

**INTER-AGENCY STANDING COMMITTEE WORKING GROUP  
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**UPDATE ON INTEGRATED MISSIONS**

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With the increasing number of integrated missions currently fielded or pending, a number of steps have been taken at both headquarters and the field to consider more carefully how best to maximise the benefits to be gained from integration in different contexts whilst minimising any costs or disadvantages.

Longer-term approach

It is necessary to develop a common understanding of the criteria and best practice for integrated missions from a humanitarian, development and peacekeeping perspective. To this end, OCHA and DPKO are jointly managing an independent study on the peacekeeping-humanitarian/development interface in multi-dimensional missions. The aim of the study is to clarify when and how integration works. The study is particularly tasked with assessing the efficiency, effectiveness and value-added of integration, what form it should take in different situations, and the consequent effects on the relationships between UN and non-UN humanitarian/development actors.

This review should allow the United Nations to identify circumstances and criteria for the integration of either humanitarian or development coordination and the mechanisms for making it efficient and successful, both at headquarters and in the field. It should also lead to agreement on mission planning and design processes. The Terms of Reference (attached) require the consultants to interview a wide range of key informants – both UN and non-UN – during different phases of the study. The study should begin in October and run for approximately four months. The Secretary-General's Note of Guidance on the relations between Representatives of the Secretary-General, Resident Coordinators and Humanitarian Coordinators will also be reviewed in light of the study's recommendations and lessons learnt.

Interim Discussions

In meantime there have been discussions within the UN, particularly with DPKO over the status of current missions and issues that have arisen. The discussion has focused on formulating some guiding principles – notably that the primary aim of integration is to achieve coherence and the need to respect humanitarian principles – and reaching a common understanding on procedures and coordination mechanisms for integrated missions, pending the outcome of the study. Particular consideration has been given to the need to maintain a clearly identifiable humanitarian entity to support coordination and

liaison between the mission and the broader humanitarian community and on efficient resource mobilization through separate financial arrangements. These discussions are ongoing.

### Specific missions

#### 1. DRC

MONUC is becoming integrated through the triple-hatting of the DSRSG as Resident and Humanitarian Coordinators, similar to the Sierra Leone model. There has been agreement with DPKO that the standard arrangement of a separate reporting line from the HC to the ERC will be maintained.

#### 2. Sudan

The two-pillar model is being adopted although precise details of the mission design are still being mapped out. Sudan may be an instance where there is a case for closer coordination between the political and humanitarian elements of the mission to ensure appropriate access and protection.

#### 3. Liberia

Efforts are underway to address some of the difficulties that have arisen from the integration of the mission in Liberia. OCHA is looking at various options on how to take matters forward.

OCHA, 10 September 2004