

African
Union



REGIONAL STRATEGY

.....

for the Stabilization, Recovery &
Resilience of the Boko Haram-
affected Areas of the

.....

Lake Chad Basin Region



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FOREWORD



In November 2017, the African Union Commission (AUC), Lake Chad Basin Commission (LCBC) and Development Partners organised the first Conference on the Development of a Framework for a Regional Stabilization Strategy. The Framework was aimed at facilitating a transition from active military engagement to addressing the root causes of the crisis and rationalising

various initiatives to stabilise areas affected by Boko Haram.

The development of the Regional Stabilization Strategy demonstrates the commitment by LCB Member States, AUC and LCBC to fulfil the decisions and commitments made in 2014, most notably the need for strengthening cooperation between regional and international actors in combating Boko Haram and protecting civilians. In this regard, the Stabilization Strategy serves to achieve the AU's aspiration to Silence the Guns by 2020. In addition, the Strategy provides a shared understanding of the strategic objectives and provides clarity on the roles and responsibilities to be performed by each actor involved in the Stabilization process. Furthermore, the Strategy serves as a relevant tool tailored to address the key challenges affecting the LCB, such as climate change and promoting good governance, transparency and accountability in both the political and socio-economic domains. Last but not least, the Strategy provides necessary guidance for the development of tools that will be applicable nationally and regionally, and facilitate resource mobilization.

Anchored on nine strategic objectives, the Strategy is designed to address the short, medium and long-term needs of the region towards Stabilization, resilience

and recovery of the affected areas. In achieving these objectives, there is a strong imperative to involve local communities in the implementation of development initiatives.

The AU's Agenda 2063 and the Sustainable Development Goals 2030 lay a foundation for the creation of conditions necessary for sustainable peace and development in the LCB region - based on the key guiding principles and values outlined at the November 2017 Regional Stabilization Conference, namely: national and regional ownership; leadership(national, regional and continental); mutual accountability; cooperation and complementarity; mutually reinforcing partnership; transformative approaches to Stabilization development; gender mainstreaming; respect for regional, continental and international human rights instruments; and capacity building for effective service delivery to the affected populations of the region.

I am delighted to present the Regional Stabilization Strategy for the LCB region, convinced that if effectively implemented it will transform the region by enabling the Governments of the region to sustainably address the root causes of the Boko Haram insurgency through transformative initiatives. In order to achieve its stated objectives, the Stabilization Strategy needs to be implemented with the required human, financial, material and institutional resources. I, therefore, call upon the LCB Member States and international partners to support the effective implementation of this Strategy.

H.E. Smail Chergui

Commissioner, Peace and Security
African Union Commission



As the population of displaced persons increased with each attack on villages and settlements in the affected countries of the Lake Chad Basin, each of the four affected countries devised its own strategy on how to cope with the humanitarian challenges. It soon became clear that better results would be achieved if the various national approaches to the challenges were to be harmonized into one regional strategy that would be adopted and

implemented by each of the affected countries to ensure unity of purpose.

The Lake Chad Basin Commission, with the support of the African Union Commission, mobilized national experts and relevant United Nations Agencies to produce a draft strategy. The first Conference on Regional Stabilization Strategy, which took place in N'Djamena, Chad, in November 2017, produced a framework of the strategy. Several consultative meetings were held while thematic experts visited each of the affected countries to collect first-hand information about the humanitarian crisis and the respective strategies for addressing the challenges.

This strategy is the product of the broad consultations among experts of the Lake Chad Basin Commission and those of the African Union Commission, relevant agencies of the United Nations and other stakeholders, all focused on producing a common strategy that is acceptable to the four countries affected by the Boko Haram insurgency.

The Strategy is quite detailed, covering the multidimensional challenges in the region. It outlines 9 pillars of intervention as well as the implementation mechanism and the roles and responsibilities of the stakeholders. The budget for implementing the strategy as well as the framework for mobilising the necessary resources to implement the various programmes are also spelt out.

It is my hope and prayer that the Strategy will strike the right chord among donor countries and agencies to donate generously for this noble cause.

H.E. Mamman Nuhu

Executive Secretary

Lake Chad Basin Commission &

Head of Mission of the Multinational Joint Task Force



H.E. Amb. Mamman Nuhu, Executive Secretary of the LCBC presents the Regional Stabilization Strategy to H.E. Suleiman H. Adamu, Hon. Minister of Water Resources and 1st Commissioner of Nigeria to the LCBC and Chairman of the LCBC Council of Ministers.

I. OVERVIEW OF THE CONTEXT

Over the last decade, the four riparian countries around Lake Chad – Cameroon, Chad, Niger and Nigeria, have experienced unprecedented levels of crises, exacerbated by repeated incidences of violence from the Boko Haram terrorist group. These crises have deepened instability, slowed economic growth and engendered deep humanitarian concerns in the region. In response to this, the African Union and the Lake Chad Basin Commission in 2015, signed an agreement for the operationalization of the Multi National Joint Task Force (MNJTF) to bring an end to the Boko Haram insurgency in the Region. Despite the significant progress made by the MNJTF, it is agreed by all stakeholders that overall success of the collective effort will be contingent upon coherent acceleration and completion of the second phase of the mandate namely to *"facilitate the implementation of overall stabilization programmes by the LCBC Member States and Benin in the affected areas, including the full restoration of state authority and the return of IDPs and refugees"*. To achieve this, the Lake Chad Basin Commission (LCBC) was tasked by its Member States to facilitate the mechanisms and processes required to consolidate the gains of the MNJTF.

This Strategy is the product of broad consultations among experts of the Lake Chad Basin Commission and those of the African Union Commission, relevant agencies of the United Nations and other stakeholders. Anchored on nine pillars, the strategy seeks to establish a common approach and an inclusive framework for *all* stakeholders to support a timely, coordinated, and effective transition from stabilization to early recovery and the resumption of stalled development processes in the Region. Within the context of continental aspirations, it also serves to achieve the AU's aspiration to *Silence the Guns by 2020*, the first 10 years plan of Agenda 2063 and the UN Sustainable Development Goals 2030 by laying a foundation for the creation of conditions necessary for sustainable peace and development in the LCB region.



Group Photo; LCBC Council of Ministers, and other dignitaries.

9 Strategic Pillars

Pillar 1	Political Cooperation
Pillar 2	Security and Human Rights
Pillar 3	Disarmament, Demobilization, Rehabilitation, Reinsertion and Reintegration of Persons associated with Boko Haram
Pillar 4	Humanitarian Assistance
Pillar 5	Governance and the Social Contract
Pillar 6	Socio-Economic Recovery and Environmental Sustainability
Pillar 7	Education, Learning and Skills
Pillar 8	Prevention of Violent Extremism and Building Peace
Pillar 9	Empowerment and Inclusion of Women and Youth

II. SCOPE OF THE STRATEGY

Objectives of the Strategy and Guiding Principles

The Strategy seeks to generate policies and programmes geared towards the short, medium and long-term stabilization and development of the Lake Chad Basin Region; to anchor on commonalities while taking into account the peculiarities of each of the concerned States in the Region; and to address the root causes of the crisis to enhance resilience. Overall, it is expected to consolidate the gains made by the MNJTF in the Boko Haram-affected Areas.

The Strategy is underpinned by a set of 9 (nine) guiding principles adopted at the First Regional Conference on *"Supporting the development of a framework for a Regional Stabilization Strategy for areas affected by Boko Haram"* convened from 2 to 4 November 2017 in N'Djamena, Chad. These principles are expected to guide the implementation of the strategy and includes:

- National and Regional ownership
- Leadership: National, Regional and Continental
- Mutual accountability
- Cooperation and complementarity
- Mutually reinforcing partnerships
- Transformative Approaches to stabilization/development
- Respect for Regional, Continental & International Human Rights Instruments
- Capacity building for effective service delivery
- Gender mainstreaming

Pillars of Intervention & Strategic Objectives

Each pillar defines the broad scope of work to be undertaken and the strategic objectives to be achieved. As part of the implementation framework, specific initiatives to be undertaken are to be developed in Territorial Action Plans.

Order N°	Pillar	Strategic Objectives	Description
1	Political Cooperation	1. Enhancing Political Cooperation	To improve cooperation, coherence and complementarity among the LCB Member States
		2. Strengthening National Capacities	To support National Governments to develop harmonised national coordination mechanisms and systems, including the Governors' Forum and the regional Inter-Parliamentary Committee for an effective implementation of the strategy in the Lake Chad Region
		3. Role of Regional Economic Communities and Other Actors	To enhance and improve intra and inter regional cooperation between ECCAS, ECOWAS and CEMAC for Peace Security and Development in the LCB region
		4. Capacity of LCBC and AUC is Enhanced	To effectively enhance the capacities of the LCBC Secretariat and the AUC for the effective implementation of the strategy
2	Security and Human Rights	5. Enhancing Support to MNJTF Operations	To enhance support to the MNJTF to enable it to continue to fulfil its mandate.
		6. Reinforcement of Community Security and Restoration of Rule of Law	To enhance capacities for safety and security at the community level through increased responsive law enforcement that extends and safeguards the rule of law to all areas, as military forces clear the territory under Boko Haram control.

		7. Management of Vigilantes	Disarmament and demobilization of vigilante groups is managed through appropriate national initiatives for their peaceful re-orientation and reintegration.
		8. Promoting Human Rights	To ensure that security service providers operate at the highest levels of integrity and respect for human rights based on international and continental norms and standards, through effective internal and external oversight and accountability mechanisms, with appropriate remedial mechanisms to address alleged human rights abuses.
3	DDRRR of Persons Associated with Boko Haram	9. Screening and Disarmament	To ensure that persons associated with Boko Haram are received, screened and disarmed according to a common regional approach in line with international and continental standards.
		10. Transitional Justice	To strengthen and harmonize National transitional and criminal justice systems to effectively undertake the investigation and prosecution of persons associated with Boko Haram and other forms of accountability.
		11. Rehabilitation and Reconciliation	To ensure that persons associated with Boko Haram and other violent extremist groups are rehabilitated according to a common regional approach linked to later reintegration activities and including psychosocial support, health, nutrition (in a first phase) and vocational training and income-generating activities (in a second phase).

		12. Reinsertion and Reintegration	To ensure that persons associated with Boko Haram, members of vigilante groups, returnees (including former prisoners), youth at risk and victims of Boko Haram receive community-based reintegration support, following a harmonized regional approach.
4	Humanitarian Assistance	13. Humanitarian Lifesaving Response	To assist affected populations have access to basic lifesaving assistance, including food and nonfood items, clean water, health and sanitation support regardless of their respective areas of settlement.
		14. Voluntary, Safe and Dignified Return and Resettlement	To ensure that displaced persons are supported in returning to their communities of origin based on the principles of voluntary, safe and dignified return.
		15. Protection	To ensure effective and full implementation of the Abuja Action Statement of 2016 on protection.
		16. Psychosocial Support and Social Cohesion	To provide affected populations access to quality psychosocial counseling services, and to actively participate in community cohesion and trust building interventions.
5	Governance and the Social Contract	17. Shared Values on Good Governance	Governance norms, principles and best practices are adopted by LCBC member states
		18. Improving Service Delivery	To restore and strengthen state authority and institutional capacity to enhance the scope and improve the quality of social service delivery at the local level
		19. Enhancing Rule of Law and Accountability	To enhance the capacity of rule of Law providers to deliver effective services to citizens, civilian oversight and accountability.

		20. Enhancing Public Participation and Civic Engagement	To strengthen civic engagement and participation in the implementation of the strategy.
		21. Improving Cross-Border Cooperation	To strengthen cross-border and transboundary cooperation for mutually beneficial solutions and sub-regional integration
6	Socio-Economic Recovery and Environmental Sustainability	22. Supporting Sustainable Livelihoods	To support and promote livelihoods, particularly in the agricultural sector (farming, fishing and livestock) in a way that takes account of climate change and environmental sustainability.
		23. Improving Infrastructure for Regional Economic Integration	To mobilize investments to promote infrastructural development to increase economic, trade and cultural exchange
		24. Creating Conducive Business Environment	To ensure a conducive business environment is fostered through policy and legal frameworks that promote investments, trade and economic activity.
		25. Ensuring Environmental Sustainability	To enhance the resilience of communities and systems around Lake Chad to adapt to environmental shocks for enhanced sustainability of interventions.
7	Education, Learning and Skills	26. Restoring Quality Safe and Inclusive Education	To ensure the restoration and access of equitable education for all women, boys and girls in a safe and secure environment under appropriate civilian authority.
		27. Promoting Professional, Vocational Training and Skills Acquisition	To promote professional technical and, vocational training skill acquisition programmes in line with job market demand.

		28. Reforming the Education Sector	To promote a reformed education system that is based on the local realities
		29. Promoting Cultural and Social Learning	To promote cultural and social learning for increased interfaith understanding, tolerance and social cohesion.
		30. Developing Education Infrastructures	To develop and improve adequate education infrastructure and ensure safe and secure environment for peaceful education.
		31. Promoting Advocacy and Experience Sharing	To promote advocacy and experience sharing on education between LCBC Member States.
8	Prevention of Violent Extremism and Building Peace	32. Supporting National Capacities for PVE	To support the development and implementation of national strategies and action plans for PVE in-line with international obligations and best practices
		33. PVE Education, Knowledge and Capacities	To build up indigenous capacity in order to increase knowledge about the phenomenon and the drivers of violent extremism.
		34. Mobilising Communities and Counter-Narratives	To empower local communities as actors to prevent, anticipate, and counter radical narratives
		35. Promoting Cross-Border Cooperation for P/CVE	To enhance and empower local, regional and international cooperation based on synergy, appropriation and coordination at all levels
		36. Supporting Peace Architecture	To build, review and strengthen local and national peace architecture, including early warning and early response mechanisms

9	Empowerment and Inclusion of Women and Youth	37. Protecting Women and Girls	To ensure effective protection measures that empower women and girls as beneficiaries and can effectively engage in the stabilization and peacebuilding process as well as prevention and response to violence extremism. Protect women and girls from all forms of violence, exploitation and abuse.
		38. Promoting Women Participation, Empowerment and Socio-Economic Rights	UN, AUC and RECs frameworks for Women's Empowerment are domesticated and operationalised in national plans and Territorial Action Plans for the full and effective inclusion and participation of women and girls in the stabilization, recovery and resilience process, with provision for financial resources as well as coordination framework for the implementation of the National and Territorial Action Plan
		39. Youth Empowerment, Participation, and Protection	To ensure effective mechanisms are established to ensure that youth are protected, empowered and effectively engaged in structured dialogues, stabilization and peacebuilding process.
		40. Monitoring and Accountability	To improve research, monitoring, reporting, analysis and advocacy ensures that a gender & youth-sensitive approaches are mainstreamed and that the stabilization process leverages effectively upon the capacities of girls and women.

Table 1: Description of the 9 strategic pillars

III. MEANS OF IMPLEMENTATION

Steering Committee for the Implementation of the Regional Stabilization Strategy

All aspects of the implementation of the strategy is to be supervised by a Steering Committee that will report to the LCBC Council of Ministers, which will provide strategic oversight and policy guidance. Further, an enhanced LCBC Secretariat will service the Steering Committee; support regional-level civil-military cooperation; facilitate cross-border cooperation mechanisms, including the Lake Chad Governor's Forum, a Regional Civil Society Platform and other standing or *ad hoc* cross-border dialogue initiatives; establish an M& E as well as annual reporting framework; map all completed, ongoing and proposed initiatives of the Strategy; develop a Research and Knowledge management as well as a Regional Communication Plan.

All aspects of the implementation of the strategy is to be supervised by a Steering Committee that will report to the LCBC Council of Ministers, which will provide strategic oversight and policy guidance.

LCBC -MNJTF Civil Military Cooperation Cell

There is to be established, a joint LCBC-MNJTF Civil Military Cooperation Cell with a particular focus on planning, sequencing and coordinating initiatives for extending humanitarian access, for the safe cross-border return of refugees, and for the secure opening of borders in support of human mobility and cross-border trade, and other relevant cross border activities.

Territorial Action Plans for the Boko Haram-affected Regions

The Implementation Framework for the operationalisation of this Strategy will comprise a set of eight Territorial Action Plans for the eight key Boko Haram-affected areas of the Lake Chad Basin. These are:

- Borno, Yobe and Adamawa states in Nigeria;
- Diffa Region in Niger;
- Region du Lac and Hajder-Lamis Region in Chad;
- The Far North and North Region of Cameroon.

National Governments are expected to coordinate the implementation through a devolved mechanism that allows Governors' to provide direct oversight and guidance. The Governors' are expected to:

- Ensure timely preparation of the Territorial Action Plans to operationalise the Strategy in their States/Regions, according to the approach and methodology outlined herein.
- Oversee the work of a Secretariat to be established to support implementation of each Territorial Action Plan.
- Chair coordination meeting of humanitarian and development actors working for the implementation of the Territorial Action Plans.
- Maintain liaison with relevant national authorities with competences pertinent to the successful realization of Territorial Action Plans (e.g., military forces, government line ministries, etc.).
- Advocate for the provision of the required financial and technical resources necessary to the fulfilment of the Territorial Action Plans from national and international sources.
- Participate in meetings of the Lake Chad Basin Governor's Forum which will serve as the primary vehicle for the cross-border political cooperation necessary for fulfilment of the Strategy on a regional basis.

Technical Coordination of Pillars of Intervention

Under the direction of the LCBC with support of the AUC, a Task Force of implementing partners and other stakeholders is expected to support technical coordination of the outlined pillars of intervention. The role of the Task Force will be to establish joint analysis, pooled data, and a common monitoring and evaluation framework in support of operationalising the *New Way of Working* that is envisaged as central to the approach and methodology of Strategy implementation. Pillar working groups of the Task Force will be invited to meet on a bi-annual basis and report to the Knowledge Management Unit of the LCBC Secretariat to be established.

Critical role of the civil society

The strategy envisions a significant role to be played by Civil Society Organization (CSOs) in the definition and implementation of Territorial Action Plans. It is believed in this regard that effective CSOs that have local credibility in seeking to build community resilience against radicalisation can address real and perceived local disaffection and alienation from the State. In addition to facilitating the design, implementation and follow-up of action plans, CSOs are also expected to advocate for cross-cutting issues that can have broader regional value and impact. In this light, the Strategy foresees a regional role for civil society organizations that can help contribute to the broader coordination, efficacy and relevance of stabilization efforts. In recognition of this, the Strategy will support meetings of existing regional civil society actors around Lake Chad.

In addition to facilitating the design, implementation and follow-up of action plans, CSOs are also expected to advocate for cross-cutting issues that can have broader regional value and impact.

The United Nations

An updated version of the UN Strategy on Boko Haram of September 2016 was approved by the Secretary-General in the first half of April 2017. Following his Executive Committee decision 4(a) (2017/29) of 23 February, a Core Group of the Inter-Agency Task Force (IATF) on Boko Haram was established, comprising the Department for Political Affairs (DPA), UNDP, OCHA, UN OHCHR, and others to further integrate UN efforts across the sub-region and help guide or/and lead implementation of the updated strategy and promote a coordinated approach of the UN System in the Lake Chad Region. Under the strategy, the UN provides technical support to the regional Multinational Joint Task Force (MNJTF) through the AU. The UN's approach to support the stabilization of the Lake Chad Basin will also be guided by the UN Integrated Strategy for the Sahel and in accordance with Security Council Resolution 2391 (2017). At the regional level, UNDP will provide capacity development support to the Lake Chad Basin Commission role as foreseen under this Strategy, including deployment of technical advisors to support the work of the LCBC-MNJTF Civil-Military Cooperation Cell envisaged.

The international partners

The strategy envisages a key role for multilateral and bilateral partners as regards the provision of technical and financial assistance towards the implementation of the Strategy. International partners are expected to work under the overall oversight and coordination of the Lake Chad Basin Commission and its Member States and AUC, and to abide by all principles and commitments of the Paris Declaration and the Accra Agenda for Action. It is considered essential that all assistance programmes at conception and funding explicitly demonstrate that they are filling a necessary gap and are not duplicating existing national or international efforts.

This Strategy calls for the Oslo Consultative Group to serve as the International Support Group to support implementation of the Strategy and its constituent Territorial Action Plans, with an amended composition and mandate as required.

The role of the International Support Group will be to review and guide implementation of the Strategy and to discuss the financing mechanisms, financial and technical resources necessary to its realisation.

IV. DURATION AND PHASES OF THE STRATEGY

Strategy Duration and Phases

The Strategy is expected to run for five years from date of adoption by the Lake Chad Basin Commission and its Member States (30 August 2018)

The Strategy will be launched with a one-year Inception Phase, within which the following actions will be completed:

- Establishment of a cell in the LCBC Secretariat for Strategy Implementation, as defined in above, including operationalisation of units for civil-military cooperation; facilitation of cross-border mechanisms; monitoring & evaluation and knowledge management;
- Consultations and sensitization efforts to ensure widespread buy-in, understanding and popularisation of the strategy;
- Preparation of strategic guidance note for Pillar programming, to be undertaken by the Lead Agencies appointed for the technical facilitation and coordination of each Pillar;
- Preparation of the Territorial Action Plans for the Boko Haram-affected areas listed in above, under the oversight of each Governor, and under the overall coordination and support of the LCBC Secretariat and the AU Commission;
- Mapping of ongoing and proposed national and international interventions for stabilization, recovery and development in the Boko Haram-affected areas to support donor coordination; definition of monitoring and evaluation framework for the Strategy; establishment of online knowledge management system as communication and coordination tool for practitioners and other stakeholders to Strategy implementation.

- Definition and establishment of a resource mobilization plan to multi-party Trust Fund to fund all pillars of the Strategy herein, with the exception of Strategic Objective 1 under the Security and Human Rights Pillar, which entails support to the MNJTF, for which a separate advocacy and donor resource mobilization will be undertaken.
- Planning of the first Lake Chad Investment Forum.

V. RESOURCE MOBILIZATION PLAN, MONITORING AND EVALUATION

Indicative Budget & Resource Mobilization Plan

Annex I of the Strategy establishes an indicative budget of an estimated 12 billion US dollars for its achievement. This is projected as a grand total for all stakeholders – national and local Governments, as well as international technical and financial partners. It also includes all foreseeable military, humanitarian, and development assistance. The largest group of contributors is expected to be the Governments of Cameroon, Chad, Niger and Nigeria, through allocations of their national development plans, sectoral programmes, and crisis-specific initiatives that target the States and Regions concerned.

**The largest group of contributors is expected to be the
Governments of Cameroon, Chad, Niger and Nigeria**

Monitoring, Evaluation & Reporting

A detailed monitoring and evaluation framework is to be established to accompany each Territorial Action Plan to be developed during the Inception Phase of the Strategy. The framework will comprise baseline data, targets to be achieved, and indicators to measure progress toward each strategic objective. The LCBC Secretariat will ensure methodological consistency between Action Plans in order to facilitate overall monitoring and reporting of progress toward achievement of the overall Strategy.

The means of monitoring and evaluation of progress in implementing the Strategy and the accompanying Action Plans includes the following:

- The Lake Chad Basin Commission with the support of the African Union Commission is to be informed of all initiatives falling under the scope of the Strategy and Territorial Action Plans. All initiatives of the Action Plan should include a monitoring and evaluation plan, with corresponding budget, and the conclusions, recommendations, and corrective action to be taken in response should be made available to the Lake Chad Basin Commission as well as to the sub-regional coordination mechanisms operating under the auspices of each Governor;

The Lake Chad Basin Commission with the support of the African Union Commission is to be informed of all initiatives falling under the scope of the Strategy and Territorial Action Plans.

- In conjunction with international partners as necessary, the Lake Chad Basin Commission with the support of the African Union Commission is to build the capacities for regionally-led monitoring and evaluation and make such expertise available for the assessment of initiatives in support of the process of stabilization, recovery and development;
- The Lake Chad Basin Commission with the support of the African Union Commission is to organise independent mid-term and final reviews of progress in regard to implementation of the Strategy, utilising an inclusive and participatory approach;
- The Lake Chad Basin Commission with the support of the African Union Commission is to produce an Annual Report for the public record that will collate and analyse data and trends in regard to the stabilization process as well as detail progress toward achievement of the overarching Objectives of the Strategy.

VI. HARNESSING STRATEGIC PARTNERSHIPS FOR EFFECTIVE IMPLEMENTATION

The Lake Chad crisis is a complex and urgent challenge, and only a regional approach, based on continental and international frameworks, and inclusive of the efforts of all stakeholders, can provide the necessary means for its resolution. Harnessing strategic partnerships therefore remains the key to effective implementation of the strategy. This calls for a recognition of humanitarian and development actors, governments, non-governmental organizations (NGOs) and private sector actors as key stakeholders progressively working better together to meet needs in a way that operationalises the “new Way of Working” called for at the World Humanitarian Summit of 2016. Ultimately, this is expected to reduce the requirements for humanitarian aid year-on-year by initiating parallel processes for early recovery and development that can promote sustainable livelihoods and improve resilience for the future.

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