Successful transition from crisis to development requires comprehensive programmatic responses to support the restoration of capacity of the communities and national structure to generate self-sustaining mechanism and stabilise human security.

Population movements, whether in times of emergencies, disasters, crisis or peace, whether to escape persecution or poverty, affect socio-economic growth, employment and security in both positive and negative ways.

The complexity of these events highlights the need for enhanced IOM contribution to the Early Recovery Cluster actively as a partner with large experience and on-the-ground successful operations. IOM activities are directly contributing to the achievement of the objectives established by the CWGER – strategic framework.

Main objectives for IOM are: (1) carry out its role in supporting the development of ER tools and methodologies at global collaborative cluster work; (2) support the increase of ER operational preparedness and capacities and enhance local NGO and civil protection network partnerships. Overall this will improve effective and predictable integrated response to population movements (migrants, returnees, IDP and other vulnerable mobile populations) in early recovery responses to the crisis environments.

ACTIVITIES:

1. PRACTICAL GUIDE LINES, TOOLS AND METHODOLOGIES:
   - Assist in the development of IASC Early Recovery tools and methodologies for integrating population movements and their vulnerabilities for more effective reintegration responses.
   - Develop strategy and guidelines for return and reintegration in Early Recovery context.
   - Develop and adapt IOM Post-crisis strategies and Standard Operating Procedures and Monitoring & Evaluation framework to ensure consistency with ER cluster.
   - Contribute to measures for durable solutions for IDP, returnees and other vulnerable mobile populations.

2. ER NETWORK AS CLUSTER SURGE CAPACITY:
   - Development of IOM component.
   - Assist in the development ER Cluster Training Modules and train IOM staff in ER related programme strategies, standards, procedures.
   - One ER Officer – with the technical experience to assist the cluster in developing population movement, return and reintegration guidelines and tools.
   - Promote NGO participation in ER responses at country level, enhance partnership with civil protection and military authorities through info-campaigns & workshops.
   - Deployment of technical assistance to support IASC CTS in developing more effective reintegration responses.
   - Provide IOM ER training adapting the cluster modules to the specific needs.

With a view to improving IOM surge capacity, predictability, speed and effectiveness within the IASC partnership, IOM has identified the need for IOM to improve its preparedness and response to facilitate efficient and timely inter-agency interoperability through the pooling of resources.

This includes major lessons learned from the earthquake and Tsunami in 2004; Pakistan earthquake October in 2005 and from the ongoing activities in the Philippines-Typhoons devastation and flooding in Aceh-Indonesia.

In these emergencies, IOM has been required to provide logistics services to the humanitarian community in collaboration with the Logistics Cluster.

IOM intends to address its urgent global logistical needs to strengthen its operational preparedness as a logistics service provider in collaboration with the Logistics Cluster Lead Agency (WFP).

1. CAPACITY BUILDING:
   - Participate in the development of logistics cluster guidance reflecting movement of vulnerable populations and ensure clearly understood by IASC members and field staff.
   - Assist in the development of logistic cluster roster for emergency response with trained and experienced staff in line with cluster agreed criteria to ensure consistency of field staff.
   - Establishment of emergency logistics position – with the technical experience to coordinate interact with the cluster activities at global level.

2. OPERATIONAL RESPONSE:
   - Participation in workshops and drill exercises for information awareness through IOM-NATO and civil protection interactions events.
   - Purchase and propositioning of logistics support equipment (working winterized tents, generators, cargo handling equipment and tools).

The CLUSTER APPROACH is a commitment undertaken by IOM that enhances IOM’s ability to assist and protect all beneficiaries and particularly promotes the collaboration between partners assisting internally displaced persons (IDPs). IOM sees this as an opportunity to strengthen existing operations with better capacity and tools, while playing an important role in the Humanitarian Country Teams (CT) of IOM.

The cluster approach focuses on two levels:

GLOBAL LEVEL
The Global Clusters focus on preparedness and standard setting. The general responsibility and accountability of the Global Cluster Leads, entails:

1) Preparedness for response for new crisis and certain current crisis;
2) Capacity Assessment and developing capacity within the cluster;
3) Commitments to contribute to these functions;
4) Mechanisms for delivering on commitments.

All members of specific clusters will have a role in the advancement of the cluster. The development and enhanced of partnerships at the global level is a key element of the cluster approach which directly impacts the field responses.

The work carried out by the Global Clusters is intended to provide the field based clusters better tools and guidance to provide better assistance and protection to the beneficiaries.

COUNTRY LEVEL
The Country Level Clusters are both an operational and coordination mechanism. They ensure that standards, set by the global cluster, are met and gaps are filled in particular crises. Either a cluster lead or a cluster member, IOM will carry out operations in support of the coordinated strategic sectoral response.

Flexibility is key in the application of the cluster approach at the country level. In principle, the cluster leadership approach should be applied to all areas, but this should be tailored to specific country circumstances.

Experiences in Pakistan or Philippines have shown that country clusters may not necessarily replicate the global clusters and that cluster leads at country level do not have to correspond to global cluster leads. What is important, is that country-level clusters address all the key gaps in humanitarian response in that particular country and that IOM is able to respond both in a leadership role and with its strong operational ability.
Based on the work and lessons learned in 2006 and early 2007 IOM has developed a revised concept to fulfill its obligations and responsibilities to carry out its role as the co-cluster lead within the cluster approach. There are two complimentary overall objectives for IOM that directly support the cluster objectives:

1. To carry out its role in the CCCM Secretariat and
2. To develop operational preparedness.

Overall this is to improve effective and predictable response in the CCCM Cluster. The proposed activities build on and support the overall objectives of the Cluster and the larger humanitarian approach.

**ACTIVITIES:**

1. **DEVELOP POLICY FRAMEWORK AND TOOLS:**
   - Develop guidance notes & best practices on relevant camp and other settings response functions i.e. mobile teams, camp closure;
   - Develop tools & guidelines to support preparedness & response for camps/camps-like;
   - Ensure that cross-cutting issues are properly mainstreamed by relevant partners, in all tools and guidelines, developed by the cluster;
   - Develop information management tools for effective camp management and coordination in co-ordination with overall inter-agency framework;
   - Support IDP profiling/registration in IDP camp/camps-like settings;
   - Ensure natural disaster responses are adequately addressed in emerging guidelines including undertaking a review of natural disaster responses.

2. **PROVIDE OPERATIONAL RESPONSE SUPPORT TO NEW AND PROTRACTED EMERGENCIES:**
   - Conduct/participate in cluster support missions to operations;
   - Participate in needs assessments by cluster;
   - Develop draft ToR for camp coordination;
   - Involve donors & national authorities in the development of CCCM work;
   - Establish a network of technical experts with IDP skills in camp setting;
   - Increase awareness and understanding of global cluster support and overall humanitarian response structure;
   - Support and assist country offices in cluster-implementing countries and prepare other countries as the cluster approach is rolled-out in the field.

3. **BUILD AND STRENGTHEN CAPACITY:**
   - Facilitate national, regional and international CCCM trainings/workshops;
   - IOM staff to participate in CCCM and Cluster/Sector Lead Training/Workshops;
   - NGO staff to participate in CCCM and inter-agency trainings and workshop;
   - Identify individuals/ institutions that can provide support to operations in camp settings;
   - Develop Camp Co-ordination training modules to support cluster lead role;
   - Develop IOM network of emergency actors, with IDP and camp profiles.

4. **CONTRIBUTE TO THE JOINT UNHCR-IOM CLUSTER SECRETARIAT FUNCTIONS:**
   - Strengthen partnerships and complementarity amongst humanitarian actors;
   - Organise and chair cluster meetings/trainings/workshops;
   - Participate in inter-cluster discussions and activities;
   - Disseminate tools and guidelines to humanitarian partners.

**PARTICIPATION IN OTHER CLUSTERS**

The Global Emergency Shelter Cluster (ESC)’s objectives are to increase emergency shelter capacity to be an effective and predictable partner to ensure the immediate needs of those displaced are addressed. IOM is contributing to the cluster by being an active partner with significant experience in successful on-the-ground shelter operations.

There are two overall objectives for IOM. The first is to carry out its role in supporting the collaborative nature of the cluster and the second is to increase operational preparedness. This will improve effective and predictable response in emergency shelter responses.

In line with the first objective, IOM is participating on the consultation team integrated by UNHCR/IIRC/UNHABITAT/IOM. The team’s action is aimed to (1) improve cluster services; (2) increase participation; (3) improve the quality of information provided; (4) provide better technical support; (5) provide better support to strategy formation.

IOM is also increasing its operational preparedness by participating and providing trainings at global level.