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**Executive Board  
Second Regular Session**

**Rome, 24 - 26 March 1997**

# **REPORT TO THE UNITED NATIONS ECONOMIC AND SOCIAL COUNCIL (ECOSOC)**

**Agenda item 3 b)**



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**Follow-up to ECOSOC resolution  
1995/56: Strengthening of the  
coordination of emergency and  
humanitarian assistance of the  
United Nations**

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## NOTE TO THE EXECUTIVE BOARD

**This document is submitted for information to the Executive Board.**

Pursuant to the decisions taken on the methods of work by the Executive Board at its First Regular Session of 1996, the documentation prepared by the Secretariat for the Board has been kept brief and decision-oriented. The meetings of the Executive Board are to be conducted in a business-like manner, with increased dialogue and exchanges between delegations and the Secretariat. Efforts to promote these guiding principles will continue to be pursued by the Secretariat.

The Secretariat therefore invites members of the Board who may have questions of a technical nature with regard to this document, to contact the WFP staff member(s) listed below, preferably well in advance of the Board's meeting. This procedure is designed to facilitate the Board's consideration of the document in the plenary.

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## INTRODUCTION

### Background

1. Resolution 1995/56 of the United Nations Economic and Social Council (ECOSOC) (dated 28 July 1995) calls on the Secretary-General of the United Nations to submit to ECOSOC a comprehensive and analytical report, including options, proposals and recommendations for a review and strengthening of all aspects of the United Nations system's capacity for humanitarian assistance. The resolution calls for an in-depth review of the role, capacity, and gaps of the relevant organizations in responding within their mandates, in the context of broad and comprehensive humanitarian programmes.
2. In accordance with the resolution, the Executive Board of WFP has met on two occasions - in May and October 1996 - to review WFP's role and capacity in providing humanitarian assistance.
3. At its Annual Session held in May 1996, the Board considered an initial paper (WFP/EB.A/96/7/(Part IV)) on WFP's mandate, role and operational responsibilities in relief response, its contribution towards strengthening local capacity and coping mechanisms, and coordination. The document identified constraints, overlaps and gaps in the current system and WFP's comparative advantages, and proposed areas in which WFP could take on a possible expanded future role, capitalizing on its strengths to achieve a more effective response by the United Nations system at large. At its Third Regular Session held in October 1996, the Board considered a follow-up paper prepared by the Secretariat, as requested by the Board in May (WFP/EB.3/96/3). The document analyses the policy, operational and financial implications of an enhanced relief response.
4. As requested by the Executive Board in October 1996, the Department of Humanitarian Affairs of the United Nations (DHA) has shared the above documents on WFP's capacity with the members of the Inter-Agency Standing Committee (IASC). On the basis of the analysis of WFP's capacity and that of other United Nations bodies, along with extensive policy discussions within sub-working groups established within the IASC, members of the Committee have formulated a set of draft recommendations on a wide range of issues. The recommendations will be reflected in the report of the Secretary-General to be submitted to ECOSOC in May 1997.

### Purpose of this paper

5. In order to consider previous discussions on capacity within the broader United Nations context, the Secretariat now wishes to inform the Board of the overall progress in follow-up to the ECOSOC resolution, describing the process and highlighting the key issues and recommendations discussed in the IASC sub-working groups (SWGs), including WFP's perspective on these issues. The purpose of this information paper is therefore to describe the following:
  - Follow-up to the Board's decisions and recommendations (1996/EB.3/4) under the item "Report to the ECOSOC on the follow-up to its resolution 1995/56 - Strengthening of the coordination of humanitarian assistance of the United Nations." Most aspects are covered in this section of the report, while some are covered in other sections, as specified.



- The process for follow-up to ECOSOC resolution 1995/56.
- The issues and draft recommendations covered by the IASC process.

### **FOLLOW-UP ON DECISIONS TAKEN AT THE THIRD REGULAR SESSION OF THE EXECUTIVE BOARD (1996/EB.3/4)**

*The Board encouraged the Department of Humanitarian Affairs of the United Nations (DHA) to share with the relevant United Nations agencies document WFP/EB.3/96/3/Add.1, as a contribution to detailed discussions on how these United Nations agencies could draw on their respective comparative advantages, within their respective mandates. The Board requested DHA and WFP to report back to its March 1997 session on progress made in developing cooperation modalities in this regard.*

6. DHA has shared the above document with members of the IASC as requested. A meeting of the IASC Working Group is scheduled in February to obtain feedback from IASC members on the proposal to make WFP's transport and logistics services available to other agencies, and encourage humanitarian organizations to take advantage of these services on a full cost-recovery basis. An oral presentation of the reactions of the IASC members will be provided to the Executive Board at its Second Regular Session.

*The Board noted that it was not appropriate to discuss implementation of the Marrakesh Declaration before receiving information on the outcome of the Singapore Ministerial Meeting of the World Trade Organization (WTO). The Board encouraged WFP to use its observer status in WTO's Committee on Agriculture to keep the Board informed of developments related to the implementation of the Decision on Measures Concerning the Possible Negative Effects of the Reform Programme on Least Developed and Net Food-importing Developing Countries.*

7. The Secretariat (together with FAO and the International Grains Council) contributed to the discussions of the WTO Committee on Agriculture that provided the basis for the *Report by the Committee on Agriculture on the Marrakesh Ministerial Decision on Measures Concerning the Possible Negative Effects of the Reform Programme on Least Developed and Net Food-importing Developing Countries.*
8. The following recommendation, for consideration by the Ministerial Conference in Singapore in December 1996, was included in the report of the WTO Committee on Agriculture:

“...in anticipation of the expiry of the current Food Aid Convention in June 1998 and in preparation for the renegotiation of the Food Aid Convention, under arrangements for participation by all interested countries and by relevant international organizations as appropriate, to develop recommendations with a view towards establishing a level of food aid commitments, covering as wide a range of donors and donable foodstuffs as possible, which is sufficient to meet the legitimate needs of developing countries during the reform programme. These recommendations should include guidelines to ensure that an increasing proportion of food aid is provided to least developed and net food-importing developing countries in fully-grant form and/or appropriate concessional terms in line with Article IV of the current Food Aid Convention, as well as means to improve the effectiveness and positive impact of food aid.”



9. WFP is a regular observer at the meetings of the Food Aid Committee that oversees the implementation of the Food Aid Convention. The Programme will make an active contribution to the relevant discussions scheduled for 1997.

*The Board supported WFP's continuing efforts to reach agreement with UNHCR on revisions to the Memorandum of Understanding (MOU), especially with regard to assessment, counting of beneficiaries, monitoring, reporting, and distribution of relief items. It recommended that every effort be made to present the agreed upon, updated revision at the Board session in March 1997.*

10. Negotiations with UNHCR on the MOU are proceeding, and a conclusion is expected shortly. The new MOU will address the above issues raised by the Executive Board.

*The Board recommended that WFP not develop a new project category for rehabilitation projects but rather refine procedures within the existing system. It requested that WFP provide a more detailed proposal for simplifying procedures to facilitate the approval of rehabilitation projects.*

11. In the context of the organizational change, WFP is putting in place a mechanism to review and improve procedures. The process for the preparation and approval of rehabilitation projects will be addressed within that context.

*The Board requested WFP to discuss with FAO a closer working relationship on essential agricultural inputs, and with UNHCR and FAO on these inputs in particular for refugees and returnees.*

12. As a follow-up to the Executive Board's decision, the above issue was discussed with FAO and a joint committee has been established to develop a framework for cooperation on agricultural inputs. Examples of specific country interventions with FAO include Rwanda and the Democratic People's Republic of Korea (DPRK). Consultations with UNHCR on this matter are envisaged, within the framework of the implementation of the Memorandum of Understanding once it is finalized.

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## PROCESS FOR FOLLOW-UP TO ECOSOC RESOLUTION 1995/56

### The overall process

13. ECOSOC called on DHA to organize the process, convening regular informal meetings with Member and Observer States, and intergovernmental and other organizations, and to ensure that the review of the various issues is appropriately reflected in the report of the Secretary-General.
14. An ECOSOC Task Force, set up by the IASC, reviewed the process, issues and recommendations to be submitted to the Secretary-General, and decided that for a number of policy and strategic issues the task of resolving any gaps and inconsistencies in issues should be delegated to a series of sub-working groups, to be convened by DHA. Six sub-working groups were set up in order to come up with a set of recommendations



to be submitted to the IASC through the IASC Working Group, before being submitted to the Secretary-General and then to ECOSOC. The sub-working groups cover the following issues:

- Coordination.
  - Internally displaced persons.
  - Local capacity-building/relief and development.
  - Resource mobilization.
  - Human resources and staff development.
  - Evaluation and accountability.
15. As of the end of January 1997, these sub-working groups had almost finished their work; they are expected to produce a summary of recommendations which will be reflected in the report of the Secretary-General to ECOSOC.

### **WFP's internal process**

16. The Executive Board has met twice (in May and October 1996) to review the capacity and gaps of WFP in fulfilling its mandate. The Board reviewed the paper of the Secretariat and requested that WFP report on the progress made by the United Nations in following up on resolution 1995/56.
17. WFP has participated in the IASC sub-working group meetings, which took place on numerous occasions during 1996, and in the IASC working group meetings. Within these fora, WFP has presented the papers on capacity as reviewed by the Executive Board, and introduced the Board's concerns, ensuring that these are reflected in the draft recommendations to be incorporated in the report of the Secretary-General to ECOSOC.
18. An in-house ECOSOC Task Force was set up within WFP, to provide a forum for debating and establishing a common position on the issues and recommendations discussed in the IASC sub-working groups.

### **Tentative time frame**

19. The tentative time frame for meetings and drafting leading to the presentation of the report to ECOSOC is as follows:
- |                |   |
|----------------|---|
| 12-13 February | Meeting of the IASC working group in Rome to consider the draft recommendations of the sub-working groups before they are presented to the IASC |
| Mid-March      | Meeting of the IASC in Geneva to consider the recommendations before drafting the report to the Secretary-General                               |

## **ISSUES AND DRAFT RECOMMENDATIONS COVERED BY THE SUB-WORKING GROUPS**

### **Introduction**

20. Discussion within the six sub-working groups (SWGs) focused on gaps and inconsistencies relating to the topics of coordination, internally displaced persons (IDPs),



local capacity-building, relief and development, resource mobilization, human resources and staff development, and evaluation and accountability. The meetings of the SWGs were frank, informal and productive in terms of establishing a dialogue among the agencies and in reaching a consensus on a wide range of issues. Between December 1996 and February 1997, the SWGs reviewed the various options and recommendations. Work is not yet completed, and there are still a number of issues which have not yet been addressed. Specific issues have nevertheless been identified and are currently being reviewed within the IASC fora.

21. The key issues and draft recommendations proposed by the SWGs of the IASC, along with WFP's proposals, are listed below. The *main principles* guiding WFP's interventions in the discussions that took place may be summarized as follows:
- The need for a strategic framework for humanitarian programmes.
  - The importance of reinforcing the global system of coordination, i.e., the Resident Coordinator system, as the preferred mechanism for *strategic* coordination without creating parallel coordination systems (this does not preclude the option of establishing a lead agency for *operational* coordination for specific target groups, specific geographical areas or sectors).
  - The need to better define coordination mechanisms for addressing the protection requirements of IDPs.
  - The principle that responses to the immediate needs created by an emergency should also begin to lay the foundation for recovery, which should be built on the efforts and actions of the people and communities concerned.
  - Support of the Consolidated Appeals Process (CAP) and the principle of prioritization of humanitarian assistance requirements.
  - Support for the introduction of new concepts of humanitarian intervention that address human rights issues, and that integrate relief and development disaster prevention activities.
  - The need to encourage more upfront funding and to make existing funding mechanisms, e.g., the DHA Central Emergency Revolving Fund (CERF), more responsive.
  - The importance of integrating contingency planning in United Nations response activities and establishing suitable funding mechanisms for this purpose (i.e., through the CERF).
  - The importance of having reliable and consistent information on beneficiary needs and the impact of food assistance.

### Key issues and recommendations

22. The six SWGs have identified numerous issues and proposed various recommendations. The following is a summary of the *key* issues and draft recommendations. Recommendations still under consideration appear in italics. Alternative proposals made by WFP or additional proposals are described underneath.



## Coordination

### Key issues

1. Definition of strategic coordination.
2. Definition of operational coordination.
3. Coordination arrangements at the field level.

### Recommendations

1. The Humanitarian Coordinator should be responsible for strategic coordination.
2. Strategic coordination should involve: setting goals, allocating tasks, advocacy, resource mobilization, and *monitoring and evaluation of programme impact*.
3. Operational coordination should rest with the agencies based on mandate/capacity, and each is accountable to the Humanitarian Coordinator.
4. There should be common services such as security, communications, logistics systems; (N.B. the United Nations joint logistics centre set up by WFP in Entebbe, Uganda with representatives from DHA, United Nations agencies, NGOs and the multinational forces for the Eastern Zaire emergency is an example of a common service that is already in place).
5. The Resident Coordinator should normally also be the Humanitarian Coordinator, *unless he/she does not have the right profile, in which case a separate person could be appointed*.
6. *The designation of a lead agency to carry out the functions of Humanitarian Coordinator is proposed as an option.*
7. In countries prone to complex emergencies, the UNDP Administrator should consult with the IASC or the Emergency Relief Coordinator (ERC) on the nomination of the Resident Coordinator.
8. The Humanitarian Coordinator should be accountable to the ERC, under the overall responsibility of the Special Representative of the Secretary-General.

### WFP's views and proposals

23. The Secretariat considers the above draft recommendations to be sound on the whole, with four important exceptions:
  - a) The appointment of a separate person as Humanitarian Coordinator in cases where the Resident Coordinator does not have the right profile would appear to undermine the present coordination system. An alternative proposal would be to introduce a mechanism for accelerating the replacement of the Resident Coordinator, and in such cases, select the replacement from a United Nations operational agency - preferably one which is actively involved in the situation.
  - b) A strong Resident Coordinator system should eliminate the need for designating a lead agency to carry out strategic coordination, which would result in creating parallel coordination mechanisms. This would however not preclude the Resident Coordinator from proposing a lead agency to carry out the functions of operational coordination for a specific target group, geographical area, or sector.





- c) Monitoring and evaluation of the implementation and impact of programmes could better be addressed by evaluation mechanisms of individual agencies and/or joint inter-agency cooperation than by the Humanitarian Coordinator.
- d) The negotiation of access to victims, which is of high priority, should be added to the functions of the Humanitarian Coordinator.

## INTERNALLY DISPLACED PERSONS

### *Key issues*

1. Coordination and provision of assistance to IDPs (including protection).
2. Capacities of the United Nations agencies.
3. Policy and technical problems of gathering information on IDPs.

### *Recommendations*

1. *On coordination: none.*
2. There is a need for a common mechanism to be established, to coordinate data collection and storage, documentation, and exchange of information on IDPs.
3. The inputs from agencies on capacities need to be consolidated into a system-wide capacity analysis on which improvement of the response to IDP needs can be based.

### *WFP views and proposals*

24. The Inter-Agency Task Force (IATF) on IDPs was asked to cover issues concerning IDPs in the context of the response to ECOSOC resolution 1995/56, dealing with the problem of gaps and imbalances in agencies' capacity, information issues, and coordination. The work of the IATF has focused primarily on the issues of capacity and information - leaving that of coordination subject to the outcome of discussions within the Sub-Working Group on Coordination.
25. As pointed out by the WFP Secretariat in recent meetings of the IASC Working Group, the SWG on Coordination has not yet addressed the most critical questions of how the United Nations will deal with the issues of protection of IDPs, and coordination and provision of assistance to IDPs, and the issue of who will be in charge - a matter which the Executive Board has requested the Secretariat to review.
26. The WFP Secretariat has urged the IASC to address this critical gap in the recommendations to ECOSOC in order to establish the parameters for international response to IDPs. Members of the IASC Working Group acknowledged this gap during the Group's session at the end of January 1997. They agreed to consider and propose suitable arrangements for the coordination and provision of assistance to IDPs (including protection) as a basis for considering the other issues of information and capacity, with a view to formulating a recommendation for inclusion in the report to ECOSOC.
27. As the discussion on this issue is still ongoing, the WFP Secretariat is proposing the following arrangement, which is consistent with the concept of reinforcing the Resident Coordinator/Humanitarian Coordinator systems described in the Coordination section.



### **WFP proposal for coordination arrangements relating to the protection of and provision of assistance to IDPs**

1. The Resident Coordinator/Humanitarian Coordinator is given the overall responsibility for coordinating assistance to IDPs, including protection, needs assessment, information gathering and reporting, drawing on the expertise and inputs of the United Nations organizations and agencies. The Resident Coordinator/Humanitarian Coordinator may propose to the ERC that the implementation of his/her *operational* coordination function be delegated to a lead operational agency designated by the ERC at the recommendation of the Resident Coordinator on a case-by-case basis.

### **Justification**

- The Resident Coordinator has a mandate for the coordination of multi-sectoral development that includes the prevention of internal displacement, and he/she can take preventive action.
- The Resident Coordinator may draw from existing resources within the Country Programme Indicative Planning Figure (IPF) to meet the emergency requirements of IDPs, and through his/her role as Coordinator of the United Nations system for the preparation of the Country Strategy Note (CSN), to address preventive action and response capacities.
- Linkages between emergency and development may be facilitated and the causes of internal displacement addressed.
- The possibility that WFP will be the designated lead operational agency where appropriate.
- The elimination of potential gaps in meeting the humanitarian and development requirements of IDPs (including those that have an impact on WFP-related concerns).
- This will allow WFP to have the same responsibilities as it does now in IDP situations (including IDP camps).

The following **conditions** would however be necessary in order for this to work:

1. The qualification requirements of Resident Coordinators should be amended to reflect the particular skills needed to manage IDP situations.
2. The new functions would need to be incorporated in or added to the job descriptions of Resident Coordinators appointed in countries where there is a potential for IDP problems.
3. The office of the Resident Coordinator/Humanitarian Coordinator would need to be significantly enhanced to deal with the new responsibilities.
4. An inter-agency consultation process at the field and headquarters level on the identification of a suitable lead operational agency where the coordination function is delegated by the Resident Coordinator.



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## RESOURCE MOBILIZATION

### *Key issues*

1. Agencies are reluctant to use the DHA CERF loan facility, as they are often unsure that donors will pledge contributions allowing them to pay back the loans.
2. Strengthening the Consolidated Appeals Process (CAP).
3. Incorporating local capacity-building mechanisms into humanitarian response.
4. Role of donors in facilitating the United Nation's response capacity.
5. Strengthening the transition from emergency to recovery.

### *Recommendations*

1. The establishment of a second window within the existing allocation under the CERF, i.e., a waiver for high-risk loans with low repayment prospects made from the CERF. An allocation of 30 million dollars<sup>1</sup> under the window requiring payback, and 20 million dollars under the second window which would not require payback, has been proposed. Donors would be requested to support this latter fund by replenishing it.
2. To expand the use of the CERF to cover contingency planning activities as a measure to enhance preparedness for imminent crises.
3. The inclusion of the requirements of the Centre for Human Rights in Consolidated Appeals.
4. The reflection of local capacity-building and development components in Consolidated Appeals - even during the crisis stage - and donor support of such requirements.
5. A minimum of earmarking by donors to permit the allocation of resources according to priorities.
6. Endorsement of the concept of prioritization within the CAP and the need for defining a strategic framework outlining the objectives of the humanitarian programme through the phases of relief and rehabilitation within the CAP.

### *WFP views and proposals*

1. The WFP Secretariat has put an extensive input into the formulation of the above recommendations and believes they reflect the priorities and concerns of WFP.
2. It should be noted that, as indicated in its report to the Executive Board at the Third Regular Session in October 1996, the WFP Secretariat has requested the Emergency Relief Coordinator, through the IASC, to revisit the proposal of introducing a waiver for high-risk loans made from the CERF, and has requested that in the Secretary-General's report to ECOSOC this matter be duly highlighted as a gap.

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<sup>1</sup> All monetary values are expressed in United States dollars.



## LOCAL CAPACITY-BUILDING

### *Key issues*

1. How the United Nations humanitarian system can better strengthen coping mechanisms and local capacities.
2. Defining policies and strengthening the United Nations system's capacity to address relief and development linkages.
3. "Handover" of operations from relief to development.

### *Recommendations*

1. The adoption of four cardinal principles, namely, that: a) recovery be built on the efforts and actions of the people and communities concerned; b) the process of recovery begin during an emergency; c) responses to the immediate needs created by an emergency must also begin laying the foundations for recovery; and d) disaster prevention and emergency preparedness should be major objectives of development programmes, particularly in disaster-prone areas.
2. Commitment by United Nations agencies to follow principles that: a) identify coping mechanisms as early as possible; b) incorporate such mechanisms in response strategies; and c) assist communities to prepare for and cope with the consequences of emergencies.
3. The development and adoption of policies and practices that strengthen the United Nations system's capacity to address relief and development linkages.

### *WFP views and proposals*

1. The WFP Secretariat considers the above recommendations to be sound, and reinforcing local capacity-building activities in humanitarian intervention activities should be a high priority. The recommendations do however have implications for WFP in terms of capacity; these will need to be reviewed by the Secretariat.
2. As the SWG did not make sufficient progress in addressing issues 2 and 3 on relief-development linkages, it was agreed to pursue discussion on these items in a special IASC Working Group meeting.

## EVALUATION AND ACCOUNTABILITY

This sub-working group was established to identify specific measures aimed at strengthening the accountability, and thereby the overall capacity, of the United Nations humanitarian system.

### *Key issues*

1. Enhancing the monitoring of multi-agency complex emergency humanitarian programmes.
2. Procedures for joint evaluation of humanitarian programmes.



### **Recommendations**

1. The establishment of a simple monitoring system, including the identification of appropriate mechanisms for the collation, analysis and dissemination of monitoring information relevant to the overall coordination and direction of the humanitarian programme (this would require additional resources). The sub-working group has not yet identified what should be monitored or the components of a joint monitoring system. There is therefore a need to establish a strategic framework before analysing the structure of a joint monitoring system.
2. The SWG should review the individual agency monitoring systems already in place and then link these systems to a strategic framework. The next step should be to identify the steps required to put in place a simple joint monitoring system and determine what it should constitute. On this basis, the IASC may formulate specific recommendations to ECOSOC.
3. The SWG has decided to focus on joint evaluation procedures only after having addressed the issue of monitoring.

### **WFP views and proposals**

1. The WFP Secretariat strongly supports the need for mechanisms to carry out monitoring of the agreed upon strategic framework, and has endorsed the recommendations as proposed. However, this should not be a substitute for the monitoring of activities carried out within each agency, the responsibility for which WFP believes should rest with the agencies concerned.
2. Similarly, the WFP Secretariat believes that the current system by which each agency evaluates its own area of responsibility and reports to its own governing body should remain in place. This does not preclude the concept of joint evaluation initiatives, of which the Secretariat is fully supportive.

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## **STAFF DEVELOPMENT**

### **Key issues**

1. Recruitment, job description and evaluation.
2. Compensation and entitlements.
3. Career development and rotation.
4. Health care and stress.
5. Training.

### **Recommendations**

1. Introduce transparent processes of rapid recruitment and deployment of qualified personnel, improving identification/selection methodologies, instituting rapid response teams throughout the United Nations system, and encouraging stand-by arrangements with donors to supplement the United Nations' staff capacity.
2. Tailor entitlement packages to attract the best persons from the employment market.



3. Appropriate United Nations bodies should intensify their efforts to address problems of security and contractual terms.
4. Provide “outplacement” assistance to short-term staff to assist them in finding their next job.
5. Ensure adequate health care, including stress counselling, and financial support for field staff.
6. Continue to support the work of the Inter-Agency Complex Emergencies Training Initiative (CETI) in developing United Nations training modules, and promote increased orientation and training of staff.

### ***WFP views and proposals***

28. The WFP Secretariat considers the issues valid and on the whole supports the recommendations (with some elaboration proposed within the SWG). However, in addition to the issues and recommendations identified above, the WFP Secretariat believes that ***several other important issues should be added to the list***. These were presented to the IASC Working Group in January. Members of the IASC recognized the importance of these issues and agreed to develop recommendations. The proposed issues are as follows:
1. A more equitable balance of emergency staff in terms of gender and geographical origin.
  2. Recruitment, retention and systematic deployment of qualified career emergency staff in order to counterbalance the fact that the majority of United Nations emergency staff in the field come from outside the system.
  3. Uncontrolled “poaching” of talented national staff by international organizations - without capacity-building efforts, i.e., support for training of replacement staff - resulting in demoralized staff, and low-capacity national government and institutions in the affected countries.
  4. Preparing emergency staff to support local capacity-building of institutions and communities in the affected countries to respond effectively to a crisis.
  5. In coordination with the Office of the United Nations Security Coordinator (UNSECOORD), to promote a more secure environment for emergency staff. Separate budget provisions for security-related expenses should be considered in order to quantify the cost to an organization of operating in an “insecure environment”.

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## **CONCLUDING REMARKS**

29. Throughout the IASC consultative process described above, the WFP Secretariat has made every effort to ensure that the concerns expressed by the Executive Board during previous sessions are reflected in the report to be submitted to the Secretary-General. However, there are still specific issues under discussion, which the WFP Secretariat has requested be addressed in the IASC forum before the draft report of the Secretary-General is finalized. They encompass recommendations on the following:
- Mechanisms for phasing out emergency operations and ensuring a smooth transition from relief to rehabilitation/recovery programmes.
  - Definition of policies and the strengthening of the United Nations system’s capacity to address relief and development linkages.



- Clarification of coordination arrangements in general and for IDPs in particular.
30. A special session of the IASC Working Group to address these issues is planned for the near future.



