p124 Synthesis Report</i></p> <p>Donors should develop mechanisms to measure the relative effectiveness, efficiency and accountability of international agencies, and fund accordingly. They should also inform the tax-paying public of the performance and quality of the agencies they fund, through, for example, widely disseminated independent reports.</p> <p>Regulation, Funding</p>	<p>Donors</p>

TEC Recommendation Matrix: Human Resources

Human Resources

Recommendations	Addressed to:
1: Local / national HR issues	
<p><i>Rec 3, p15 Coordination Report</i> The international community should ensure that sufficient priority is given to enhancing the coordination capacities of local as well as government bodies. This includes deploying senior staff beyond capitals and helping to build the capacity of local authorities to utilise information systems such as HIC. Where there are large numbers of INGOs; the deployment of a senior NGO liaison officer should be considered.</p> <p>Coordination, Ownership</p>	OCHA; International aid community
<p><i>Part of Rec 1, 6.2.2, p47 Capacities Report</i> Specific agreements and protocols should be made to limit 'poaching' of staff. This will help ensure local capacity is not undermined</p> <p>Ownership</p>	International aid community
2: HR capacities	
2.1: Assessment and information management	
<p><i>Rec 8, 6.4.1, p65 Needs Assessment Report</i> Assessment and coordination functions are complementary, but must be separated in terms of dedicated human resources.</p> <p>NA</p>	UN
<p><i>Rec 9, 6.4.1, p66 Needs Assessment Report</i> OCHA should increase the human resources dedicated to the compilation and analysis of data on the model adopted by the IFIs in their assessment of damage and loss.</p> <p>LRRD</p>	OCHA
<p><i>Rec 12, 6.4.2, p67 Needs Assessment Report</i> Reinforce the UN capacity through the establishment of an interagency fund permitting the rapid and substantive deployment of a joint assessment team. Lead agencies should also increase their investment in staff and guidance.</p> <p>(NA), Coordination, Funding</p>	UN
<p><i>Sub-rec, 5.5.2, p54 Needs Assessment Report</i> HIC should evolve from its present role as a depository of documents of variable utility. The transition from information management to knowledge management would be a good first step to satisfy the needs of the international community. This would require a much greater and much varied human-resource base and capacity to respond to the challenges of a fast-paced situation with so many actors.</p> <p>Coordination</p>	HIC

TEC Recommendation Matrix: Human Resources (cont)

Recommendations	Addressed to:
<i>2.2: Contingency and stand-by capacity</i>	
<p><i>Part of Rec 1, 6.2.2, p47 Capacities Report</i></p> <p>International agencies should prepare in advance for the problems of scaling up not simply by identifying resources but also by making their systems and practises suitable for maximum participation by local people.</p> <p>Accountability</p>	International aid community
<p><i>Rec 11, p16 Coordination Report</i></p> <p>To avoid high turnover of staff, HR departments should deploy long-term (at least one-year) personnel in the field quickly. Urgent attention should be given to the speed with which staff members are recruited, and to expanding the registry of suitable standby staff.</p>	International aid community
<p><i>Part of Rec 2, 5.3.1, p118 Synthesis Report</i></p> <p>Donors need to support the development of surge capacity within agencies by funding such development between emergencies.</p> <p>Funding</p>	Donors
<p><i>Part of Rec 2, 5.3.1, p118 Synthesis Report</i></p> <p>In addition to full-time standby personnel, agencies need to develop or improve response rosters accompanied by appropriate training to allow the rapid deployment of 'regular' personnel in emergencies". National governments also need to establish their own rosters, for building up capacity at any disaster affected location.</p> <p>Ownership, LRRD</p>	International aid community; affected-country governments
<i>2.3: Miscellaneous</i>	
<p><i>Rec 9, p16 Coordination Report</i></p> <p>In emergencies of this magnitude, the RC/HC office should be supported by the early deployment of a full-time gender officer [1 year]. This person could serve as a resource person for the humanitarian community at large and support the mainstreaming of gender issues through all program sectors.</p> <p>Coordination</p>	RC/HC; international aid community
<p><i>Part of Rec 2, 5.3.3, p119 Synthesis Report</i></p> <p>To improve management of the transition from relief to recovery, international agencies should adapt their: staffing (skills profiles and numbers); assessment and planning methods and data; funding sources and programme horizons; strategic partnerships; and operational methods.</p> <p>Accountability, Policy</p>	International aid community; response actors

TEC Recommendation Matrix: Human Resources (cont)

Recommendations	Addressed to:
3: Staff skills, training, and conditions	
<p><i>Conclusion 3, Lesson 4, p41 Funding Report</i> The role of OCHA and/or the Humanitarian Coordinators in allocating un-earmarked funds needs to be clearer and institutionally supported if it is to result in a more strategic and prioritised response. Coordination, Proportionality, Policy</p>	OCHA; HCs/RCs
<p><i>Rec 7, p15 Coordination Report</i> Leadership and coordination skills should include the basics of how to maximise the output of meetings. These skills should be promoted by all agencies, forming part of the induction training for operational staff, along with standard operating procedures. Coordination</p>	OCHA; International aid community
<p><i>Part of Rec 3, 5.3.4, p121 Synthesis Report</i> The aid agencies should, together with academic institutions and training providers, set up a professional body with transparent criteria for admission and for the achievement of 'certified professional' or 'chartered' status. As an initial step, the IASC or a major donor could host discussions on what the requirements for such professional status would be.</p>	International aid community; academic institutions; training providers; IASC; donors
<p><i>Part of Rec 2, 5.3.1, p117/118 Synthesis Report</i> All agencies need to reduce the high rates of turnover commonly seen in emergencies by providing contract and conditions of employment that encourage staff to remain in post.</p>	International aid community

TEC Recommendation Matrix: LRRD (including early warning)**LRRD (including early warning)**

Recommendations	Addressed to:
1: Preparedness, DRR	
<i>1.1: Consider the problem/overarching</i>	
<p><i>Part of Rec 3, 6.2, p63 Needs Assessment Report</i> The best mechanism to ensure funding of national preparedness should be considered in future meetings of the Inter Agency Standing Committee and the Good Humanitarian Donorship group.</p> <p>Funding, Policy</p>	IASC; GHD
<p><i>Part of Rec 1, 5.2.2, p114 Synthesis Report</i> International agencies should improve global disaster risk reduction by systematising learning from successful experience and practice from the field. Research is needed to capture replicable examples.</p> <p>Policy</p>	International aid community; evaluators; academia
<p><i>Part of Rec 1, 5.2.4, p117 Synthesis Report</i> Comprehensive, multi-year risk reduction programmes should be established in all risk-prone countries, on a scale commensurate with the risk faced, be natural disasters, conflict or other factors.</p> <p>Policy</p>	Donors; international aid community
<i>1.2: International investment in national</i>	
<p><i>Rec 3, 6.2, p63 Needs Assessment Report</i> Donors and humanitarian agencies should invest more time and resources in strengthening the capacity of national and local authorities to carry out formal cross-sectoral needs assessments. A pre-determined percentage of all future relief funding should be put aside for region-wide preparedness for future disasters.</p> <p>NA, Funding</p>	Donors; international aid community
<p><i>Rec 4, 6.2, p63 Needs Assessment Report</i> Arrangements should be made to conduct joint national/international assessments with national authorities, prior to an emergency occurring [i.e. in disaster prone countries as part of preparedness planning].</p> <p>NA, Policy</p>	International aid community; national governments
<p><i>Part of Rec 1, 5.2.4, p115 Synthesis Report</i> International agencies should 'map' and support host-authority capacities in a manner similar to that for mapping capacities of affected people. This should be conducted prior to any disaster event and updated during the response/.../international agencies with a development mandate are best placed for providing such support.</p>	International agencies with a development mandate

TEC Recommendation Matrix: LRRD (including early warning)

Recommendations	Addressed to:
<p><i>Part of Rec 1, 5.2.4, p116 Synthesis Report</i> International agencies should assist states in high-risk regions to establish or strengthen a national/sub-national institution to manage disaster preparedness and response and to enable cooperation between relevant government departments and between central and local governments. Ownership, Policy</p>	International aid community
<p><i>Part of Rec 1, 5.2.4, p116 Synthesis Report</i> International agencies and states in high-risk areas should demand that disaster risk reduction programmes be adequately supported. Ownership</p>	International aid community; Affected-country governments
1.3: National action	
<p><i>Rec 4, p81 LRRD Report</i> More consideration needs to be given to reducing risks of natural disasters, and anchoring such strategies within national structures for social protection. Ownership</p>	International aid community
<p><i>Part of Rec 1, 5.2.2, p114 Synthesis Report</i> All actors should strive to reduce disaster risks and increase disaster response capacities at all levels [from local – national] and within the framework of local development processes and plans. Policy</p>	International aid community
<p><i>Part of Rec 3, 6.2.4, p 48 Capacities Report</i> National governments should develop plans and procedures for disaster management including the management of information – so that communities are well informed of the response at all stages. Accountability</p>	Affected country governments
<p><i>Part of Rec 1, 5.2.4, p117 Synthesis Report</i> States should also set targets for national funding of DRR. If appealing for disaster response funding, they should design appeals to include funding for long-term DRR strategies also. Funding, Policy, Ownership</p>	Affected country governments
<p><i>Part of Rec 1, 5.2.4, p117 Synthesis Report</i> The programmes should be based on hazard and vulnerability analysis and anchored within national development and social protection structures. Ownership</p>	Donors; international aid community

TEC Recommendation Matrix: LRRD (including early warning) (cont)

Recommendations	Addressed to:
<p><i>Part of Rec 2, 5.3.1, p118 Synthesis Report</i></p> <p>In additional to full-time standby personnel, agencies need to develop or improve response rosters accompanied by appropriate training to allow the rapid deployment of 'regular' personnel in emergencies". National governments also need to establish their own rosters, for building up capacity at any disaster affected location.</p> <p>HR, Ownership</p>	International aid community; affected country governments
1.4: Practicalities	
<p><i>Sub-rec, 7.1, p67 Coordination Report</i></p> <p>The use of information technology should be coordinated at district levels in order to create the best protective system possible for vulnerable populations.</p> <p>Ownership</p>	International aid community
<p><i>Sub-rec, 7.1, p67 Coordination Report</i></p> <p>Rapid and low-cost satellite communications, internet systems and GSM telephone systems need to be examined and made available to UN and UN partners at the national level.</p> <p>Role of others</p>	Donors; UN
2: Transition, relationship emergency – RRD	
<p><i>Rec 2, p80 LRRD Report</i></p> <p>Links between relief and rehabilitation have been achieved, but greater attention needs to be paid to the implications of programming for longer term development.</p> <p>Policy</p>	International aid community
<p><i>Part of Rec 3, 5.3.3, p120 Synthesis Report</i></p> <p>International agencies should treat recovery activities as longer term development interventions rather than as extensions to relief operations/.../Further research is needed to identify principles for recovery including adapting existing DAC poverty reduction criteria to recovery scenarios.</p> <p>Policy</p>	International aid community; research actors (e.g. evaluation and policy)
<p><i>Part of Rec 1, 6.2.2, p47 Capacities Report</i></p> <p>The International Community should have clear partnership strategies from the start in order to avoid glitches during the transition to recovery.</p> <p>Ownership, Policy</p>	International aid community

TEC Recommendation Matrix: LRRD (including early warning) (cont)

Recommendations	Addressed to:
<p><i>Rec 14, p16 Coordination Report</i> Adequate resources for coordination should be given to the relief, transition and recovery phases of disasters. This should include support to common services from NGOs and the Red Cross Movement. Emphasis should be given to support the RC/HC through the transition, irrespective of institutional affiliations and restrictive interpretations of mandates concerning relief, recovery or development. Policy</p>	ERC; IASC; international aid community
<p><i>Part of Rec 4, 5.4.1, p123 Synthesis Report</i> Donors should improve the transition from relief to recovery and development by increasing the flexibility in applying funds from a variety of budgets and instruments, in accordance with needs and realities on the ground. Funding, Policy</p>	Donors
3: RRD activities and priorities	
<p><i>Rec 9, 6.4.1, p66 Needs Assessment Report</i> OCHA should increase the human resources dedicated to the compilation and analysis of data on the model adopted by the IFIs in their assessment of damage and loss. HR</p>	OCHA
<p><i>Conclusion 6, Lesson 2, p44 Funding Report</i> Investing in reconstruction bridges relief and development, and accessing the domestic capital market through formal and community-based financial institutions may be a good way of bringing capital to reconstruction efforts. Funding</p>	International aid community
<p><i>Conclusion 6, Lesson 3, p44Funding Report</i> The coordinated use of cash grants and loans provided through existing institutions needs to be evaluated as a potentially more effective and efficient way of funding recovery and reconstruction than direct implementation by international and national agencies. Ownership</p>	Donors; financial institutions; international aid community
<p><i>Sub-rec, 5.4, p61 Coordination Report</i> If the 'build back better' objective is to mean anything, a more comprehensive strategy for sustainable livelihoods is required by those currently engaged in reconstruction.</p>	International aid community
<p><i>Part of Rec 2, 5.3.3, p120 Synthesis Report</i> Donors and agencies should continue to invest in national-international participatory assessments of livelihood recovery. Policy, Ownership</p>	Donors; agencies

TEC Recommendation Matrix: LRRD (including early warning) (cont)	
Recommendations	Addressed to:
<p><i>Part of Rec 4, p81 LRRD Report</i></p> <p>There is a need for deeper and more evidence-based assessment of the impacts of aid programmes on the environment and natural resources.</p> <p>NA</p>	International aid community
4: Interface with Ownership	
<p><i>Rec 1, p110 Synthesis Report</i></p> <p>The international humanitarian community needs a fundamental reorientation from supplying aid to facilitating communities' own relief and recovery priorities.</p> <p>ALL</p>	International aid community
<p><i>Rec 1, p79 LRRD Report</i></p> <p>LRRD must be more firmly rooted in national and local contexts and processes.</p> <p>Ownership</p>	International aid community
<p><i>Rec 5, p82 LRRD Report</i></p> <p>Links to the LRRD efforts of affected populations should be improved through strengthened information flow.</p> <p>Accountability</p>	International aid community
<p><i>Rec 6, p82 LRRD Report</i></p> <p>Links between policies and programming should be made by sector and through support to national and household efforts to bring together relief, rehabilitation and development.</p> <p>Policy</p>	International aid community
<p><i>Part of Rec 2, 5.3.3, p119, Synthesis Report</i></p> <p>International agencies should look to specific sectors reflecting people's own priorities more than organisational policies in the design of their recovery programmes.</p> <p>Accountability, Ownership</p>	International agencies
<p><i>Part of Rec 2, 5.3.3, p119 Synthesis Report</i></p> <p>Efforts should shift to removing obstacles and facilitating paths to help communities meet their own needs. Response actors should learn to stand back (or 'get out of the way' as the LRRD Report puts it), when they do not have the capacity or endurance to understand and support people's own recovery efforts.</p> <p>Accountability, Policy, LRRD</p>	International agencies; response actors

TEC Recommendation Matrix: Needs Assessment

Needs Assessment

Recommendations	Addressed to:
1: Needs assessment	
<i>1.1: Assessment and programme planning</i>	
<i>Overall conclusion, 6.1, p62 Needs Assessment Report</i> Investment in assessment should be dictated by the expected influence on decision making, not for the sake of assessment itself.	International aid community
<i>Rec 1, 6.1, p62 Needs Assessment Report</i> The international community, and in particular the UN and the Red Cross movement, should either significantly invest politically and financially in a permanent rapid assessment capacity, or abandon the pretence that initial cross-sectoral assessments by external teams guide the immediate international response of governments, the public or humanitarian organisations. Funding , Policy	International aid community; UN; ICRC; IFRC
<i>Conclusion 3, Lesson 5, p41 Funding Report</i> Appeals by the UN and others must be needs based. They need to be more explicit in describing what “needs” can and have already been met by local and national actors. Proportionality, NA	UN; International aid community
<i>Conclusion 3, Lesson 6, p41 Funding Report</i> Funds need to flow before a formal needs assessments take place. Early commitments need to be flexible so that they can be adapted as needs change Funding	Donors
<i>1.2: Context analysis and social dimensions of assessment</i>	
<i>Part of Rec 2, 6.2.3, p47 Capacities Report</i> Planning should be based on the assumption that aid is likely to reinforce inequalities within the community unless corrective action is taken. Ownership, Accountability, Policy	International aid community
<i>Part of Rec 2, 6.2.3, p47 Capacities Report</i> Planning should also take account of the complexity of community structures and the need, for knowledgeable local intermediaries with power to influence decisions. Accountability, Ownership	International aid community
<i>Part of Rec 1, 5.2.2, p114 Synthesis Report</i> Aid should be provided according to need rather than limited to a narrow disaster-affected population. Increased attention should be given to social inequalities, exclusion and hierarchies in disaster response. Funding	International aid community; donors

TEC Recommendation Matrix: Needs Assessment (cont)

Recommendations	Addressed to:
<p><i>Sub-rec, 4.4, p51 Coordination Report</i> Greater attention should be paid to what constitutes 'local capacity' and the extent to which existing groups offer potentially viable partnership for agencies.</p> <p>Ownership</p>	UN; NGOs; ICRC; IFRC
<p><i>Part of Rec 4, p81 LRRD Report</i> There is a need for deeper and more evidence-based assessment of the impacts of aid programmes on the environment and natural resources.</p> <p>LRRD</p>	International aid community
1.3: Quality	
<p><i>Rec 5, 6.2, p63 Needs Assessment Report</i> In the first few days after a disaster, needs assessment should focus on validating the magnitude and severity of the disaster. For this purpose, donors should assist national authorities in capitalising on remote sensing and other modern techniques.</p> <p>LRRD, Ownership</p>	Donors; Affected-country governments
<p><i>Rec 14, 6.4.3, p68 Needs Assessment Report</i> Past the early acute emergency, donors should make their funding conditional on a solid, documented formal needs assessment.</p> <p>Funding, Regulation</p>	Donors
1.4: In relation to DRR and LRRD	
<p><i>Rec 2, 6.1, p63 Needs Assessment Report</i> Donors and agencies should focus their efforts on demanding high -quality needs assessments for recovery/ rehabilitation programs.</p>	Donors; international aid community
<p><i>Rec 4, 6.2, p63 Needs Assessment Report</i> Arrangements should be made to conduct joint national/international assessments with national authorities, prior to an emergency occurring [i.e. in disaster prone countries as part of preparedness planning].</p> <p>LRRD, Policy</p>	International aid community; affected-country governments
<p><i>Rec 15, 6.4.3, p68 Needs Assessment Report</i> The UN system should maintain the reliability and credibility of its assessments by offering balanced and objective estimates of populations affected and the risks they are facing, as well as proactively discouraging inappropriate forms of assistance.</p> <p>Policy, Regulation</p>	UN

TEC Recommendation Matrix: Needs Assessment (cont)

Recommendations	Addressed to:
2: Coordinated/joint assessment	
<i>2.1: General/overarching</i>	
<p><i>Part of Rec 7, 6.4.1, p65 Needs Assessment Report</i> There needs to be a better understanding between the three different cultures: UN, Red Cross and national government before joint needs assessments can be start. Relationships of trust and fair sharing of leadership need to be built. Meanwhile personnel trained both by UNDAC and FACT should contribute to bridge the present gap.</p> <p>Policy</p>	<p>UN; Red Cross; Affected-country governments; UNDAC; FACT</p>
<p><i>Part of Rec 7, 6.4.1, p65 Needs Assessment Report</i> At a technical level, standards and forms will need to be pre-agreed. Perhaps an agreement on forms and templates should be sought first between the main actors producing information for public use: the UN and the Red Cross, since too wide a participation in the design process may only lead to cumbersome forms and endless delays. The application of the Sphere handbook needs to be reconsidered in the context of sudden-impact natural disasters and where pre-existing standards are below Sphere norms.</p> <p>Coordination</p>	<p>UN; ICRC; IFRC; NGOs</p>
<p><i>Sub-rec, 2.7, p35 Needs Assessment Report</i> Developing the same baseline information for all situation reports, if not a common format/template for reporting, would certainly facilitate the work of both editors and readers.</p>	<p>OCHA (HIC)</p>
<p><i>Part of Rec 1, 5.2.4, p116 Synthesis Report</i> Support for joint national-international information services should include preparedness for the rapid deployment of initial assessments, intended to provide a comprehensive overview of needs and resources and covering all affected areas and population groups. This should lead to the establishment of a single set of jointly-managed databases of all affected people and resources provided to assist them.</p> <p>Coordination, Policy</p>	<p>International aid community</p>

TEC Recommendation Matrix: Needs Assessment (cont)

Recommendations	Addressed to:
<p><i>Rec 13, 6.4.2, p67 Needs Assessment Report</i> The UN should make drastic improvements to its procurement, recruitment and security procedures to facilitate the rapid deployment of the proposed joint needs assessment teams in the first hours and days after the disaster. If this is not deemed possible in the short term, OCHA should explore other possibilities, such as the use of specialised NGOs or subcontracting from the private sector for support in the initial needs assessment.</p> <p>Coordination</p>	<p>UN; OCHA</p>
<p><i>Sub-rec, 5.5.5, p56 Needs Assessment Report</i> For the very specific task of conducting a common humanitarian needs assessment, UNDAC-trained people who are also FACT members (and vice versa) should be identified and deployed.</p>	<p>UNDAC; FACT</p>
<p><i>Rec 5, p15 Coordination Report</i> The creation and use of a common beneficiary database, provided and endorsed by a central government body, should be an early priority in the emergency phase.</p> <p>Ownership, Accountability</p>	<p>International aid community; Affected-country governments</p>
<p><i>Part of Rec 2, 5.3.3, p120 Synthesis Report</i> Donors and agencies should continue to invest in national-international participatory assessments of livelihood recovery.</p> <p>LRRD, Policy, NA</p>	<p>Donors; agencies</p>
<p><i>Part of Rec 2, 5.3.2, p118 Synthesis Report</i> In line with earlier recommendations regarding support to authorities, international agencies should invest more in their assessment capacities. Assessments should ideally be joint, involving national, local, and international actors. The Red Cross and the UN system, in particular, should enter into discussions on how to achieve this. In addition, all agencies should, as a principle, share assessment reports. The UN should integrate all assessment-support components of its response (UNDAC, HIC and UNJLC) into one knowledge management programme, with a greater capacity to analyse data (including remote sensing data) in conjunction with local and national authorities.</p> <p>Ownership, Coordination, Policy</p>	<p>International aid community; IFRC; UN</p>

TEC Recommendation Matrix: Needs Assessment (cont)

Recommendations	Addressed to:
<i>2.2: UN</i>	
<i>Rec 8, 6.4.1, p65 Needs Assessment Report</i> The UN should integrate the components of its assessment support capability.	UN
<i>Part of Rec 8, 6.4.1, p65 Needs Assessment Report</i> One single entity under OCHA management would minimise the existing duplication of effort and, more importantly, the gaps, such as lack of analysis and compilation of assessment reports/.../Ideally, in a more distant future, this entity should be administered collegially by the members of the Inter Agency Standing Committee, and replace the existing parallel assessment mechanisms of both UN and Red Cross systems. <i>Policy coherence</i>	OCHA; IASC
<i>Rec 12, 6.4.2, p67 Needs Assessment Report</i> Reinforce the UN capacity through the establishment of an interagency fund permitting the rapid and substantive deployment of a joint assessment team. Lead agencies should also increase their investment in staff and guidance. <i>Coordination, HR</i>	UN
<i>Rec 13, 6.4.2, p67 Needs Assessment Report</i> The UN should make drastic improvements to its procurement, recruitment and security procedures to facilitate the rapid deployment of the proposed joint needs assessment teams in the first hours and days after the disaster. If this is not deemed possible in the short term, OCHA should explore other possibilities, such as the use of specialised NGOs or subcontracting from the private sector for support in the initial needs assessment. <i>Coordination</i>	UN; OCHA
<i>2.3: With national capacity</i>	
<i>Rec 4, 6.2, p63 Needs Assessment Report</i> Arrangements should be made to conduct joint national/international assessments with national authorities, prior to an emergency occurring [i.e. in disaster prone countries as part of preparedness planning]. <i>LRRD, Policy</i>	International aid community; affected-country governments
<i>Rec 3, 6.2, p63 Needs Assessment Report</i> Donors and humanitarian agencies should invest more time and resources in strengthening the capacity of national and local authorities to carry out formal cross-sectoral needs assessments. A pre-determined percentage of all future relief funding should be put aside for region-wide preparedness for future. disasters <i>LRRD</i>	Donors; international aid community

TEC Recommendation Matrix: Needs Assessment (cont)

Recommendations	Addressed to:
<p><i>Rec 7, 6.4.1, p65 Needs Assessment Report</i> Donors should demand that major response actors [UN, NGO and Red Cross], jointly carry out initial comprehensive needs assessments. These should be carried out with national authorities. Other actors should be encouraged to do the same and at should share the results of their own assessments. Ownership, Coordination</p>	<p>Donors; UN; ICRC; IFRC; NGOs</p>
3: Miscellaneous	
<p><i>Rec 5, 6.2, p63 Needs Assessment Report</i> In the first few days after a disaster, needs assessment should focus on validating the magnitude and severity of the disaster. For this purpose, donors should assist national authorities in capitalising on remote sensing and other modern techniques. LRRD, Ownership</p>	<p>Donors; Affected-country governments</p>
<p><i>Part of Rec 6, 6.3, p64 Needs Assessment Report</i> The need for thematic assessments would be considerably reduced if, when possible, the affected people were given the financial means to make their own decisions about welfare items, brought at high cost by expatriates/.../the experience gained from cash-subsidy programs should be analysed and published. Accountability, Ownership</p>	<p>Agencies; M&E departments</p>
<p><i>Rec 11, 6.4.1, p66 Needs Assessment Report</i> Initial assessment teams should routinely include selected mass media representatives. Other actors</p>	<p>OCHA; UN agencies</p>
<p><i>Sub-rec, 7.1, p66 Coordination Report</i> The UN should introduce more formal reviews and training in the use of cell phones, and conduct research and development in building on cell-phone technology for field data entry and assessment transmission.</p>	<p>UN</p>
<p><i>Part of Rec 12, 6.4.2, p67 Needs Assessment Report</i> In addition to remuneration of the most knowledgeable experts, funds should be available for on-the-spot hiring of services and transportation means, a skill well mastered by large NGOs.</p>	<p>UN</p>
<p><i>Part of Rec 8, 6.4.1, p65 Needs Assessment Report</i> Assessment and coordination functions are complementary, but must be separated in terms of dedicated human resources. NA</p>	<p>UN</p>

TEC Recommendation Matrix: Other actors

Other actors

Recommendations	Addressed to:
1: Media	
<i>1.1: Links with media</i>	
<p><i>Recommendation 2, p117 and part of Rec 2, 5.3.1 p117 Synthesis Report</i></p> <p>All actors should strive to increase and review periodically their disaster response capacities. They should seek to improve the linkages and coherence between themselves and other actors in the international disaster response system, including those from the affected countries themselves</p> <p>Policy, Ownership</p>	International aid community
<p><i>Part of Rec 4, 5.4.3, p125 Synthesis Report</i></p> <p>Donors should fund mass communication and public educational initiatives on the themes of 'good disaster response' and on 'how to be a principled and effective donor' (as both individual members of the public and official donors) the media should be targeted for such education, to improve the quality of reporting on disasters and funding for disasters.</p> <p>Regulation, Accountability</p>	Donors
<i>1.2: Role of media</i>	
<p><i>Rec 1, p.110 Synthesis Report</i></p> <p>The international humanitarian community needs a fundamental reorientation from supplying aid to facilitating communities' own relief and recovery priorities.</p> <p>ALL</p>	International aid community; media
<p><i>Part of Rec 3, 6.2.4, p48 Capacities Report</i></p> <p>Agencies should strengthen watchdog movements and support the mass media to promote better understanding of the response and opportunities for feedback and dialogue.</p> <p>Accountability</p>	International aid community
<p><i>Part of Rec 2, 5.3.2, p118 Synthesis Report</i></p> <p>Many actors make their initial funding or deployment decisions on the basis of media coverage. The quality of these decisions and public understanding could be improved if media organisations formally appoint journalists with an interest in the sector as their 'aid correspondents'.</p>	Media

TEC Recommendation Matrix: Other actors (cont)	
Recommendations	Addressed to:
2: Military	
<i>2.1: Links with military</i>	
<p><i>Rec 12, p16 Coordination Report</i> Civil-military coordination should be improved through promotion of existing guidelines, principles and procedures; in house training; external training and advocacy and joint exercises between humanitarian agencies and the military. Senior humanitarian actors – in particular the RC/HC office – should be made more aware of the civil-military resources available to them and the potential contribution they can make in addressing urgent needs. [including the rapid deployment of civil-military experts].</p>	ERC; IASC; International aid community
<p><i>Sub-rec, p46 Coordination Report</i> More emphasis and advocacy by the international humanitarian community is required to advise governments and their respective militaries on the optimal use of military resources.</p>	International aid community
<p><i>Sub-rec, p46 Coordination Report</i> OCHA/.../has drawn up principles for military support to humanitarian operations/.../Greater efforts should be made, possibly after some revision, to publicise the existence of these guidelines and encourage their use.</p>	OCHA
<p><i>Sub-rec, p47 Coordination Report</i> Senior UN officials, and in particular RC/HCs, should be made aware (through formal training if necessary) of the civil-military liaison function and the importance of ensuring that OCHA's CMCoord officers have the necessary information and support to enable them to provide a professional service.</p>	RC/HC; OCHA
<p><i>Part of Rec 2, 5.3.2, p119 Synthesis Report</i> Civilian relief agencies and the military need to undertake joint training and exercises so that they are more aware of each other's procedures and approaches.</p>	Relief agencies; the military
<i>2.2: Role of military</i>	
<p><i>Rec 1, p.110 Synthesis Report</i> The international humanitarian community needs a fundamental reorientation from supplying aid to facilitating communities' own relief and recovery priorities. ALL</p>	International aid community; military

TEC Recommendation Matrix: Other actors (cont)

Recommendations	Addressed to:
<p><i>Rec 2, p117 and part of Rec 2, 5.3.1 p117 Synthesis Report</i> All actors should strive to increase and review periodically their disaster response capacities. They should seek to improve the linkages and coherence between themselves and other actors in the international disaster response system, including those from the affected countries themselves Policy, Ownership</p>	International aid community
3: Private sector	
<i>3.1: Links with private sector</i>	
<p><i>Rec 10, p16 Coordination Report</i> In line with UN guidelines issued in May 2006 on accepting pro bono offers, OCHA should lead on behalf of the wider humanitarian community in further developing guidance on private sector donations. Initially, an internal policy should be shared with all OCHA staff and should include a template stand-by MoUs for pro bono offers. OCHA should also ensure that all major emergencies have a dedicated focal point for liaising with key private-sector companies (ideally both in country and at OCHA HQ). Coordination, Funding, HR</p>	OCHA; IASC
<p><i>Rec 2, p117 and part of Rec 2, 5.3.1 p117 Synthesis Report</i> All actors should strive to increase and review periodically their disaster response capacities. They should seek to improve the linkages and coherence between themselves and other actors in the international disaster response system, including those from the affected countries themselves. Policy, Ownership</p>	International aid community
<i>3.2: Role of private sector</i>	
<p><i>Rec 1, p.110 Synthesis Report</i> The international humanitarian community needs a fundamental reorientation from supplying aid to facilitating communities' own relief and recovery priorities. ALL</p>	International aid community; private sector
<p><i>Sub-rec, p67 Coordination Report</i> Rapid and low-cost satellite communications, internet systems and GSM telephone systems need to be examined and made available to UN and UN partners at the national level. LRRD</p>	Donors; UN agencies; private sector

TEC Recommendation Matrix: Ownership

Ownership

Recommendations	Addressed to:
1: Focus on affected people's priorities	
<p><i>Rec 1, p.110 Synthesis Report</i> The international humanitarian community needs a fundamental reorientation from supplying aid to facilitating communities' own relief and recovery priorities. ALL!</p>	International aid community
<p><i>Part of Rec 1, p111 Synthesis Report</i> International agencies should focus on affected people's priorities, rather than on their own institutional or bureaucratic preoccupation.</p>	International aid community
<p><i>Part of Rec 1, 5.2.2, p115 Synthesis Report</i> Support should aim to empower affected people to articulate claims, demand accountability and to make their own choices. Accountability</p>	International aid community
<p><i>Part of Rec 3, 6.2.4, p48 Capacities Report</i> Communities should be encouraged to develop their own contingency plans for disasters and receive material support with the proviso that adequate provision must be made for poorer and marginalised groups. This should extend to a wide range of civil-society organisations including women's groups. Accountability</p>	International aid community
<p><i>Part of Rec 2, 5.3.3, p119 Synthesis Report</i> Efforts should shift to removing obstacles and facilitating paths to help communities meet their own needs. Response actors should learn to stand back (or 'get out of the way' as the LRRD Report puts it), when they do not have the capacity or endurance to understand and support people's own recovery efforts. Accountability, Policy, LRRD</p>	International aid community
<p><i>Part of Rec 2, 5.3.3, p126 Synthesis Reports</i> International agencies should look to specific sectors reflecting <i>people's own</i> priorities more than organisational policies in the design of their recovery programmes. Accountability</p>	International aid community
2: Programming	
2.1: General/overarching	
<p><i>Part of Rec 2, 6.2.3, p47 Capacities Report</i> Planning should be based on the assumption that aid is likely to reinforce inequalities within the community unless corrective action is taken. NA, Accountability, Policy</p>	International aid community

TEC Recommendation Matrix: Ownership (cont)

TEC Recommendation Matrix: Ownership (cont)	
Recommendations	Addressed to:
<p><i>Part of Rec 2, 6.2.3, p47 Capacities Report</i> Planning should also take account of the complexity of community structures and the need, for knowledgeable local intermediaries with power to influence decisions.</p>	International aid community
<p>NA, Accountability</p> <p><i>Part of Rec 1, 5.2.2, p113 Synthesis Report</i> During disasters, the control of resources should be vested in local actors through culturally sensitive and context-specific approaches.</p>	International aid community
Accountability	
2.2: Participation in programming	
<p>5.2.1, p119 Synthesis Report International agencies should share information about their systems and practices with the affected population, so that they can also participate in planning/programming.</p>	International aid community
Accountability, Policy	
<p><i>Part of Rec 1, 6.2.2, p47 Capacities Report</i> The International Community should have clear partnership strategies from the start in order to avoid glitches during the transition to recovery.</p>	International aid community
LRRD, Policy	
<p><i>Part of Rec 2, 6.2.3, p47 Capacities Report</i> Women claim-holders should be represented in all decision-making bodies affecting them.</p>	International aid community
Accountability	
<p><i>Part of Rec 2, 5.3.3, p120 Synthesis Report</i> Donors and agencies should continue to invest in national-international participatory assessments of livelihood recovery.</p>	Donors; international aid community
LRRD, Policy	
2.3: Cash	
<p><i>Rec 6, 6.3, p64 Needs Assessment Report</i> Empower the affected individuals and families to assess and prioritize their own welfare needs by using cash subsidies whenever possible.</p>	International aid community
Accountability	
<p><i>Part of Rec 6, 6.3, p64 Needs Assessment Report</i> The need for thematic assessments would be considerably reduced if, when possible, the affected people were given the financial means to make their own decisions about welfare items, brought at high cost by expatriates/.../the experience gained from cash-subsidy programs should be analysed and published.</p>	Agencies; M&E units/ departments

TEC Recommendation Matrix: Ownership (cont)

Accountability, NA	
Recommendations	Addressed to:
<i>Conclusion 6, Lesson 3, p44 Funding Report</i> The coordinated use of cash grants and loans provided through existing institutions needs to be evaluated as a potentially more effective and efficient way of funding recovery and reconstruction than direct implementation by international and national agencies.	Donors; financial institutions; international aid community
3: Recognition of national/local capacities	
3.1: National/local response	
<i>Conclusion 3, Lesson 5, p41 Funding Report</i> Appeals by the UN and others must be needs based. They need to be more explicit in describing what “needs” can and have already been met by local and national actors.	UN; international aid community
Proportionality, NA	
<i>Sub-rec, p44 Coordination Report</i> Under increasing government ownership of the national and provincial recovery process, the comparative advantage of the UN should have been in strategic planning, policy and coordination, rather than in direct project implementation.	UN
Coordination, Ownership	
<i>Conclusion 6, Lesson 1, p44 Funding Report</i> Ways of documenting local response need to be developed and included in standard reporting to enable like-with-like comparisons with international assistance. The role of remittances in supporting local response needs to be better understood, and existing plans for facilitating remittance flows for development purposes extended to apply to humanitarian situations.	International aid community
Funding, Accountability	
<i>Part of recommendation 2, 5.3.3, p119 Synthesis Report</i> Efforts should shift to removing obstacles and facilitating paths to help communities meet their own needs. Response actors should learn to stand back (or ‘get out of the way’ as the LRRD Report puts it), when they do not have the capacity or endurance to understand and support people’s own recovery efforts.	International aid community
Accountability, Policy, HR	
3.2: Capacity strengthening	
<i>Lesson 2 (5.4.), p44 Capacities Report</i> There is a need to rethink the end goal of humanitarian assistance and move from a service-delivery approach to a capacity-empowering framework.	International aid community

TEC Recommendation Matrix: Ownership (cont)

Policy	
Recommendations <i>Part of Rec 1, 6.2.2, p40 Capacities Report</i> Specific agreements and protocols should be made to limit 'poaching' of staff. This will help ensure local capacity is not undermined.	Addressed to: International aid community
HR <i>Sub-rec, p51 Coordination Report</i> Greater attention should be paid to what constitutes 'local capacity' and the extent to which existing groups offer potentially viable partnership for agencies.	UN; NGOs; ICRC; IFRC
NA <i>Part of Rec 2, 5.3.3, p120 Synthesis Report</i> Donors and agencies should continue to invest in national-international participatory assessments of livelihood recovery.	Donors; agencies
LRRD, Policy <i>Part of rec 4, 5.4.1, p130 Synthesis Report</i> Parliament or congress is tasked with monitoring the 'Executive', normally through committee systems and parliamentary debate, and in doing so is supported by specialised oversight bodies. Such mechanisms should be strengthened. This would require more focused education of parliamentary/congressional representatives to enable them to understand better the technicalities and complexities of humanitarian funding processes.	Affected country governments
Policy, Accountability <i>Part of Rec 1, 5.2.4, p116 Synthesis Report</i> International agencies and states in high-risk areas should demand that disaster risk reduction programmes be adequately supported.	International aid community; Affected-country governments
LRRD, Funding <i>Part of Rec 1, 5.3.1, p118 Synthesis Report</i> In addition to full-time standby personnel, agencies need to develop or improve <i>response rosters</i> accompanied by appropriate training to allow the rapid deployment of 'regular' personnel in emergencies". National governments also need to establish their own rosters, for building up capacity at any disaster affected location.	International aid community; Affected-country Government

TEC Recommendation Matrix: Ownership (cont)

HR, LRRD	
Recommendations	Addressed to:
4: National/local control	
4.1: General/overarching	
<i>Part of rec 1, p.79 LRRD Report</i> A bridging of the current divide between aid programming and the initiatives of affected populations will require a reconsideration of how agenda-setting is managed in the affected countries.	International aid community
<i>Part of recommendation 1, 5.2.2, p113 Synthesis Report</i> During disasters, the control of resources should be vested in local actors through culturally sensitive and context-specific approaches.	International aid community
Accountability <i>Conclusion 4, Lesson 1, p42 Funding Report</i> So far only a few donor countries, including the UK and the Netherlands, have joint fundraising for NGOs. Joint fundraising initiatives need to be matched by moves to encourage, joint NGO programming. There needs to be stronger commitment to coordination of programming under national direction.	Donor governments; Affected-country governments; NGOs
Funding, Coordination, Policy <i>Sub-Lesson, Conclusion 6, p44 Funding Report</i> The capacity of local and national governments, and the burden placed on them by large numbers of humanitarian agencies, needs to be better appreciated. Direct but coordinated (and preferably joint) implementation may be the best option during the emergency phase. Implementation by a large number of individual humanitarian agencies – particularly those without the appropriate capacity and experience – is far less justified during the reconstruction phase.	International aid community; humanitarian agencies
<i>Part of Rec 1, 5.2.4, p117 Synthesis Report</i> The programmes should be based on hazard and vulnerability analysis and anchored within national development and social protection structures.	Donors; international aid community
LRRD <i>Part of Rec 2, 5.3.1, p117 Synthesis Report</i> All international agencies should strive to increase and review periodically their disaster response capacities. They should seek to improve the linkages and coherence between themselves and other actors in the international disaster response system, including those from the affected countries themselves.	International aid community

TEC Recommendation Matrix: Ownership (cont)

Policy, Role of others	
<p>Recommendations</p> <p><i>Part of Rec 2, 5.3.3, p119 Synthesis Report</i></p> <p>Efforts should shift to removing obstacles and facilitating paths to help communities meet their own needs. Response actors should learn to stand back (or 'get out of the way' as the LRRD Report puts it), when they do not have the capacity or endurance to understand and support people's own recovery efforts.</p>	<p>Addressed to:</p> <p>International aid community</p>
<p>Accountability, Policy, HR</p> <p><i>Part of Rec 1, 5.2.3, p115 Synthesis Report</i></p> <p>International agencies should respect and promote national coordination of all response activities.</p>	<p>International aid community</p>
<p>Coordination, Policy</p> <p><i>Part of Rec 1, 5.2.3, p114 Synthesis Report</i></p> <p>Both international agencies and states in high-risk regions should respect the role and responsibility of affected states as the primary duty bearers and authorities in responding to natural disasters and ensuring risk reduction.</p>	<p>International aid community; states</p>
<p><i>Rec 5, p14 Capacities Report</i></p> <p>The creation and use of a common beneficiary database, provided and endorsed by a central government body, should be an early priority in the emergency phase.</p>	<p>International aid community; affected-country governments</p>
<p>NA, Accountability</p>	
<p>4.2: The relief phase</p> <p><i>Part of rec 6, 6.3, p64 Needs Assessment Report</i></p> <p>The need for thematic assessments would be considerably reduced if, when possible, the affected people were given the financial means to make their own decisions about welfare items, brought at high cost by expatriates/.../the experience gained from cash-subsidy programs should be analysed and published.</p>	<p>International aid community; M&E units/ departments</p>
<p>Accountability, NA</p> <p><i>Rec 7, 6.4.1, p62 Needs Assessment Report</i></p> <p>Donors should demand that major response actors [UN, NGO and Red Cross], jointly carry out initial comprehensive needs assessments. These should be carried out with national authorities. Other actors should be encouraged to do the same and at should share the results of their own assessments</p>	<p>Donors; UN; ICRC; IFRC; NGOs</p>
<p>NA, Coordination</p> <p><i>Part of Rec 1, 5.2.3, p115 Synthesis Report</i></p> <p>International agencies should respect and promote national coordination of all response activities.</p>	<p>International aid community</p>

TEC Recommendation Matrix: Ownership (cont)

Coordination, Policy	
Recommendations	Addressed to:
<i>Part of Rec 8, 6.4.1, p65 Needs Assessment Report</i> HIC, UNDAC (without the 'C' for coordination) and the assessment component of UNJLC should be combined into one comprehensive knowledge – management unit placed at the disposal of national authorities.	HIC; UNDAC; UNJLC
Coordination (for NA)	
4.3: DRR	
<i>Rec 4, p81 LRRD Report</i> More consideration needs to be given to reducing risks of natural disasters, and anchoring such strategies within national structures for social protection.	International aid community
LRRD	
<i>Part of Rec 1, 5.2.4, p116 Synthesis Report</i> International agencies should assist states in high-risk regions to establish or strengthen a national/sub-national institution to manage disaster preparedness and response and to enable cooperation between relevant government departments and between central and local governments.	International aid community
Policy, LRRD	
<i>Part of Rec 1, 5.2.4, p117 Synthesis Report</i> States should also set targets for national funding of DRR. If appealing for disaster response funding, they should design appeals to include funding for long-term DRR strategies also.	Affected-country governments
Funding, Policy, LRRD	
4.4: LRRD	
<i>Rec 1, p79 LRRD Report</i> LRRD must be more firmly rooted in national and local contexts and processes.	International aid community
LRRD	
<i>Conclusion 6, Lesson 3, p44 Funding Report</i> The coordinated use of cash grants and loans provided through existing institutions needs to be evaluated as a potentially more effective and efficient way of funding recovery and reconstruction than direct implementation by international and national agencies.	Donors; financial institutions; international aid community
LRRD	
<i>Sub-rec, p69 Coordination Report</i> For eventual transfer to government, the exit strategy in each country should include linkages to the DAD and other information-management programs under a single umbrella combined with, for example, the UNDP Capacity Building Programs.	UN; International aid community

TEC Recommendation Matrix: Ownership (cont)	
<p>Coordination</p> <p>Recommendations</p> <p><i>Part of Rec 2, 5.3.3, p120 Synthesis Report</i></p> <p>Donors and agencies should continue to invest in national-international participatory assessments of livelihood recovery.</p>	<p>Addressed to:</p> <p>Donors; agencies</p>
<p>LRRD, Policy, NA</p> <p><i>Part of Rec 4, p81 LRRD Report</i></p> <p>Aid needs to be refocused to support governments as they reassume responsibility for ensuring the safety, survival and dignity of their citizens.</p> <p>Policy</p>	<p>International aid community</p>

TEC Recommendation Matrix: Policy coherence

Policy coherence

Recommendations	Addressed to:
1: Relating to existing initiatives	
1.1 Coherent response	
<p><i>Recommendation 1, 6.1, p62 Needs Assessment Report</i></p> <p>The international community, and in particular the UN and the Red Cross movement, should either significantly invest politically and financially in a permanent rapid assessment capacity, or abandon the pretence that initial cross-sectoral assessments by external teams guide the immediate international response of governments, the public or humanitarian organisations.</p> <p>NA, Funding</p>	International aid community; UN; ICRC; IFRC
<p><i>Rec 14, p16 Coordination Report</i></p> <p>Adequate resources for coordination should be given to the relief, transition and recovery phases of disasters. This should include support to common services from NGOs and the Red Cross Movement. Emphasis should be given to support the RC/HC through the transition, irrespective of institutional affiliations and restrictive interpretations of mandates concerning relief, recovery or development.</p> <p>LRRD</p>	ERC; IASC; international aid community
<p><i>Part of Rec 1, 5.2.3, p115 Synthesis Report</i></p> <p>The UN should play its mandated coordination role in improving linkages and coherence between the different disaster response actors by developing a coordination model that supports national coordination efforts, by ensuring that the complementary international effort is itself coherent.</p> <p>(Coordination)</p>	UN
<p><i>Part of Rec 8, 6.4.1, p63 Needs Assessment Report</i></p> <p>One single entity under OCHA management would minimise the existing duplication of effort and, more importantly, the gaps, such as lack of analysis and compilation of assessment reports/.../Ideally, in a more distant future, this entity should be administered collegially by the members of the Inter Agency Standing Committee, and replace the existing parallel assessment mechanisms of both UN and Red Cross systems.</p> <p>Coord for NA</p>	OCHA; IASC

TEC Recommendation Matrix: Policy coherence (cont)

Recommendations	Addressed to:
<p><i>Part of Rec 1, 5.2.4, p116 Synthesis Report</i></p> <p>Support for joint national-international information services should include preparedness for the rapid deployment of initial assessments, intended to provide a comprehensive overview of needs and resources and covering all affected areas and population groups. This should lead to the establishment of a single set of jointly-managed databases of all affected people and resources provided to assist them.</p> <p>NA, Coordination</p>	<p>International aid community</p>
<p><i>Part of Rec 2, 5.3.2, p118 Synthesis Report</i></p> <p>In line with earlier recommendations regarding support to authorities, international agencies should invest more in their assessment capacities. Assessments should ideally be joint, involving national, local, and international actors. The Red Cross and the UN system, in particular, should enter into discussions on how to achieve this. In addition, all agencies should, as a principle, share assessment reports. The UN should integrate all assessment-support components of its response (UNDAC, HIC and UNJLC) into one knowledge management programme, with a greater capacity to analyse data (including remote sensing data) in conjunction with local and national authorities.</p> <p>NA, Ownership, Coordination</p>	<p>International aid community; IFRC; UN</p>
<p><i>Part of Rec 2, 5.3.2, p119 Synthesis Report</i></p> <p>Where appropriate, integrated <i>geographic</i> coordination mechanisms (not just sectoral or 'cluster'-based models) should be considered. To improve advocacy, UN RC/HC's need to take a lead in developing a cross-agency consensus on sensitive issues before raising them with national authorities.</p> <p>Coordination</p>	<p>International aid community; UN RCs/HCs</p>
<p><i>Conclusion 3 Lesson 4, p41 Funding Report</i></p> <p>The criteria for allocation of funds must be transparent, accountability defined and standard systems set up to enable the flow of funds. The development of pooled funding mechanisms for humanitarian priorities in Sudan and DRC offers relevant experience.</p> <p>Funding</p>	<p>International aid community</p>

TEC Recommendation Matrix: Policy coherence (cont)	
Recommendations	Addressed to:
<i>1.2 National</i>	
<p><i>Part of Rec 3, 6.2, p63 Needs Assessment Report</i> The best mechanism to ensure funding of national preparedness should be considered in future meetings of the Inter Agency Standing Committee and the Good Humanitarian Donorship group. LRRD, Funding</p>	IASC; GHD
<p><i>Part of Rec 4, p81 LRRD Report</i> Aid needs to be refocused to support governments as they reassume responsibility for ensuring the safety, survival and dignity of their citizens. Ownership</p>	International aid community
<i>1.3 Reporting</i>	
<p><i>Part of Rec 1, 6.2.2, p47 Capacities Report</i> They [international agencies] should institute procedures for introducing long term grants from the outset of an intervention, and should critically examine reporting requirements. Funding, Coordination</p>	International aid community
<p><i>Sub-lesson, Conclusion 4, p42 Funding Report</i> Improving the system for tracking and reporting financial data needs to be a priority, as does improving feedback from agencies to their donors and to the media. Better funding, Accountability</p>	International aid community
<p><i>Sub-rec, p32 Coordination Report</i> There is a need for greater coherence and clearer responsibilities around reporting and decision making [at all coordination levels]. This would avoid time-consuming micro-management and competing demands for information to be sent to New York and Geneva. (coordination)</p>	UN; IASC; NGOs
<p><i>Part of Rec 4, 5.4.2, p124 Synthesis Report</i> OECD/DAC, in conjunction with other actors and mechanisms (such as GHD and FTS), should develop a common reporting format through which agencies can simultaneously report to a number of donors. Accountability</p>	OECD/DAC

TEC Recommendation Matrix: Policy coherence (cont)

Recommendations	Addressed to:
1.4 Learning	
<p><i>Part of Rec 1, 5.2.2, p114 Synthesis Report</i></p> <p>International agencies should improve global disaster risk reduction by systematising learning from successful experience and practice from the field. Research is needed to capture replicable examples.</p> <p>LRRD</p>	International aid community; evaluation actors; academia
1.5 Funding	
<p><i>Rec 4, p122 Synthesis Report</i></p> <p>All actors need to make the current funding system impartial and more efficient, flexible, transparent and better aligned with principles of good donorship.</p> <p>Funding</p>	International aid community
<p><i>Part of Rec 4, 5.4.1, p124 Synthesis Report</i></p> <p>International agencies should develop mechanisms, similar to those being developed under the GHD initiative, to measure when funding appeals should be terminated.</p> <p>Regulation</p>	International aid community
<p><i>Part of Rec 4, 5.4.1, p123 Synthesis Report</i></p> <p>To complement the CERF and other initiatives, including official donor peer reviews, independent oversight of donor impartiality and performance is necessary. Self-regulation of donors by donors is as incomplete a control as self-regulation is for operational agencies. The OECD/DAC should develop new or improve existing oversight mechanisms to monitor donor adherence to GHD principles.</p> <p>Funding</p>	OECD/DAC; donors
2: System oversight (regulation, etc)	
2.1: Quality control/accreditation/standards	
<p><i>Part of Rec 1, 5.2.1, p113 Synthesis Report</i></p> <p>International agencies should promote and strengthen self-managed watchdog movements and public audits.</p> <p>Regulation, Ownership, Accountability</p>	International aid community
<p><i>Part of Rec 4, 5.4.2, p124 Synthesis Report</i></p> <p>Donors should develop mechanisms to measure the relative effectiveness, efficiency and accountability of international agencies, and fund accordingly. They should also inform the tax-paying public of the performance and quality of the agencies they fund, through, for example, widely disseminated independent reports.</p> <p>Regulation, Funding</p>	Donors

TEC Recommendation Matrix: Policy coherence (cont)

Recommendations	Addressed to:
2.2: Equity	
<p><i>Part of Rec 4, 5.4.1, p123 Synthesis Report</i></p> <p>All appeals for funds should include a 'tick-box' (or a similar option for telephone donations) to allow donors and the public to earmark the funds that they donate. An explanatory note should indicate that if they do <i>not</i> mark this option, funds could be reallocated to other populations in similar need. When international agencies appeal for funds they should publicise the possibility that funds could be reallocated for more urgent needs elsewhere. These should be complemented by fundraising standards that limit open-ended appeals to estimates of overall needs versus resources available. Pooling mechanisms should also be explored, in order to facilitate the transfer of surplus funds from one organisation to another.</p> <p>Funding</p>	International aid community
<p><i>Part of Rec 4, 5.4.1, p123 Synthesis Report</i></p> <p>Agencies should establish clear criteria and a transparent allocation process, based on needs and capacity assessments. These are necessary for both CERF and for any country-level (re) allocations of pooled funding. The criteria and mechanisms should, among other things, facilitate the early mobilisation of joint assessment teams from governments and international agencies.</p> <p>Funding, Coordination</p>	International aid community
<p><i>Part of Rec 4, 5.4.1, p124 Synthesis Report</i></p> <p>Official donors through, for example, the OECD/DAC and/or the UN IASC, should consider setting a target that all people affected by disasters should be entitled to a minimum level of humanitarian assistance. Similarly, all donors should set a deadline by which they will reach the (1970) UN resolution for a minimum ODA target of 0.7% of gross national product.</p> <p>Funding</p>	Official and other donors
2.3 Donors	
<p><i>Part of Rec 4, 5.4.2, p124 Synthesis Report</i></p> <p>OECD/DAC, in conjunction with other actors and mechanisms (such as GHD and FTS), should develop a common reporting format through which agencies can simultaneously report to a number of donors.</p> <p>Accountability</p>	OECD/DAC

TEC Recommendation Matrix: Policy coherence (cont)	
Recommendations	Addressed to:
<p><i>Part of Rec 4, 5.4.2, p125 Synthesis Report</i> OECD/DAC should discount tied aid to 75 per cent of its nominal value in its calculation of the overall value of aid from any donor nation. Funding</p>	OECD/DAC
3: System reflection	
3.1: National/local	
<p><i>Rec 1, p.110 Synthesis Report</i> The international humanitarian community needs a fundamental reorientation from supplying aid to facilitating communities' own relief and recovery priorities. ALL!</p>	International aid community
<p><i>Rec 4, 6.2, p63 Needs Assessment Report</i> Arrangements should be made to conduct joint national/international assessments with national authorities, prior to an emergency occurring [i.e. in disaster prone countries as part of preparedness planning]. NA, LRRD</p>	International aid community; affected-country governments
<p><i>Conclusion 4, Lesson 1, p31 Funding Report</i> There needs to be stronger commitment to coordination of programming under national direction. So far only a few donor countries, including the UK and the Netherlands, have joint fundraising for NGOs. Joint fundraising initiatives need to be matched by moves to encourage, joint NGO programming. Funding, Ownership, Coordination</p>	Donor governments; Affected country governments; NGOs
<p><i>Part of Rec 1, 5.2.2, p114 Synthesis Report</i> All actors should strive to reduce disaster risks and increase disaster response capacities at all levels [from local – national] and within the framework of local development processes and plans. LRRD</p>	International aid community
<p><i>Part of Rec 1, 5.2.3, p115 Synthesis Report</i> International agencies should respect and promote national coordination of all response activities. Ownership, Coordination</p>	International aid community
<p><i>Sub-rec, p45 Coordination Report</i> Under increasing government ownership of the national and provincial recovery process, the comparative advantage of the UN should have been in strategic planning, policy and coordination, rather than in direct project implementation. Coordination, Ownership</p>	UN

TEC Recommendation Matrix: Policy coherence (cont)

Recommendations	Addressed to:
<p><i>Part of Rec 2, 5.3.3, p119 Synthesis Report</i> Efforts should shift to removing obstacles and facilitating paths to help communities meet their own needs. Response actors should learn to stand back (or 'get out of the way' as the LRRD Report puts it), when they do not have the capacity or endurance to understand and support people's own recovery efforts. To improve management of the transition from relief to recovery, international agencies should adapt their: staffing (skills profiles and numbers); assessment and planning methods and data; funding sources and programme horizons; strategic partnerships; and operational methods. Ownership, Accountability, HR</p>	<p>International aid community; response actors</p>
<p><i>3.2: International humanitarian system</i></p>	
<p><i>Lesson 2 (5.4.), p44 Capacities Report</i> There is a need to rethink the end goal of humanitarian assistance and move from a service-delivery approach to a capacity-empowering framework. Ownership</p>	<p>International aid community</p>
<p><i>Part of Rec 2, 6.2.3, p47 Capacities Report</i> Planning should be based on the assumption that aid is likely to reinforce inequalities within the community unless corrective action is taken. NA, Ownership, Accountability</p>	<p>International aid community</p>
<p><i>Part of Rec 2, 6.2.3, p47 Capacities Report</i> Inclusion of the most marginalised should be treated as a fundamental principle or right, regardless of costs. Accountability</p>	<p>International aid community</p>
<p><i>Sub-rec, p75 Coordination Report</i> Simply incorporating human-rights language into program documents does not ensure a human-rights-based approach in disaster response. A process of learning and education on human rights is also needed. Policy mechanisms should be in place to ensure strict adherence to human rights during program implementation, and all policies should include specific measures for the protection of the human rights of vulnerable groups. Accountability</p>	<p>International aid community</p>

TEC Recommendation Matrix: Policy coherence (cont)

Recommendations	Addressed to:
<p><i>Part of Rec 4, 5.4.1, p123 Synthesis Report</i> Parliament or congress is tasked with monitoring the 'Executive', normally through committee systems and parliamentary debate, and in doing so is supported by specialised oversight bodies. Such mechanisms should be strengthened. This would require more focused education of parliamentary/congressional representatives to enable them to understand better the technicalities and complexities of humanitarian funding processes.</p> <p>Ownership, Accountability</p>	<p>Affected country governments</p>
<p><i>Part of Rec 4, p81 LRRD Report</i> Aid needs to be refocused to support governments as they reassume responsibility for ensuring the safety, survival and dignity of their citizens.</p> <p>Ownership</p>	<p>Donors</p>
<p><i>Conclusion 6, Lesson 2, p44 Funding Report</i> The assumption that each agency needs to implement its own programme needs to be challenged, particularly in the reconstruction phase. Bilateral donors seem to appreciate this more than others. Greater use of NGO consortia, and pooled funding through national governments, should be explored.</p> <p>Funding</p>	<p>Donors; International aid community</p>
<p><i>Part of Rec 12, 6.4.2, p67 Needs Assessment Report</i> A fund exclusive to assessment should be established, as either a special fund or earmarked line in OCHA's Central Emergency relief Fund (CERF)/.../Funding should cover all types of assessments (life-saving or livelihood recovery) carried out in the first months."</p> <p>NA, Funding</p>	<p>OCHA</p>
<p><i>Rec 15, 6.4.3, p68 Needs Assessment Report</i> The UN system should maintain the reliability and credibility of its assessments by offering balanced and objective estimates of populations affected and the risks they are facing, as well as proactively discouraging inappropriate forms of assistance.</p> <p>NA, Regulation</p>	<p>UN</p>
<p><i>Rec 2, p15 Coordination Report</i> In natural disasters and complex emergencies, the RC/HC in conjunction with a common NGO/Red Cross viewpoint, should take a lead in promoting joint advocacy on 'difficult' issues including tenure/ownership, affected/non-affected populations, access to war-affected populations and improving governance.</p> <p>Coordination</p>	<p>UN RCs/HCs; RC movement</p>

TEC Recommendation Matrix: Policy coherence (cont)

Recommendations	Addressed to:
<p><i>Part of Rec 4, 5.4.2, p124 Synthesis Report</i></p> <p>The OECD/DAC should experiment with a grant-tracking system to see if it would be possible to track grants from pledge to disbursement. The system should also document local contributions and diaspora remittances. This should include how to extend existing plans for facilitating and recording remittance flows for development purposes to apply to humanitarian situations.</p> <p>Funding</p>	OECD/DAC
<p><i>Conclusion 3, Lesson 4, p41 Funding Report</i></p> <p>The role of OCHA and/or the Humanitarian Coordinators in allocating un-earmarked funds needs to be clearer and institutionally supported if it is to result in a more strategic and prioritised response.</p> <p>HR, Coordination, Proportionality</p>	International aid community
3.4: Needs	
<p><i>Part of Rec 4, 5.4.1, p123 Synthesis Report</i></p> <p>All appeals for funds should include a 'tick-box' (or a similar option for telephone donations) to allow donors and the public to earmark the funds that they donate. An explanatory note should indicate that if they do <i>not</i> mark this option, funds could be reallocated to other populations in similar need. When international agencies appeal for funds they should publicise the possibility that funds could be reallocated for more urgent needs elsewhere. These should be complemented by fundraising standards that limit open-ended appeals to estimates of overall needs versus resources available. Pooling mechanisms should also be explored, in order to facilitate the transfer of surplus funds from one organisation to another.</p> <p>Funding</p>	International aid community
<p><i>Part of Rec 4, 5.4.1, p123 Synthesis Report</i></p> <p>Donors should improve the transition from relief to recovery and development by increasing the flexibility in applying funds from a variety of budgets and instruments, in accordance with needs and realities on the ground.</p> <p>LRRD, Funding</p>	Donors
3.3: DRR	
<p><i>Part of Rec 1, 5.2.4, p116 Synthesis Report</i></p> <p>Donor governments and IFIs should consider allocating a set percentage of their relief budget to DRR. Funding should be long-term, predictable and aimed at the reduction of vulnerabilities in risk-prone regions.</p> <p>Funding</p>	Donor governments; IFIs

TEC Recommendation Matrix: Policy coherence (cont)

Recommendations	Addressed to:
<p><i>Part of Rec 1 , 5.2.4, p118 Synthesis Report</i> International agencies should assist states in high-risk regions to establish or strengthen a national/sub-national institution to manage disaster preparedness and response and to enable cooperation between relevant government departments and between central and local governments. Ownership, LRRD</p>	<p>International aid community; affected country governments</p>
<p><i>Part of Rec 1, 5.2.4, p117 Synthesis Report</i> States should also set targets for national funding of DRR. If appealing for disaster response funding, they should design appeals to include funding for long-term DRR strategies also. Funding, Ownership, LRRD</p>	<p>Affected country governments</p>
<p><i>Part of Rec 1, 5.2.4, p117 Synthesis Report</i> Comprehensive, multi-year risk reduction programmes should be established in all risk-prone countries, on a scale commensurate with the risk faced, be natural disasters, conflict or other factors. LRRD</p>	<p>Affected country governments; donors</p>
<p><i>Rec 2, p117 and 5.3.1 p124 Synthesis Report</i> All actors should strive to increase and review periodically their disaster response capacities. They should seek to improve the linkages and coherence between themselves and other actors in the international disaster response system, including those from the affected countries themselves. Ownership, Role of others</p>	<p>International aid community; affected country governments</p>
<p>3.4: LRRD</p>	
<p><i>Rec 2, p80 LRRD Report</i> Links between relief and rehabilitation have been achieved, but greater attention needs to be paid to the implications of programming for longer term development. LRRD</p>	<p>UNMIS</p>
<p><i>Part of Rec 1, 6.2.2, p40 Capacities Report</i> The International Community should have clear partnership strategies from the start in order to avoid glitches during the transition to recovery. LRRD, Ownership</p>	<p>International aid community; affected country governments</p>
<p><i>Part of Rec 2, 5.3.3 p120 Synthesis Report</i> Donors and agencies should continue to invest in national-international participatory assessments of livelihood recovery. LRRD, Ownership</p>	<p>Donors; international aid community; affected country governments</p>

TEC Recommendation Matrix: Policy coherence (cont)	
Recommendations	Addressed to:
<p><i>Rec 6, p82 LRRD Report</i></p> <p>Links between policies and programming should be made by sector and through support to national and household efforts to bring together relief, rehabilitation and development.</p> <p>LRRD</p>	<p>International aid community</p>
<p><i>Part of Rec 2, 5.3.3, p120 Synthesis Report</i></p> <p>International agencies should treat recovery activities as longer term development interventions rather than as extensions to relief operations/.../Further research is needed to identify principles for recovery including adapting existing DAC poverty reduction criteria to recovery scenarios.</p> <p>LRRD</p>	<p>International aid community; research actors (e.g. evaluation and policy)</p>

TEC Recommendation Matrix: Regulation of performance

Regulation of performance

Recommendations	Addressed to:
1: Quality control	
<i>1.1: Regulation</i>	
<p><i>Part of Rec 16, 6.4.3, p65-66 Needs Assessment Report</i></p> <p>The 'unregulated industry' should become regulated to ensure minimum quality control of the actors. If the right of intervention is to be sustained by the UN and accepted by all governments, agencies also have an obligation to inform the affected country about whether the humanitarian actors meet minimum requirements in terms of assessment competence, transparency and capacity.</p>	UN; donors
<p><i>Part of Rec 3, 5.3.4, p120 Synthesis Report</i></p> <p>Governments can support regulation by making tax-exempt status dependent on meeting accountability requirements, such as those required in the US, as well as demanding regular published audits and independent evaluations. Affected-country governments can demand similar transparency requirements of agencies responding to natural disasters in their countries. The European Commission could introduce a directive to ensure that NGOs in the European Union are obliged to be as transparent about their finances and expenditures as are NGOs in the US.</p> <p>Accountability</p>	Affected-country governments; donor governments; EC
<i>1.2: Specific mechanisms</i>	
<p><i>Part of Rec 1, 5.2.3, p115 Synthesis Report</i></p> <p>Where appropriate, and with the support of multilateral agencies, states should establish, and international agencies should be prepared to work through, common mechanisms, such as consortia and trust funds.</p> <p>Coordination, Funding</p>	Affected-country governments; multilateral agencies; international aid community
<p><i>Part of Rec 4, 5.4.1, p122 Synthesis Report</i></p> <p>International agencies should develop mechanisms, similar to those being developed under the GHD initiative, to measure when funding appeals should be terminated.</p> <p>Policy, Funding</p>	International aid community
<i>1.3: Competence</i>	
<p><i>Part of Rec 1, 6.2.2, p47 Capacities Report</i></p> <p>The international community should also make plans to shift into more collective ways of working during 'mega-disasters' in order to ensure that they do not extend beyond their competence but instead link with other agencies and share roles.</p> <p>Coordination, Policy</p>	International aid community

TEC Recommendation Matrix: Regulation of performance (cont)

Recommendations	Addressed to:
<p><i>Rec 10, 6.4.1, p66 Needs Assessment Report</i> Specialized UN agencies should focus primarily on their role as sectoral or cluster lead agencies (assessment and coordination), and avoid being distracted by the direct implementation of response activities that other agencies could carry out.</p> <p>Coordination</p>	UN agencies
<p><i>Part of Rec 4, 5.4.2, p124 Synthesis Report</i> Donors should develop mechanisms to measure the relative effectiveness, efficiency and accountability of international agencies, and fund accordingly. They should also inform the tax-paying public of the performance and quality of the agencies they fund, through, for example, widely disseminated independent reports.</p> <p>Policy</p>	Donors
<p><i>Part of Rec 1, 5.2.4, p116 Synthesis Report</i> Donors should make funding available (early) for follow-on activities conditional on the application of a comprehensive joint assessment.</p> <p>Coordination</p>	Donors
2: Accreditation	
<i>2.1: Accreditation and certification</i>	
<p><i>Rec 1, p15 Coordination Report</i> An international review and consultation should be undertaken with NGOs to develop new approaches to achieving: the extent to which a certification process can be introduced to assist governments and donors in choosing responsible NGO partners with whom to work.</p>	IASC; NGO consortia; donors
<p><i>Conclusion 5 Lesson 3, p43 Funding Report</i> An accreditation system for financial accounting and reporting should be established that uses standard formats and definitions, and includes full compliance with FTS and DAD [or something similar]. Once established, donors should only give support to accredited agencies (UN, NGOs and RC Movement). This would encourage the public to do the same.</p> <p>Funding</p>	International aid community
<p><i>Rec 16, 6.4.3, p65 Needs Assessment Report</i> Technical capacity to assess needs and /or commitments to implement programs based on evidence should be one of the criteria in the accreditation of humanitarian NGOs as proposed by some donors.</p> <p>NA</p>	NGOs; donors

TEC Recommendation Matrix: Regulation of performance (cont)	
Recommendations	Addressed to:
<p><i>Rec 3, p120 Synthesis Report</i></p> <p>The international relief system should establish an accreditation and certification system to distinguish agencies that work to a professional standard in a particular sector.</p>	International aid community
2.2: Professionalism	
<p><i>Part of Rec 3, 5.3.4, p121 Synthesis Report</i></p> <p>The aid agencies should, together with academic institutions and training providers, set up a professional body with transparent criteria for admission and for the achievement of 'certified professional' or 'chartered' status. As an initial step, the IASC or a major donor could host discussions on what the requirements for such professional status would be.</p>	International aid community; academic institutions; training providers; IASC; donors
3: Standards	
<p><i>Rec 6, p15 Coordination Report</i></p> <p>With respect to the constant stream of visits by agency staff and donors, the IASC should urgently introduce monitored guidelines requiring all agencies and donors to report on the numbers and cost of visiting delegations. Common reporting under the guidance of the GHD, for instance, should be used. Accountability (upwards), Coordination</p>	IASC; International aid community
<p><i>Part of Rec 4, 5.4.3, p125 Synthesis Report</i></p> <p>Donors should fund mass communication and public educational initiatives on the themes of 'good disaster response' and on 'how to be a principled and effective donor' (as both individual members of the public and official donors) the media should be targeted for such education, to improve the quality of reporting on disasters and funding for disasters.</p> <p><i>Role of others, Accountability</i></p>	Donors
<p><i>Rec 14, 6.4.3, p65 Needs Assessment Report</i></p> <p>Donors should make their funding conditional on a solid, documented formal needs assessment (once the acute phase of the emergency is over).</p> <p><i>NA, Funding</i></p>	Donors
<p><i>Rec 8, p16 Coordination Report</i></p> <p>Benchmark (gender-sensitive) indicators for coordination should be developed, along with simple monitoring and report-back systems for the quality of coordination meetings.</p> <p><i>Coordination, Policy</i></p>	OCHA; International aid community

TEC Recommendation Matrix: Regulation of performance (cont)

Recommendations	Addressed to:
<p><i>Part of Rec 7, 6.4.1, p65 Needs Assessment Report</i> At a technical level, standards and forms will need to be pre-agreed. Perhaps an agreement on forms and templates should be sought first between the main actors producing information for public use: the UN and the Red Cross, since too wide a participation in the design process may only lead to cumbersome forms and endless delays. The application of the Sphere handbook needs to be reconsidered in the context of sudden-impact natural disasters and where pre-existing standards are below Sphere norms.</p>	UN; ICRC; IFRC; NGOs
<p><i>Sub-rec, p69 Coordination Report</i> INGOs are keen to see UNMIS create a common template for monitoring and evaluation, with greater standardisation of indicators to avoid current confusions. Policy, Coordination</p>	UNMIS
<p><i>Rec 15, 6.4.3, p68 Needs Assessment Report</i> The UN system should maintain the reliability and credibility of its assessments by offering balanced and objective estimates of populations affected and the risks they are facing, as well as proactively discouraging inappropriate forms of assistance. NA, Policy</p>	UN