**INTER–AGENCY STANDING COMMITTEE WORKING GROUP
57th MEETING**

**16-17 June 2004
Room XII
Palais des Nations, Geneva**

Common Services: IASC Humanitarian Common Services Workshop, Joint Chairperson's Summary and Recommendations, 3-4 May 2004, Geneva, and Matrix (REVISED)

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At its 56th meeting in Rome in February 2004, the IASC WG reaffirmed its determination to strengthen the effectiveness of operational coordination in the field, by addressing issues relevant to all Common Services users and providers. The meeting called for an increased awareness of the IASC mechanisms and products among the humanitarian community on the ground. The IASC WG welcomed the proposal to conduct a technical level workshop where Common Services providers and users could discuss issues of concern and make recommendations on how to take the process of inter-agency common services cooperation forward.

The Workshop took place in Geneva on 3-4 May 2004. It was jointly chaired by OCHA and WFP. The workshop provided a timely opportunity for practitioners to exchange experiences primarily of Iraq, Liberia and Afghanistan operations from the Common Services perspective. The timing was also judged opportune in view of the ongoing debate around the UN integrated missions. It was felt that humanitarian Common Services such as UNHAS, JLC, HIC, UNCMCoord and ICT, should jointly position themselves in that context, affirm a common opinion, formulate concerns and define their relationship vis-à-vis other services provided by other UN actors and finally, to come up with ideas on how to take their cooperation forward.

The workshop's objectives were defined as follows:

- Sensitize participants to the range of emergency response Common Services and their varying degrees of development;
- Agree upon a common approach to each of these Services, including activation and demobilization procedures;
- Define the inter-action and inter-operability of these Services;
- Determine the most effective management structure for these Services in the emergency context;
- Define the main elements in measuring performance and value added by these Services;
- Identify policy issues related to these Common Services for discussion by the IASC-WG in June.

The agenda was based on issues which emerged during the initial IASC discussion on Common Services and later during consultations with agencies. The Workshop was structured around four main topics, summarized below. Following a brief context setting, a series of recommendations follows each topic. The summary at the end proposes the way forward for the endorsement of the IASC WG's 57th meeting.

1.   Understanding Common Services

« A Humanitarian Common Service is a support function, provided by one agency/organization, to facilitate the work of the humanitarian community in emergency response, and operating at the request of the IASC. «

Humanitarian practitioners agree that to date, there has been no clear understanding of what exactly is meant by a Humanitarian Common Service. It was felt that defining the concept was necessary in order to differentiate from other services, such as the UNDG Common Service Initiative and in the context of the Integrated Missions discussions. In view of the fact that support functions delivered by the five Humanitarian Common Services vary considerably, as do their *modi operandi*, funding mechanisms, staffing patterns, target groups, level of institutional development etc., the definition proposed above describes Humanitarian Common Services at their most fundamental level.   It remains a matter for the future to see whether additional/new humanitarian support services should be included under this common rubric. For the purpose of furthering the understanding of Humanitarian Common Services, it was decided to formulate and disseminate base-line data on the five Humanitarian Common Services in the form of a matrix to reflect the current stages of their development and to reflect commonalties and potential gaps. It was agreed to recommend the following actions:

For the IASC WG:

1. **Endorsement of a definition of "Humanitarian Common Service"**

2. **Review and agreement on basic standards for all Humanitarian Common Services (UNHAS, JLC, HIC, UNCMCoord and ICT) such as concepts, operational frameworks, TORs and activation procedures, as outlined in the attached matrix**

3. **Agreement to endorse the revised Statement of Intent of the HIC concept by the IASC WG at an earliest opportunity.**

For others (to be determined):

- **Awareness building. Dissemination of information on Humanitarian Common Services to IASC through HC retreats, training programmes, donor briefings and to other fora as appropriate.**
- **Clarification of civil-military coordination/liaison concept (drafting and discussions are ongoing within the framework of the Advisory Panel to MCDU, for the development by MCDU of a concept of various types of UN and other CMCoord personnel in complex emergencies, for submission to the IASC WG at a later date).**

2. Inter-operability and inter-action among Common Services

In any emergency situation, there is a strong argument for a co-location of Humanitarian Common Services, whenever feasible/appropriate, in the "neutral" office of the HC, to ensure a more effective collaboration, uniformity and compatibility of equipment and for security considerations. This would have the added benefit of appearing under one UN flag and having the same visibility vis-à-

vis NGOs, the Red Cross or the military. Ideally, the relationships between services should be formed prior to an emergency. This could be facilitated by inclusion of Humanitarian Common Services modules in internal agencies' training and joint participation in simulation exercises as well as by undertaking joint presentations/awareness building at different fora. Cross-fertilization of ideas could be achieved by sharing technical rosters when appropriate. **Recommendations** (implementation details to be determined):

- **Co-location of all Humanitarian Common Services, whenever feasible/appropriate, in the office of the HC/RC**
- **Sharing of personnel rosters and secondments of staff as appropriate**
- **Inclusion of training/awareness modules on Common Services in individual agencies' training programmes**
- **Development of a generic Humanitarian Common Services presentation and a brochure as an advocacy/information tool**
- **Inclusion of Humanitarian Common Services in joint simulation exercises (e.g. Triplex)**
- **Increase in use of information sharing mechanisms such as common portals or linkages, GIS tools, OSOCC etc.,**
- **Further explore relations with other UN entities such as UNDG and DPKO to define a relationship between UNDG's Common Services Initiative and in the context of the UN Integrated Missions**
- **Strengthening of partnerships with Red Cross movement and NGOs and their participation in the use of Humanitarian Common Services**
- **Enhancement of information sharing on pre-deployment and assessment activities**

3. Overall management of Humanitarian Common Services

It is clear that Humanitarian Common Services have different custodians whose overall individual management of each service will continue. However, since in an emergency situation, the HCs are responsible for facilitating the provision of key support services for the larger relief community, the distinction should be made – and understood by all concerned - between policy and leadership in emergency-specific context at the Country/HC level, and the executive/administrative management by the implementing agency.

Equally, funding mechanisms differ among services. While some benefit from established start-up funds, others need to fund-raise prior to each deployment. It is critical that, for example, emergency telecoms which underpins all other functions in an emergency, should be brought on par with others by urgently seeking a similar arrangement. Similarly, all Humanitarian Common Services could benefit from using the CAP as a funding tool. **Recommendations** (implementation details to be determined):

- **Maintain HC/RC authority over Humanitarian Common Services for strategic leadership, vs. operational management by implementing agency**
- **Reporting lines, being case specific, to be determined by the HC/ DHC in each emergency**
- **Determine an appropriate oversight mechanism for each Humanitarian Common Service**

- **Include regular operational briefings on Humanitarian Common Services activities in UN Country Teams' meetings**
- **Ensure HCs and UNCT's awareness of their responsibilities vis-à-vis Common Services**
- **Establish pre-positioned funds for rapid assessment of inter-agency emergency telecomms requirements**
- **Include Humanitarian Common Services projects in a distinct chapter of the CAPs**

4.   Performance Monitoring

While existing agency/donor-driven performance evaluations will continue, there is potential for improvement in the inter-operability and inter-action between Humanitarian Common Services by applying performance indicators and conducting joint briefings, evaluation exercises, user surveys and Lessons Learned workshops to measure usefulness of each service in an emergency situation. All these should be emergency-specific, field based, linked to potential funding mechanisms and user-focused. During the emergency, UN Country Teams should regularly review the performance of Humanitarian Common Services in the field. Briefings on these services should become an agenda item in the IASC WG meetings. **Recommendations** (implementation details to be determined):

- **Continuation of individual performance monitoring and internal evaluation mechanisms**
- **Development of performance indicators for each Humanitarian Common Service focusing on requesters and users**
- **Regular user feedback through Country Team operational briefings**
- **Organization of on-site, timely and user-focused Lessons Learned workshops to assess Humanitarian Common Services as part of an overall humanitarian emergency response performance evaluation, duly linking results to the funding time-frames such as the CAP process**
- **Institutionalized annual briefing to the IASC WG**

It is proposed that the IASC WG 57th meeting should adopt the following way forward:

1.   Endorse recommendations no 1,2 and 3 above.

2.   Note that based on the remaining recommendations, a **Plan of Action** is to be developed, with clearly defined time-frames and areas of responsibility, and presented to the 58th IASC WG meeting for adoption and decision on the modalities of its implementation.

Prepared by: OCHA and WFP as Co-chairs of the workshop, June 2004

COMMON SERVICE/ ACTIVITY	1. Managing Agency	2. Activation Protocols (criteria, procedures, decision making body, time it takes to deploy, who to contact etc.)	3. Deployment Mechanisms (funding, staffing, equipment)	4. Target Group	5. Core Staffing	6. Implementing Agency Role
UNHAS	WFP (Air Transport Section, OTP)	Request from Client and after conduct of viability/feasibility survey. Decision by WFP Director OTP. Deployment 14 days from requirement being established. Contact: Peter.Iskandar@wfp.org Chief Aviation Section Off: +390665132156 Mob: +393486027833 Samson.Mwangi@wfp.org Chief Air Transport Unit. Off: +390665132132 Mob: +393481209521	Donor contributions or Cost Recovery for staff, material, supplies and equipment.	UN agencies and implementing NGO partners, International Humanitarian Agencies, Donor organizations and donor governments and UN civil administration.	6 x Air Transport. Safety Officers at HQ WFP, 3 x Regional Aviation Safety Officers	Establish and manage an air transport service.
JLC	WFP	- Activated by the IASC-WG in accordance with annex D to the UNJLC concept; - Upon request of one of the UN agencies and/or HC and based upon prepared TOR; - Decision activation = max. 24 hours and deployment after 48 hours; - Contact: UNJLC Core Unit Rome	- Funding through a "Special Operation" (SO) from WFP; - Staffing: Core Unit, secondments from UN agencies, standby partners and consultancies. - Vehicles and ICT equipment through direct purchase and from stock.	Humanitarian agencies (UN, IO's, NGO's) Information platform for Donors and Authorities	Three staff members from WFP, UNHCR and UNICEF plus consultants and secondees for specific projects	- Administrative and financial support of Core Unit and field operations from WFP - Supervision of Core Unit by WFP - During operations reporting to the HC -Regular feed-back provided by Core Unit to IASC-WG

Background document on the agenda item of Common Services (Revised)

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HIC	OCHA	Revised deployment procedures will be developed after the results of the independent HIC evaluation are received. At present, activation is at the request of HC or UNCT. Mechanisms are in place to see an HIC on the ground within approximately one week.	Rapid funding mechanisms are available from OFDA and ECHO. Equipment and staffing from DFID.	All humanitarian actors.	None.	Manage concept, deployment and management.
CMCOORD	OCHA / Emergency Services Branch (ESB) / Military and Civil Defence Unit (MCDU)	Request by HC/RC, in consultation with UNCT / UN Agency, through OCHA Desk. Deployment time 3-8 weeks depending on funding and admin. procedures. Contact: mcdu@un.org	OCHA budget / trust fund for specific emergency; CAP process; peacekeeping budget. MCDU staff for immediate deployment; followed by UN CMCoord trained Officers from external MCDU roster. Basic office kit and material provided by OCHA.	UN Depts and Agencies, Red Cross Movement, NGO community, DPKO, international and regional organizations, Member States, international military units, commanders and officers.	1-5 CMCoord Officers depending on situation and requirements (usually one per area of responsibility + HQs at ca	Establish civil-military coordination mechanisms and networks at the onset of a complex emergency and continue to act as Adviser to the HC/RC and coordination on civil-military relations / matters with target groups throughout the emergency

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IAET	Telecommunications Coordinating Agency (TCA)	On the request of the WGET or a member Agency in consultation with the HC/RC, an assessment is conducted. WGET to recommend a TCA and IAET project implementation plan to the HC/RC. HC to appoint the TCA. Assessment within 13 days after receiving the initial request. WGET to recommend TCA and project plan to the HC/RC within 5 days after receiving the assessment results. Contact point: WGET-secretariat@un.org or ghaly@un.org	Assessment: Currently, the initial assessment is carried out by the selected agency with its own funding or through funds available at the country level. In future a common funding source for the assessments is highly desirable. Project implementation: Donor contributions or Cost Recovery for staff, material, supplies and equipment.	All humanitarian actors.	None.	TCA to deploy and manage the service.

Background document on the agenda item of Common Services (Revised)

COMMON SERVICE/ ACTIVITY	7. TORs Available (Y/N) How disseminated?	8. Timeframe (duration of deployment)	9. Reporting Mechanisms (operational, to the IASC WG, other)	10. Exit Strategy	11. Current Funding Sources	12. Existing Performance Evaluation Mechanisms	13. Funding Requirements	14. Other Requirements
UNHAS	Yes. Through Standard Administrative and Operating Procedures (SAOP)	Initially 3 months subject to funding being available.	Operationally to WFP and administratively to Client providing managing support services.	Service no longer financially viable, Service no longer required due to other means available.	Donor contributions and cost recovery.	Aircraft Payload Utilization, Contract Performance, Safety and management audits, Customer Survey Reports.	Approximately US$ 450,000 for 3 month for a single light aircraft service.	Viability/feasibility survey to be conducted prior to decision to launch service.
JLC	- TOR Available. Published on UNJLC website	- 3 to 9 months, as decided by the HC and IASC/WG	- Reports to HC, once deployed. Regular briefings to IASC/WG. Administrative and financial reporting to WFP.	- Defined upon deployment, adapted during the course of the operation. Capacity building and On-the-Job training	- Funded through various Special Operations (SO) Appeals. - Special Account being established for the Core UNJLC	- Surveys conducted by private auditors after each operation.	- Core UNJLC, estimated US$ 1 million/year. -Deployment depending on magnitude of emergency, approximately US$ 1 million/6 months	- Seconding of staff by: - St By Partners - UN Agencies - NGOs and IOs - Commercial Partners
HIC	Not at this time.	Historically have been long-term entities.	Report to HC and OCHA.	See #8.	OFDA, DFID, ECHO and other sources.	Independent evaluation currently ongoing. User surveys.	A small HIC costs approx. $1 million per year.	

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CMCOORD	Yes. Disseminated through standard OCHA AO + UNOG procedure	3 – 12 months. Usually for an initial period of 3 months, with prolongations as required by the situation.	Reports to the HC/RC through the OCHA Head of Office.	End of emergency phase; change in structure of UN presence; lack of funds.	OCHA budget / trust fund for specific emergency; CAP process; peacekeeping budget.	Advisory Panel to MCDU; UN CMCoord Training Programme (exchange of experiences between humanitarian and military personnel); MCDU is developing a lessons observed database.	On average, USD 20,000 per month per UN CMCoord Officer	Commitment by UN Agencies and Member States to funding and putting their UN CMCoord trained staff at the disposal of the operation
IAET	Model, TCA deliverables, TCO (Telecommunications Coordinating Officer) ToR: available to IASC/WGET members. Included in assessment and project plan sent to HC/RC and UNCT.	Usually 3 to 6 months. May be longer depending on the UNCT requirements. Transition/handover included in the project plan.	Report to HC/RC and the TCA's own agency	IAET infrastructure and services successfully established and the Service no longer required due to other means available. Entity identified to maintain established infrastructure. Service Project termination is a decision of the HC, TCA and TCO.	Donor contributions and cost recovery.	User surveys conducted by TCA. Evaluation by UNCT and UN telecommunications working group established by the TCA.	Varies depending on the scale of the operation, number of radio rooms, operational areas to be networked and services to be provided. An estimate is provided in the assessment report. The Project plan includes detailed cost breakdown. Standard equipment/ services and pricing are available.	A common funding source for the assessments is highly desirable. Each assessment costs approximately US$30'000 (for a max. of 30-day assessment period covering P4/TCO profile salary, DSA, hazard allowance, international and national flights, etc.).