

Consolidated Lessons and Recommendations from the TEC Synthesis Report and TEC Thematic Evaluations: January 2007
Management Response Matrix
Version of Jan 30 2008

KEY RECOMMENDATIONS TO OCHA	MANAGEMENT RESPONSE AND ACTION TAKEN OR TO BE TAKEN	Responsible Branch /Unit	Time frame	Status -	
<p>-text in blue indicates other issues where the same recommendation occurs</p> <p>-unless noted, underlining has been added by ESS (not in original text)</p>			<p>Expected [mm/yy]/ Ongoing / Implemented [mm/yy] / Not applicable</p>	<p>Implemented / Partially Implemented/ Not Implemented / Not Applicable</p>	<p>Jan 30</p>
ACCOUNTABILITY					
<p>Recommendation #1 Info Flow + Reporting: Towards Affected Population Rec 4, p15 Coordination Report There needs to be effective, consistent and coordinated communication with recipient populations and particularly women at all stages of the response. This should entail dedicating staff resources and tools to develop a communications protocol with the host government. A common strategy should include <u>guidance</u> on the use of public meetings, broadcast media, newsletters and posters Policy</p>	<p>OCHA AIMB to develop a common strategy which should include guidance on the use of public meetings, broadcast media, newsletters and posters</p>	<p>AIMB</p>	<p>OCHA corporate advocacy strategy developed. Country-specific strategy development ongoing.</p>	<p>Implemented</p>	<p>I</p>
<p>Recommendation #2 Info Flow + Reporting: Transparency Part of Conclusion 4 / Lesson 1, p42 Funding Report Improving the system for tracking and reporting financial data needs to be a priority, as does improving feedback from agencies to their donors and to the media. Policy</p>	<p>Review of FTS, DAD CAPS responded that this is impossible to address; because it is too vague. Improve how? CAPS has already 'reviewed FTS and DAD' extensively, and responded to similar recommendations in several tsunami audits.</p>	<p>CAPS</p>	<p>Not applicable</p>	<p>Not applicable</p>	<p>n/a</p>

KEY RECOMMENDATIONS TO OCHA	MANAGEMENT RESPONSE AND ACTION TAKEN OR TO BE TAKEN	Responsible Branch /Unit	Time frame	Status -	
<p>Recommendation #3 Rights + Protection Sub-rec, p75 Coordination Report Simply incorporating human-rights language into program documents does not ensure a human-rights-based approach in disaster response. A process of learning and education on human rights is also needed. <u>Policy mechanisms</u> should be in place to ensure strict adherence to human rights during program implementation, and all policies should include specific measures for the <u>protection of the human rights</u> of vulnerable groups. Policy</p>	<p>As follow up to the IASC Guidelines on human rights and natural disasters, the RSG-IDPs is planning to do more work during the next year to disseminate and promote the Guidelines and the accompanying operational manual. This will include regional working visits/workshops in 2008 on "disaster response and human rights" that would build upon the guidelines and manual -- one in Central America and the other possibly in Asia. OCHA will be a key partner in this.</p> <p>The operational manual itself was presented by the RSG's office to the protection cluster working group in Geneva at the beginning of July, indicating that it would be printed shortly (only in English at this stage) and would be disseminated through the IASC. The PCWG has been asked to help with the dissemination and encouraged to provide feedback (particularly on HLP) to the Office of the RSG.</p> <p>The IASC Reference Group on Human Rights and Humanitarian Action is developing human rights checklists for the different clusters to help them integrate a "rights-based approach" in their work. The checklists themselves are not disaster-specific and will equally apply in conflict settings.</p> <p>In consultation with PDSB/CRD, DPSS is conducting missions to provide technical guidance and support in</p>	<p>RSG DPSS IASC</p>	<p>Ongoing Guidelines complete Manual due back from the printer in September during 2008</p> <p>Ongoing Checklist in development</p> <p>Ongoing</p>	<p>Implemented</p> <p>Implemented</p> <p>Implemented</p>	<p>I</p>

KEY RECOMMENDATIONS TO OCHA	MANAGEMENT RESPONSE AND ACTION TAKEN OR TO BE TAKEN	Responsible Branch /Unit	Time frame	Status -	
	<p>protection training and integrating protection issues in strategic planning and implementation.</p> <p>DPSS also has proactive contact with ProCap Steering Committee and country team to enable deployment of ProCap Senior Protection Officer to support coordination, development and implementation of the protection response.</p>				
<p>Recommendation #4 Upwards accountability: Reporting Part of Conclusion 5, Lesson 2, p43 Funding Report Common/consistent accounting definitions need to be applied across all sectors. Existing initiatives, e.g. the Iraq Trust Fund on defining disbursements and the DAC documentation of pledges and commitments have resulted in greater transparency and consistency in this area. Initiatives like these, need to be applied more widely. Funding</p>	<p>Difficult – DAD? CAPS responded that this recommendation seems to be detached from reality. The ETS, to which CAPS presume it refers, did use a clear and standard definition of disbursements. Its and FTS' definition of pledge and commitment is identical to DAC's. Agencies that didn't want to report expenditure tended to claim falsely that the definitions were too vague.</p>	CAPS	Not applicable	Not applicable	n/a
<p>Recommendation #5 Miscellaneous Rec 5, p15 Coordination Report The creation and use of a common beneficiary database, provided and endorsed by a central government body, should be an early priority in the emergency phase. NA, Ownership</p>		OCHA? FIS		Not Implemented	N I
<p>Recommendation #6 (see Rec 1 above) Miscellaneous Part of Rec 3, p13 Capacities Report Agencies should strengthen watchdog movements and support the mass media to promote better understanding of the response and opportunities for feedback and dialogue. Role of others</p>	<p>APIS comment: it is not our "role" to strengthen watchdog movements, <u>though it is our role to provide credible evidence-based info</u> to populations, mass-media, donors, and "watchdog" advocates such as HRW, Amnesty, ICG, etc.</p>	Advocacy Strategy Guidance		Not Applicable	n/a

KEY RECOMMENDATIONS TO OCHA	MANAGEMENT RESPONSE AND ACTION TAKEN OR TO BE TAKEN	Responsible Branch /Unit	Time frame	Status -	
COORDINATION					
<p>Recommendation #7 Assessment: Mechanisms Sub-rec, p56 Needs Assessment Report For the very specific task of conducting a common humanitarian needs assessment, UNDAC-trained people who are also FACT members (and vice versa) should be identified and deployed. Needs Assessment (NA)</p>	<p>Consider stand-by NA teams train as part of FACT, UNDAC (This all should be eventually reflected as part of the NA project – will take time)</p> <p><i># subsumed by IASC Process needs assessment process (AIMB)</i></p>	UNDAC / FACT	<p>Establishment of Mandatory UNDAC training program for all UNDAC members, with training in use of “NA concept”.</p> <p>Incorporation of the NA-concept in the FACT system is awaiting the FACT review, which is scheduled to take place in second half of 2007. Training program is scheduled for 2008</p>	<p>Implemented</p> <p>AIMB: Not implemented.</p>	PI
<p>Recommendation #8 Assessment: Mechanisms Part of Rec 7, 6.4, p65 Needs Assessment Report At a technical level, standards and forms will need to be pre-agreed. Perhaps an agreement on forms and templates should be sought first between the main actors producing information for public use: the UN and the Red Cross, since too wide a participation in the design process may only lead to cumbersome forms and endless delays. The application of the Sphere handbook needs to be reconsidered in the context of sudden-impact natural disasters and where pre-existing standards are below Sphere norms. NA</p>	<p><i># Cluster Leads developing own standards – resistant to OCHA advice or support at the technical level</i></p> <p>Based on endorsement by the IASC working group in June 2007, PDSB, together with the CAP section, HRSU, FIS, is facilitating a common approach to multi-sectoral needs assessment. This will include standards and forms agreed among actors through the clusters.</p> <p>DPSS expects to provide support to the PCWG in development of needs assessment standards and forms relevant to protection (eg Protection Analysis Framework)</p>	<p>FIS/SOP (PDSB)</p> <p>PDSB/HRSU/CAP/FIS DPSS</p>	<p>Mid 2008</p> <p>Dedicated capacity recruited and process to be taken forward in full steam from September.</p> <p>Ongoing</p>	<p>Not Implemented: AIMB</p> <p>Discussions at the cluster level have already begun.</p> <p>Not yet implemented</p>	PI

KEY RECOMMENDATIONS TO OCHA	MANAGEMENT RESPONSE AND ACTION TAKEN OR TO BE TAKEN	Responsible Branch /Unit	Time frame	Status -	
<p>Recommendation #9 Assessment: Mechanisms Part of Rec 8, 6.4.1, p63 Needs Assessment Report <u>One single entity under OCHA management</u> would minimise the existing duplication of effort and, more importantly, the gaps, such as lack of analysis and compilation of assessment reports/.../Ideally, in a more distant future, this entity should be administered collegially by the members of the Inter Agency Standing Committee, and replace the existing parallel assessment mechanisms of both UN and Red Cross systems. Policy</p>	<p># FIS Comment: being partially addressed through IA IM WG and HIC Stakeholder's Consultation in September 2006</p> <p>PDSB, on behalf of the IASC, is facilitating a mapping exercise of existing needs assessment and analysis tools in order to lessen duplication and strengthen utility.</p> <p>This issue is also being partially addressed through IA IM WG and HIC Stakeholder's Consultation in September 2006</p>	<p>PDSB/FIS IASC</p> <p>PDSB/FIS</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Nov-Dec 2007</p>	<p>Partially implemented (AIMB)</p> <p>NA dedicated capacity recruited and process to be taken forward in full steam from September.</p> <p>Partially implemented</p>	<p>PI</p>
<p>Recommendation #10 Assessment: Mechanisms Rec 13, 6.4.2, p67 Needs Assessment Report The UN should make drastic improvements to its procurement, recruitment and security procedures to facilitate the rapid deployment of the proposed joint needs assessment teams in the first hours and days after the disaster. If this is not deemed possible in the short term, OCHA should explore other possibilities, such as the use of specialized NGOs or subcontracting from the private sector for support in the initial needs assessment. NA</p>		<p>EO/AO</p>			<p>NI</p>
<p>Recommendation #11 Assessment: Mechanisms Part of Rec 4, 5.4.1, p129 Synthesis Report Agencies should establish clear criteria and a transparent allocation process, based on needs and capacity assessments. These are necessary for both CERF and for any country-level (re) allocations of pooled funding. The criteria and mechanisms should, among other things, facilitate the early mobilization of <u>joint assessment teams</u> from governments and international agencies.</p>	<p>Consider fund/CERF for joint Needs Assessments</p> <p># FIS Comment: Cluster Leads developing own assessment standards</p>				<p>NI</p>

KEY RECOMMENDATIONS TO OCHA	MANAGEMENT RESPONSE AND ACTION TAKEN OR TO BE TAKEN	Responsible Branch /Unit	Time frame	Status -	
Funding, Policy					
<p>Recommendation #12 Information + Its Uses: Policy/Advocacy Rec 1, p15 Coordination Report An international review and consultation should be undertaken with NGOs to develop new approaches to achieving: (a) adequate representation within coordination structures at all levels; (b) consensus that can be translated into common positions and a level of predictability on key issues; and (c) the extent to which a certification process can be introduced to assist governments and donors in choosing responsible NGO partners with whom to work.</p>	<p>The IASC agreement on IASC CTs in all countries with HCs addresses aspects of (a). The 3-year Global Humanitarian Platform process also addresses aspects of (a) and (b). Finally, HRSU is also developing a short position paper on NGO/partnership issues.</p> <p>Re (c) NGO certification – IASC Secretariat to comment? SMT views on this?</p>	HRSU IASC	Ongoing	Partially implemented	PI
<p>Recommendation #13 Information + Its Uses: Policy/Advocacy Rec 2, p15 Coordination Report In natural disasters and complex emergencies, the RC/HC in conjunction with a common NGO/Red Cross viewpoint, should take a lead in promoting joint advocacy on ‘difficult’ issues including; tenure/ownership, affected/non-affected populations, access to war-affected populations and improving governance. Policy</p>	<p>Most of these issues are explicitly or implicitly referenced in the HCs TORs [though what does tenure/ownership mean – is this re Housing Land and Property?] They can be given greater emphasis, as appropriate, in planned revision of HC TOR. Will also be incorporated in HC induction and training programme under development by HCSP.</p>	IASC HCSP (HC Strengthening Project)	Ongoing	Partially implemented	PI
<p>Recommendation #14 Information + Its Uses: Policy/Advocacy Part of Rec 2, 5.3.2, p119 Synthesis Report Where appropriate, integrated <i>geographic</i> coordination mechanisms (not just sectoral or ‘cluster’-based models) should be considered. To improve advocacy, UN RC/HC’s need to take a lead in developing a cross agency consensus on sensitive issues before raising them with national authorities. (addressed earlier) Policy</p>	<p>This looks like a proposal to return to the UNHCR-preferred model of a pick-and-choose ‘geographic coordination’ e.g. the 2004 agreement that they will do all aspects of IDP protection and assistance in West Darfur, but nothing in North and South Darfur. Following criticisms of this approach through research into the collaborative response to IDPs, the cluster approach was an explicit attempt by the IASC to achieve more predictability for all aspects of response in all regions of a particular crisis, through identification and</p>	HRSU RCs/HCs	Not applicable	Not applicable	n/a

KEY RECOMMENDATIONS TO OCHA	MANAGEMENT RESPONSE AND ACTION TAKEN OR TO BE TAKEN	Responsible Branch /Unit	Time frame	Status -	
	capacity-building of predictable sector lead actors and their partners. Therefore, it is proposed not to take action on this recommendation.				
Recommendation #15 Information + Its Uses: Info + Knowledge Management Sub-rec, 2.5, p32 Coordination Report There is a need for greater coherence and clearer responsibilities around reporting and decision making [at all coordination levels]. This would avoid time-consuming micro-management and competing demands for information to be sent to New York and Geneva. Policy	SOP	PDSB/CRD IASC/ FIS	TBD [CRD] To be discussed in the context of the Inter-branch working Group on Information Management and in the context of the IM Review [CRD]		PI
Recommendation #16 Information + Its Uses: Info + Knowledge Management Part of Rec 8, 6.4.1, p65 Needs Assessment Report HIC, UNDAC (without the 'C' for coordination) and the assessment component of UNJLC should be combined into one comprehensive knowledge-management unit placed at the disposal of national authorities. Ownership	Would not agree. Not realistic. Awaiting the policy development for the Common services and outcome of the ongoing OCHA Information Management review.	FIS/UNDAC	Awaiting the policy development for the Common services and outcome of the ongoing OCHA Information Management review. Ongoing	Partially Implemented: <i># Highly unlikely JLC would merge with HIC & UNDAC</i>	PI
Recommendation #17 Information + Its Uses: Info + Knowledge Management Part of Rec 1, 5.2.4, p116 Synthesis Report Support for joint national-international information services should include <u>preparedness</u> for the rapid deployment of initial assessments, intended to provide a comprehensive overview of needs and resources and covering all affected areas and population groups. This should lead to the establishment of a single set of jointly-managed databases of all affected people and	# FIS Comment: Being partially addressed through data preparedness activities with OCHA IMUs and through IA IM WG EPS: would support the distribution of tools related rapid needs assessment, such as the one developed by ROLAC	EPS/AIMB/ FIS Regional Offices	Ongoing	Partially Implemented: Training module on Overview of Needs Assessment completed and training workshops held	PI

Comment [BMcD1]: This should also include FIS, given the role of IM

Comment [BMcD2]: This should also include FIS, given the role of IM

KEY RECOMMENDATIONS TO OCHA	MANAGEMENT RESPONSE AND ACTION TAKEN OR TO BE TAKEN	Responsible Branch /Unit	Time frame	Status -	
				in Uganda/CDI in Apr 2007	
<p>Recommendation #18 Information + Its Uses: People and services Rec 13, p16 Coordination Report The RC/HC should strongly advocate and disseminate information on the common services available to all actors: what they provide, how non-UN agencies can supplement capacities, and the purpose of the Humanitarian Common Service 'matrix'.</p>	<p>RC/HC ToR</p> <p>Message to be included in all RC/HC trainings.</p>	<p>HRSU RC/HC HCS</p>		Not implemented	NI
<p>Recommendation #19 Information + Its Uses: People and services Sub-rec, 4.1 Coordination Report The UN in May 2006 developed guidelines on accepting donated services, and OCHA could in the future provide a 'coordination role' on behalf of all agencies regarding participation in the private sector. This might include, for instance, stand-by agreements, <u>MoU templates</u> and guidance on how to deal with such offers. Role of others</p>	<p>Not for agencies?</p>	<p>DRS</p>		Not applicable	n/a
<p>Recommendation #20 Supporting quality: Overarching Rec 8, p15 Coordination Report Benchmark (gender-sensitive) indicators for coordination should be developed, along with simple monitoring and report-back systems for the quality of coordination meetings. Regulation, Policy</p>	<p>Benchmarks for coordination for HCs to be developed in the framework of the further development of the Performance Appraisal System for HCs.</p>	<p>PDSB HCS</p>		Partially implemented	PI
<p>Recommendation #21 Supporting quality: Overarching Part of Rec 1, 5.2.3, p115 Synthesis Report The UN should play its mandated coordination role in improving linkages and coherence between the different disaster response actors by developing a coordination model that supports national coordination efforts, by ensuring that the complementary international effort is itself</p>	<p>Related to HRSU and the implementation of the cluster approach. CRD is working with HRSU in mainstreaming the functions of Humanitarian Reform and within it, Cluster Approach through the Cluster Mainstreaming Working Group</p>	<p>CRD</p>	<p>ongoing</p>	Implemented	I

KEY RECOMMENDATIONS TO OCHA	MANAGEMENT RESPONSE AND ACTION TAKEN OR TO BE TAKEN	Responsible Branch /Unit	Time frame	Status -	
coherent. Policy					
Recommendation #22 Supporting quality: Mandates and roles Rec 1, p15 Coordination Report An international review and consultation should be undertaken with NGOs to develop new approaches to achieving: (a) adequate representation within coordination structures at all levels; (b) consensus that can be translated into common positions and a level of predictability on key issues; and (c) the extent to which a certification process can be introduced to assist governments and donors in choosing responsible NGO partners with whom to work.	This is the same as recommendation 12 which is marked for HRSU and IASC. The IASC agreement on IASC CTs in all countries with HCs addresses aspects of (a). The 3-year Global Humanitarian Platform process also addresses aspects of (a) and (b). Finally, HRSU is also developing a short position paper on NGO/partnership issues. The issue of NGO certification (c) requires more guidance from the SMT and discussion from the IASC.	PDSB HRSU/IASC C	Ongoing	Implemented	I
Recommendation #23 Supporting Quality: Mandates and Roles Sub-rec, 2.5, p33 Coordination Report Given their prominent profile as funding bodies and implementers, NGOs should have increased levels of representation within the international coordination apparatus, including the IASC.		HRSU IASC			NI
Recommendation #24 Supporting Quality: Mandates and Roles Sub-rec, 4.3, p50 Coordination Report There is no inherent reason why UN agencies should take a lead in sectoral coordination, which should be done according to comparative advantage.	Agree; is in cluster	HRSU	Ongoing	Implemented	I
Recommendation #25 Supporting Quality: Mandates and Roles Conclusion 3, Lesson 4, p41 Funding Report The role of OCHA and/or the Humanitarian Coordinators in allocating un-earmarked funds needs to be clearer and institutionally supported if it is to result in a more strategic and prioritised response.	The OCHA Internal Task Force on Humanitarian Financing, which is facilitated by PDSB but includes representatives from CAP, HRSU, DERS, CRD intends to provide guidance to the HCs to appropriately manage the various mechanisms available to fund the needs.	PDSB (Hum fin task force) PDSB (SOP)	Oct 2007 Pending SMT prioritization	An overview of the funds (glossary) developed. OCHA internal Taskforce on Humanitarian Financing	PI

Comment [UN3]: DERS FEEDBACK: During the Pakistan floods Flash Appeal launch the HC / RC invited donors to provide unearmarked funding, but did not elaborate the details. DERS requested the HC / RC for procedures, which were received in draft. DERS and other parts in OCHA Gva (HRSU) with CRD have studied these and provided comments and questions back to the HC / RC. Although this does not yet provide a direct response to the recommendation, the next step will be to develop and agree on procedures for country-based unearmarked contributions to respond to sudden-onset emergencies, and for these to be made available to all RCs and resent at the time of a sudden-onset disaster.

But the recommendation has an additional dimension: what is the role of the HC and of OCHA in the case of the CHF and the HRFs.

KEY RECOMMENDATIONS TO OCHA	MANAGEMENT RESPONSE AND ACTION TAKEN OR TO BE TAKEN	Responsible Branch /Unit	Time frame	Status -	
HR, Proportionality, Policy	<p>The Policy and Guidance Project will support the development of these guidelines if tasked by SMT.</p> <p>Paper on the role of HCs in new funding mechanisms to be drafted.</p>	HCS		<p>created to address the issue.</p> <p>Not yet implemented</p> <p>Not yet implemented</p>	
<p>Recommendation #26 Supporting Quality: Skills/personnel Rec 3, p15 Coordination Report The international community should ensure that sufficient priority is given to enhancing the coordination capacities of local as well as government bodies. This includes deploying senior staff beyond capitals and helping to build the capacity of local authorities to utilise information systems such as HIC. Where there are large numbers of INGOs; the deployment of a senior NGO liaison officer should be considered. HR, Ownership</p>	<p>The Policy and Guidance Project will support the development of these SOPs if tasked by SMT/undertaken by CRD/PDSB.</p>	PDSB / CRD	<p>Pending SMT prioritization</p> <p>TBD [CRD]</p>	<p>Not yet implemented</p> <p>CRD is not in the lead with the implementation of this recommendation. CRD is providing input on this issue. [CRD]</p>	NI
<p>Recommendation #27 Supporting Quality: Skills/personnel Rec 7, p15 Coordination Report Leadership and coordination skills should include the basics of how to maximise the output of meetings. These skills should be promoted by all agencies, forming part of the induction training for operational staff, along with standard operating procedures. HR</p>	<p>This is a core component of the inter-agency Cluster/Sector Lead Training Programme (CSLT) launched by OCHA in 2007. (Two trainings held to date, two more to come in 2007). We cannot report on whether other agencies are also including this in their internal trainings. The HCSP also plans to include these elements in HC induction/training programme</p>	<p>HRSU</p> <p>HCSP</p>	Implemented	Implemented	I
<p>Recommendation #28 Supporting Quality: Monitoring + evaluation Rec 8, p16 Coordination Report Benchmark (gender-sensitive) indicators for coordination should be developed, along with</p>	<p>The Strategic Planning Unit is addressing this recommendation through the work planning process, which includes developing strong indicators for all areas of OCHA's work, including</p>	PDSB SPU	Ongoing New work planning cycle to begin September 2007.	Implemented	I

KEY RECOMMENDATIONS TO OCHA	MANAGEMENT RESPONSE AND ACTION TAKEN OR TO BE TAKEN	Responsible Branch /Unit	Time frame	Status -	
<p>simple monitoring and report-back systems for the quality of coordination meetings. Regulation, Policy</p>	<p>coordination, and the monitoring of these indicators through the mid-year and end-of-year review processes.</p> <p>The CAP Section is also working on developing coordination indicators that would be standard to all CAPs and monitored through mid-year and end-year review processes. Double check with CAP section on this, as this information was received second-hand.</p>	GCMS (CAP)	Early stages	Implemented	I
<p>Recommendation #29 Supporting Quality: Monitoring + evaluation Sub-rec, 7.2, p69 Coordination Report INGOs are keen to see UNMIS create a common template for monitoring and evaluation, with greater standardization of indicators to avoid current confusions. Policy, Regulation</p>	<p>* This was attempted through the strategic monitoring toll (SMET) but needs to be linked with NAF and future joint NA initiatives. OCHA will need to decide whether this is a role it should play in the field – in addition to a beefed-up IM capacity + NA capacity. For me this is an obvious role but will need considerable resources + commitment.</p> <p>This was attempted through the strategic monitoring toll (SMET) but needs to be linked with NAF and future joint NA initiatives. OCHA will need to decide whether this is a role it should play in the field – in addition to a beefed-up IM capacity + NA capacity.</p>	PDSB/ESS PDSB (ESS)		Not implemented	NI
<p>Recommendation #30 Supporting Quality: Monitoring + evaluation Rec 9, p16 Coordination Report In emergencies of this magnitude, the RC/HC office should be supported by the early deployment of a full-time gender officer [1 year]. This person could serve as a resource person for the humanitarian community at large and support the mainstreaming of gender issues through all</p>	<p>Put as a FA component?</p> <p>The GenCap is now fully functioning as a standby capacity with NRC and advisers are available for deployment. RC/HCs need to be accountable for gender mainstreaming in emergencies and support GenCap deployment.</p>	GAP/PDSB RC/HC PDSB (Gender) RC/HC	Ongoing: GenCap advisers have been deployed to CAR, Sudan, Nepal and are being considered for deployment to Sri Lanka, Pakistan floods, oPt and Uganda.	Implemented	I

KEY RECOMMENDATIONS TO OCHA	MANAGEMENT RESPONSE AND ACTION TAKEN OR TO BE TAKEN	Responsible Branch /Unit	Time frame	Status -	
program sectors. HR					
DISASTER RISK REDUCTION					
Recommendation #31 Overarching Part of Rec 3, 6.2, p63 Needs Assessment Report The best mechanism to ensure funding of national preparedness should be considered in future meetings of the Inter Agency Standing Committee and the Good Humanitarian Donorship group.	EPS (Same as Recommendation #57): In the IASC WG meeting on "DRR in the context of humanitarian action" held in Rome 5-7 November, a proposed action by the IASC-WG is: Funding and capacity for humanitarian programmes addressing disaster risk reduction. A dialogue to be promoted through the existing IASC Contact Group with the "Good Humanitarian Donorship" initiative and the donor community on allocating funds for risk-informed humanitarian programmes, including those focusing on the pre-disaster preparedness and early recovery activities.	EPS IASC	IASC Meeting on DRR and Humanitarian Action on 25 Sep 2007, convened by IFRC (EPS supporting in preparation)	Implemented	I
Recommendation #32 Overarching Part of Rec 1, 5.2.2 p113 Synthesis Report All actors should strive to reduce disaster risks and increase disaster response capacities at all levels [from local – national] and within the framework of local development processes and plans.	EPS: Through Regional Offices, capacity strengthening of national levels are supported by working with national authorities and local NGOs	Regional Offices EPS	On-going	Implemented	I
Recommendation #33 National Part of Rec 1, 5.2.4 p115 Synthesis Report International agencies should 'map' and support host-authority capacities in a manner similar to that for mapping capacities of affected people. This should be conducted prior to any disaster event and updated during the response.../international agencies with a development mandate are best placed for providing such support.	EPS: Regional Offices (e.g. ROAP Focus Countries) and CRD (OCHA Operational Brief) and EPS (Disaster Risk Trends) cover part of this mapping. In addition, CADRI (ISDR/UNDP/OCHA) is proposing to include mapping of national capacities and planning to implement in pilot countries (PHI, MOZ) in 2007. Mapping of national capacity for preparedness is also carried out by UNDAC Preparedness Missions.	Regional Offices CRD EPS CADRI ESB/FCSS	On-going	Implemented	I

KEY RECOMMENDATIONS TO OCHA	MANAGEMENT RESPONSE AND ACTION TAKEN OR TO BE TAKEN	Responsible Branch /Unit	Time frame	Status -	
Recommendation #34 National Part of Rec 1, 5.2.4 p116 Synthesis Report International agencies should assist states in high-risk regions to establish or strengthen a national/sub-national institution to manage disaster preparedness and response and to enable cooperation between relevant government departments and between central and local governments.	EPS: carried out by UNDP/BCPR	UNDP/BCPR		Implemented	I
Recommendation #35 Local Part of Rec 1, 5.2.4 p117 Synthesis Report The programmes should be based on hazard and vulnerability analysis and anchored within national development and social protection structures.	EPS: This seems to go beyond OCHA	Agencies CRD Regional Offices, EPS		Not applicable	n/a
Recommendation #36 From LRRD1: Preparedness, DRR; International investment in national Rec 3, 6.2, p63, Needs Assessment Report Donors and humanitarian agencies should invest more time and resources in strengthening the capacity of national and local authorities to carry out formal cross-sectoral needs assessments. A pre-determined percentage of all future relief funding should be put aside for <u>region-wide</u> preparedness for future disasters.	EPS: Matter to be raised at IASC WG Level	CRD AIMB/FIS ERSMB EPS		Not implemented	NI
Recommendation #37 From LRRD1: Preparedness, DRR; International investment in national Rec 4, 6.2, p63 Needs Assessment Report Arrangements should be made to conduct joint national/international assessments with national authorities, prior to an emergency occurring [i.e. in disaster prone countries as part of preparedness planning].	EPS: (Same as Recommendation #42) supports this idea in collaboration with CRD and Regional Offices	CRD Regional Offices EPS		Not Implemented	NI
Recommendation #38 From LRRD1: Preparedness, DRR; National	EPS: Supports the proposal of stand-by	IASC/SWG		Implemented	I

KEY RECOMMENDATIONS TO OCHA	MANAGEMENT RESPONSE AND ACTION TAKEN OR TO BE TAKEN	Responsible Branch /Unit	Time frame	Status -	
<p>Action Part of Rec 1, 5.3.1 p118 Synthesis Report In additional to full-time standby personnel, agencies need to develop or improve response rosters accompanied by appropriate training to allow the rapid deployment of ‘regular’ personnel in emergencies”. National governments also need to establish their own rosters, for building up capacity at any disaster affected location.</p>	<p>capacity of CP Planners, submitted by IASC SWG</p> <p>2 trainings for Stand-by Partners experts (ESB)</p>	<p>on CP and Preparedness Surge/EPS</p>	<p>Trainings held in May 2007 September 2007 (ESB)</p>	<p>Implemented</p>	
<p>Recommendation #39 From LRRD1: Preparedness, DRR; Practicalities Sub rec, 7.1, p67 Coordination Report Rapid and low-cost satellite communications, internet systems and GSM telephone systems need to be examined and made available to UN and UN partners at the national level.</p>	<p>The Emergency Telecommunications Cluster (ETC) now provides common data communications services in emergencies that were not available at the outbreak of the Tsunami. There are now stockpiles of equipment ready for rapid deployment in a phased approach. Phase 1 include immediate deployment of satellite communications for Internet, data and voice for the humanitarian community.</p> <p>Phase 2 provides for low-cost VSAT solutions that with higher speed and more comprehensive Internet, data and voice communications with wireless connectivity of local area networks (LANs) of individual agencies and “Hot Spots” for individual humanitarian workers.</p> <p>Under the UN – Ericsson Cooperation Agreement, Ericsson provides a mobile GSM solution, which can be deployed to provide cell phone coverage when no other reliable and similar services are available locally. The deployment of such a system normally requires a more complex process to put in place, operate and obtain the needed licenses.</p>	<p>AIMB - ITS</p>	<p>This set of services has been available since 2006 and are ongoing for future emergencies.</p>	<p>Fully Implemented</p>	<p>I</p>

KEY RECOMMENDATIONS TO OCHA	MANAGEMENT RESPONSE AND ACTION TAKEN OR TO BE TAKEN	Responsible Branch /Unit	Time frame	Status -
Recommendation #42 From Needs assessment; In relation to DRR + LRRD Rec 4, 6.1, p63 Needs Assessment Report Arrangements should be made to conduct joint national/international assessments with national authorities, prior to an emergency occurring [i.e. in disaster prone countries as part of preparedness planning].	EPS: (Same as Recommendation #37) supports this idea in collaboration with CRD and Regional Offices	CRD Regional Offices EPS		NI
Recommendation #43 From Needs assessment; In relation to DRR + LRRD Rec 15, 6.4.3, p68 Needs Assessment Report The UN system should maintain the reliability and credibility of its assessments by offering balanced and objective estimates of populations affected and the risks they are facing, as well as proactively discouraging inappropriate forms of assistance.	Awaiting the work of assessment working group. CAP responded that it is puzzling why a needs assessment recommendation has been assigned to CAP, seeing as the SMT (according to David Kaatrud) has decided that PDSB shall lead all OCHA needs assessment efforts. This item should be changed to PDSB.	UNDAC/ CAP	On-going Could be introduced to the UNDAC system in 2008 if ready	PI
FUNDING				
Recommendation #44 Global Proportionality Conclusion 3, Lesson 2, p40 Funding Report The international community needs to consider whether it is prepared to give substance to the GHD principles by committing to a target that all people affected by disasters should be entitled to a certain minimum level of humanitarian assistance and, if so, whether the current appeal-based system can deliver the resources to achieve that.	Working from within the OCHA Internal Task Force on Humanitarian Financing, PDSB will provide guidance to the HCs to appropriately manage the various mechanisms available to fund needs.	PDSB DERS? IASC?	October 2007 OCHA internal Taskforce on Humanitarian Financing created to address the issue. The CAP section is looking at M&E of the CAP.	I -
Recommendation #45 Global Proportionality Part of Rec 4, 5.4.1, p123 Synthesis Report All appeals for funds should include a 'tick-box' (or a similar option for telephone donations) to allow donors and the public to earmark the funds that they donate. An explanatory note should indicate that if they do <i>not</i> mark this option, funds could be reallocated to other populations in similar	Interesting recommendation (though more targeted at open-ended NGO tsunami appeals than the IASC Flash Appeal which had a clear target).	CAP	Is being pursued by CAP	PI

Comment [UN4]: DERS FEEDBACK: GHD implementation group has looked into the recommendation in the Humanitarian Response Review report to establish a clear target for Official Humanitarian Assistance. The general opinion was that this would not have the desired result as it might be considered as a ceiling and not as a minimum requirement. The TEC recommendation to establish a certain minimum of aid per affected person has a noble thought behind it, but would reopen the long discussion after the Balkans crisis. DERS proposes two steps: 1. For the OCHA internal TFHF to look into the recommendation and reach consensus whether it deserves follow-up. 2.IASC CG on GHD to bring this to the attention of the GHD co-chairs for their view and possible follow-up.

KEY RECOMMENDATIONS TO OCHA	MANAGEMENT RESPONSE AND ACTION TAKEN OR TO BE TAKEN	Responsible Branch /Unit	Time frame	Status -	
<p>need. When international agencies appeal for funds they should publicize the possibility that funds could be reallocated for more urgent needs elsewhere. These should be complemented by fundraising standards that limit open-ended appeals to estimates of overall needs versus resources available. Pooling mechanisms should also be explored, in order to facilitate the transfer of surplus funds from one organisation to another.</p> <p>Policy</p>					
<p>Recommendation #46 Mechanisms: Procedures Part of Rec 12, 6.4.2, p67 Needs Assessment Report A fund exclusive to assessment should be established, as either a special fund or <u>earmarked line in OCHA's Central Emergency relief Fund (CERF)</u>.../Funding should cover all types of assessments (life-saving or livelihood recovery) carried out in the first months.*</p> <p>NA, Funding</p>	<p>*Could be eventual outcome of NA project</p>	DRS			NI
<p>Recommendation #47 Mechanisms: Procedures Rec 12, 6.4.2, p67 Needs Assessment Report Reinforce the UN capacity through the establishment of an interagency fund permitting the rapid and substantive deployment of a joint assessment team. Lead agencies should also increase their investment in staff and guidance.</p> <p>(NA), Coordination, Funding</p>		DRS			NI
<p>Recommendation #48 Funding according to need: Preparedness Part of Rec 3, 6.2, p63 Needs Assessment Report The best mechanism to ensure funding of national preparedness should be considered in future meetings of the Inter Agency Standing Committee and the Good Humanitarian Donorship group.</p> <p>LRRD, Policy</p>		EPS IASC			NI

KEY RECOMMENDATIONS TO OCHA	MANAGEMENT RESPONSE AND ACTION TAKEN OR TO BE TAKEN	Responsible Branch /Unit	Time frame	Status -	
Recommendation #49 Funding according to need: Allocation of funds Conclusion 3, Lesson 5, p41 Funding Report Appeals by the UN and others must be needs based. They need to be more explicit in describing what “needs” can and have already been met by local and national actors. Ownership	CAP is puzzled as to why a needs assessment recommendation has been assigned to CAP, seeing as the SMT (according to David Kaatrud) has decided that PDSB shall lead all OCHA needs assessment efforts. This item should be changed to PDSB.	CAP			n/a
Recommendation #50 Funding according to need: Allocation of funds Rec 1, 6.1, p62 Needs Assessment Report The international community, and in particular the UN and the Red Cross movement, should either significantly invest politically and financially in a permanent rapid assessment capacity, or abandon the pretence that initial cross-sectoral assessments by external teams guide the immediate international response of governments, the public or humanitarian organisations. NA, Policy coherence	Awaiting the work of assessment working group and requires development of OCHA policy for inter-cluster coordination and assessment	EPS / CRD / UNDAC	Awaiting the work of assessment working group and requires development of OCHA policy for inter-cluster coordination and assessment Could be introduced to the UNDAC system in 2008 though the UNDAC team leaders training program (ESB)	Could be introduced to the UNDAC system in 2008 though the UNDAC team leaders training program PDSB is leading on this issue in the context of needs assessment and possible needs assessment working group [CRD]	PI
HUMAN RESOURCES					
Recommendation #51 HR capacities: Assessment + info management Rec 8, 6.4.1, p65 Needs Assessment Report Assessment and coordination functions are complementary, but must be separated in terms of dedicated human resources. NA		UNDAC			NI
Recommendation #52 HR capacities: Assessment + info management	# FIS comment: this is being partially addressed through IA IM WG and HIC	AIMB /	Ongoing	Partially Implemented:	PI

KEY RECOMMENDATIONS TO OCHA	MANAGEMENT RESPONSE AND ACTION TAKEN OR TO BE TAKEN	Responsible Branch /Unit	Time frame	Status -	
<p>Rec 9, 6.4.1, p66 Needs Assessment Report OCHA should increase the human resources dedicated to the compilation and analysis of data on the model adopted by the IFIs in their assessment of damage and loss. LRRD</p>	<p>Stakeholder's Consultation in September 2006</p> <p>PDSB is facilitating a mapping exercise of existing needs assessment and analysis tools in order to lessen duplication and strengthen utility/complementarity. This should include looking into the IFI model of assessment of damages and loss.</p> <p>This is being partially addressed through IA IM WG and HIC Stakeholder's Consultation in September 2006</p>	<p>PDSB</p> <p>PDSB (Needs assessments project)</p> <p>AIMB (FIS)</p>	<p>Ongoing dedicated capacity recruited and process to be taken forward in full steam from September.</p> <p>Ongoing</p>	<p>Implemented</p> <p>Partially Implemented</p>	
<p>Recommendation #53 HR capacities: Assessment + info management Sub-rec, 5.5.2, p54 Needs Assessment Report HIC should evolve from its present role as a depository of documents of variable utility. The transition from information management to knowledge management would be a good first step to satisfy the needs of the international community. This would require a much greater and much varied human-resource base and capacity to respond to the challenges of a fast-paced situation with so many actors. Coordination</p>	<p># FIS comment: this is being partially addressed through IA IM WG and HIC Stakeholder's Consultation in September 2006</p>	<p>AIMB / FIS</p>	<p>Ongoing</p>	<p>Partially Implemented:</p>	<p>PI</p>
<p>Recommendation #54 HR capacities: Contingency + standby capacities Rec 11, p16 Coordination Report To avoid high turnover of staff, HR departments should deploy long-term (at least one-year) personnel in the field quickly. Urgent attention should be given to the speed with which staff members are recruited, and to expanding the registry of suitable standby staff.</p>		<p>CRD</p>		<p>Improvement of recruitment procedures per recommendations from the Field Office Review. Further consultation required with</p>	<p>PI</p>

KEY RECOMMENDATIONS TO OCHA	MANAGEMENT RESPONSE AND ACTION TAKEN OR TO BE TAKEN	Responsible Branch /Unit	Time frame	Status -	
				Emergency Response Task Team	
<p>Recommendation #55 HR capacities: Contingency + standby capacities Part of Rec 2, 5.3.1, p118 Synthesis Report In additional to full-time standby personnel, agencies need to develop or improve <i>response rosters</i> accompanied by appropriate training to allow the rapid deployment of ‘regular’ personnel in emergencies”. National governments also need to establish their own rosters, for building up capacity at any disaster affected location. Ownership, LRRD</p>	<p>Requires development of policy for the areas of responsibility, deployment modalities and timeframe to be developed for the interaction between the OCHA Emergency response roster, the UNDAC system and OCHA stand-by partner arrangements.</p>	<p>CRD / UNDAC</p> <p>In process to be developed (ESB)</p>	<p>Ongoing (ESB)</p> <p>OCHA’s Emergency Roster is being revamped by Emergency Response Task Team [CRD]</p>	<p>Implemented</p> <p>Implemented</p>	I
<p>Recommendation #56 HR capacities: Staff skills, training, and conditions Part of Rec 2, 5.3.1, p117/118 Synthesis Report All agencies need to reduce the high rates of turnover commonly seen in emergencies by providing contract and conditions of employment that encourage staff to remain in post.</p>	<p>Mirrors recommendations arising from the Field Office Review, to be addressed in the context of the Field Office Working Group [CRD]</p>	<p>CRD / AO</p>			n/a
LRRD (including early warning)					
<p>Recommendation #57 Preparedness, DRR: Consider the problem/overarching Part of Rec 3, 6.2, p63 Needs Assessment Report The best mechanism to ensure funding of national preparedness should be considered in future meetings of the Inter Agency Standing Committee and the Good Humanitarian Donorship group. Funding, Policy</p>	<p>EPS (Same as Recommendation #31): In the IASC WG meeting on "DRR in the context of humanitarian action" held in Rome 5-7 November, a proposed action by the IASC-WG is: Funding and capacity for humanitarian programmes addressing disaster risk reduction. A dialogue to be promoted through the existing IASC Contact Group with the “Good Humanitarian Donorship” initiative and the donor community on allocating funds for risk-informed humanitarian</p>	<p>EPS</p> <p>IASC</p>	<p>IASC Meeting on DRR and Humanitarian Action on 25 Sep 2007, convened by IFRC (EPS supporting in preparation)</p>	<p>Implemented</p>	I

KEY RECOMMENDATIONS TO OCHA	MANAGEMENT RESPONSE AND ACTION TAKEN OR TO BE TAKEN	Responsible Branch /Unit	Time frame	Status -	
	programmes, including those focusing on the pre-disaster preparedness and early recovery activities.				
<p>Recommendation #58 Transition, relationship emergency - RRD Rec 14, p16 Coordination Report Adequate resources for coordination should be given to the relief, transition and recovery phases of disasters. This should include support to common services from NGOs and the Red Cross Movement. Emphasis should be given to support the RC/HC through the transition, irrespective of institutional affiliations and restrictive interpretations of mandates concerning relief, recovery or development. Policy</p>	<p>PDSB working with CRD, UNGD-ECHA working group on Transitions to address the funding issue. UNDG-ECHA WG workplan being developed to include this piece. Work being done within OCHA as well through the Working Group on Transitions (CRD led).</p> <p>Issues being addressed through the OCHA Transitions Working Group [CRD]</p> <p>DPSS is continuing engagement with and support to with the Early Recovery Cluster to enhance transitional strategies.</p>	<p>PDSB DPSS CRD IASC</p>	<p>On-going</p>	<p>Implemented</p>	<p>I</p>
NEES ASSESSMENT					
<p>Recommendation #59 Needs assessment: Context analysis + social dimensions of assessment Part of Rec 2, 6.2.3, p47 Capacities Report Planning should be based on the assumption that aid is likely to reinforce inequalities within the community unless corrective action is taken. Ownership, Accountability, Policy</p>	<p>CAPS is puzzled as to why a needs assessment recommendation has been assigned to CAPS. Considering that the SMT (according to David Kaatrud) has decided that PDSB shall lead all OCHA needs assessment efforts, CAPS proposes that responsibility for responding to this item should be changed to PDSB.</p>	<p>CAPS</p>			<p>NI</p>
<p>Recommendation #60 Needs assessment: Context analysis + social dimensions of assessment Part of Rec 2, 6.2.3, p47 Capacities Report Planning should also take account of the complexity of community structures and the need, for knowledgeable local intermediaries with power to influence decisions.</p>	<p>CAPS is puzzled as to why a needs assessment recommendation has been assigned to CAPS. Considering that the SMT (according to David Kaatrud) has decided that PDSB shall lead all OCHA needs assessment efforts, CAPS proposes that responsibility for responding to this item should be</p>	<p>CAPS</p>			<p>NI</p>

KEY RECOMMENDATIONS TO OCHA	MANAGEMENT RESPONSE AND ACTION TAKEN OR TO BE TAKEN	Responsible Branch /Unit	Time frame	Status -	
Accountability, Ownership	changed to PDSB.				
Recommendation #61 Needs assessment: Context analysis + social dimensions of assessment Part of Rec 1, 5.2.2, p114 Synthesis Report Aid should be provided according to need rather than limited to a narrow disaster-affected population. Increased attention should be given to social inequalities, exclusion and hierarchies in disaster response. Funding	CAPS is puzzled as to why a needs assessment recommendation has been assigned to CAPS. Considering that the SMT (according to David Kaatrud) has decided that PDSB shall lead all OCHA needs assessment efforts, CAPS proposes that responsibility for responding to this item should be changed to PDSB.	CAPS			NI
Recommendation #62 Needs assessment: Context analysis + social dimensions of assessment Sub-rec, 4.4, p51 Coordination Report Greater attention should be paid to what constitutes 'local capacity' and the extent to which existing groups offer potentially viable partnership for agencies. Ownership	CAPS is puzzled as to why a needs assessment recommendation has been assigned to CAPS. Considering that the SMT (according to David Kaatrud) has decided that PDSB shall lead all OCHA needs assessment efforts, CAPS proposes that responsibility for responding to this item should be changed to PDSB.	CAPS			NI
Recommendation #63 Coordinated/joint assessment: General/overarching Part of Rec 7, 6.4.1, p65 Needs Assessment Report There needs to be a better understanding between the three different cultures: UN, Red Cross and national government before joint needs assessments can be start. Relationships of trust and fair sharing of leadership need to be built. Meanwhile personnel trained both by UNDAC and FACT should contribute to bridge the present gap. Policy		UNDAC / PDSB			NI
Recommendation #64 Coordinated/joint assessment: General/overarching Sub-rec, 2.7, p35 Needs Assessment Report Developing the same baseline information for all	# FIS comment: this is being partially addressed through IA IM WG and HIC Stakeholder's Consultation in September 2006	HIC / FIS	Ongoing	Partially implemented.	PI

KEY RECOMMENDATIONS TO OCHA	MANAGEMENT RESPONSE AND ACTION TAKEN OR TO BE TAKEN	Responsible Branch /Unit	Time frame	Status -	
situation reports, if not a common format/template for reporting, would certainly facilitate the work of both editors and readers.					
<p>Recommendation #65 Coordinated/joint assessment: UN Part of Rec 8, 6.4.1, p65 Needs Assessment Report One single entity under OCHA management would minimise the existing duplication of effort and, more importantly, the gaps, such as lack of analysis and compilation of assessment reports/.../Ideally, in a more distant future, this entity should be administered collegially by the members of the Inter Agency Standing Committee, and replace the existing parallel assessment mechanisms of both UN and Red Cross systems. Policy coherence</p>	<p>PDSB is facilitating a mapping exercise of existing needs assessment and analysis tools in order to lessen duplication and strengthen utility/complementarity.</p> <p>DPSS is providing support to the PCWG in development of needs assessment standards and forms relevant to protection (eg Protection Analysis Framework)</p>	<p>PDSB</p> <p>DPSS</p>	<p>Nov-Dec 2007</p> <p>dedicated capacity recruited and process to be taken forward in full steam from September.</p> <p>On-going</p>	<p>Implemented</p>	<p>I</p>
<p>Recommendation #66 Coordinated/joint assessment: UN Rec 12, 6.4.2, p67 Needs Assessment Report Reinforce the UN capacity through the establishment of an interagency fund permitting the rapid and substantive deployment of a joint assessment team. Lead agencies should also increase their investment in staff and guidance. Coordination, HR</p>		<p>OCHA</p>			<p>NI</p>
<p>Recommendation #67 Coordinated/joint assessment: UN Rec 13, 6.4.2, p67 Needs Assessment Report The UN should make drastic improvements to its procurement, recruitment and security procedures to facilitate the rapid deployment of the proposed joint needs assessment teams in the first hours and days after the disaster. If this is not deemed possible in the short term, OCHA should explore other possibilities, such as the use of specialised NGOs or subcontracting from the private sector for support in the initial needs assessment.</p>		<p>EO/AO</p>			<p>NI</p>

KEY RECOMMENDATIONS TO OCHA	MANAGEMENT RESPONSE AND ACTION TAKEN OR TO BE TAKEN	Responsible Branch /Unit	Time frame	Status -	
Coordination					
Recommendation #68 Miscellaneous Rec 11, 6.4.1, p66 Needs Assessment Report Initial assessment teams should routinely include selected mass media representatives. Other actors	*do not agree APIS comment: This could be very helpful in getting the visual message, in particular, across to affected populations, donors, etc. UNDAC team deployed to “high visibility” emergencies should be supplemented with OCHA PI – staff	UNDAC	UNDAC team deployed to “high visibility” emergencies should be supplemented with OCHA PI – staff member To OCHA PI- Staff members have already been UNDAC trained	To OCHA PI- Staff members have already been UNDAC trained Ongoing	PI
Recommendation #69 Miscellaneous Sub-rec, 7.1, p66 Coordination Report The UN should introduce more formal reviews and training in the use of cell phones, and conduct research and development in building on cell-phone technology for field data entry and assessment transmission.	In most emergencies the local cell phone network(s) become unavailable for a variety of reasons (i.e. damage to the infrastructure, network saturation) and therefore cannot be relied upon for emergency communications. The UNDSS (UN Department of Safety and Security) has established rules called MOSS (Minimum Operating Security Standards) that must be respected by all UN organizations. Cellular phones are not MOSS-compliant and staff are encouraged not to depend on cell phones during the initial emergency response phase. Requires development of a standardized policy for the use of OCHA emergency telecommunication equipment and training of OCHA staff	Tele Com (UNDAC)	Requires development of a standardized policy for the use of OCHA emergency telecommunication equipment and training of OCHA staff All UNDAC members have received training in the use of the emergency telecommunication kit.	All UNDAC members have received training in the use of the emergency telecommunication kit. Ongoing	I
Recommendation #70 Miscellaneous Part of Rec 12, 6.4.2, p67 Needs Assessment Report		EO?			NI

KEY RECOMMENDATIONS TO OCHA	MANAGEMENT RESPONSE AND ACTION TAKEN OR TO BE TAKEN	Responsible Branch /Unit	Time frame	Status -	
In addition to remuneration of the most knowledgeable experts, funds should be available for on-the-spot hiring of services and transportation means, a skill well mastered by large NGOs.					
OTHER ACTORS					
<p>Recommendation #71 Media: Role of media Part of recommendation 3, 6.2.4, p48 Capacities Report “Agencies should strengthen watchdog movements and support the mass media to promote better understanding of the response and opportunities for feedback and dialogue” Accountability</p>	<p>APIS comment: it is not our "role" to strengthen watchdog movements, <u>though it is our role to provide credible evidence-based info</u> to populations, mass-media, donors, and “watchdog” advocates such as HRW, Amnesty, ICG, etc.</p>	AIMB / PI	Ongoing	<p>APIS comment: it is not our "role" to strengthen watchdog movements, <u>though it is our role to provide credible evidence-based info</u> to populations, mass-media, donors, and “watchdog” advocates such as HRW, Amnesty, ICG, etc.</p>	n/a
<p>Recommendation #72 Military: Links with military Rec 12, p16 Coordination Report Civil-military coordination should be improved through promotion of existing guidelines, principles and procedures; in house training; external training and advocacy and joint exercises between humanitarian agencies and the military. Senior humanitarian actors – in particular the RC/HC office – should be made more aware of the civil-military resources available to them and the potential contribution they can make in addressing</p>	<p>--Briefing at the HC/RC Retreat --Development and Dissemination of IMPACT distance-learning tool --Development and compilation of the UN-CMCoord Deployment Roster --Internal OCHA outreach and training, especially with CRD/NY --Establishment of CMCS position in OCHA/NY --Increased advocacy of CMCoord Guidelines and tools</p>	<p>ERC IASC CMCORD</p>	Ongoing	Implemented	PI

KEY RECOMMENDATIONS TO OCHA	MANAGEMENT RESPONSE AND ACTION TAKEN OR TO BE TAKEN	Responsible Branch /Unit	Time frame	Status -	
urgent needs. [including the rapid deployment of civil-military experts].					
Recommendation #73 Military: Links with military Sub-rec, 4.2, p46 Coordination Report “More emphasis and advocacy by the international humanitarian community is required to advise governments and their respective militaries on the optimal use of military resources”	--Update of Oslo Guidelines --CMCS Exercise Program --UN-CMCoord Training Program --NATO expanded outreach program --Awaiting outcome of SIPRI led study on effective use of military assets in disaster response	CMCORD	Ongoing	Implemented	I
Recommendation #74 Military: Links with military Sub-rec, 4.2, p46 Coordination Report “OCHA/.../has drawn up principles for military support to humanitarian operations/.../Greater efforts should be made, possibly after some revision, to publicise the existence of these guidelines and encourage their use”	--HC/RC Retreat briefs --Update of Oslo Guidelines --Development of CMCoord Principles Brochure --UN-CMCoord Handbook --Fully covered at 2 High Level Seminars conducted in Austria (2006) and Kenya (2007)	CMCORD	Ongoing	Implemented	I
Recommendation #75 Military: Links with military Sub-rec, 4.2, p47 Coordination Report “Senior UN officials, and in particular RC/HCs, should be made aware (through formal training if necessary) of the civil-military liaison function and the importance of ensuring that OCHA’s CMCoord officers have the necessary information and support to enable them to provide a professional service”	RC/HC Training --RC/HC Training --Advocacy and outreach to RC/HCs --Deployment of UN-CMCoord Officers to UN Missions	CMCORD	Ongoing	Implemented	I
Recommendation #76 Military: Links with military 5.3.2, p119 Synthesis Report “Civilian relief agencies and the military need to undertake joint training and exercises so that they are more aware of each other’s procedures and approaches”	--Exercise Program (18 Exercises supported in 2007 involving approx 80 member states) --APC-MADRO, similar events planned for other regions	CMCORD	Ongoing	Implemented	I
OWNERSHIP					
Recommendation #77 Focus on affected people’s priorities Part of Rec 1, 5.2.2, p115 Synthesis Report	The Guidance Project will support the development of these SOPs if tasked by SMT.	PDSB (SOP)	Pending SMT prioritization	Not yet implemented	PI

KEY RECOMMENDATIONS TO OCHA	MANAGEMENT RESPONSE AND ACTION TAKEN OR TO BE TAKEN	Responsible Branch /Unit	Time frame	Status -	
Support should aim to empower affected people to articulate claims, demand accountability and to make their own choices. Accountability	One of the aims of the IA RTE IASC-endorsed initiative is to ensure accountability to local populations by making sure their perceptions are reflected in evaluations.	PDSB (ESS)	Ongoing	One RTE conducted in Mozambique	
Recommendation #78 Recognition of national/local capacities: national / local responses Conclusion 6, Lesson 1, p44 Funding Report “Ways of documenting local response need to be developed and included in standard reporting to enable like-with-like comparisons with international assistance. The role of remittances in supporting local response needs to be better understood, and existing plans for facilitating remittance flows for development purposes extended to apply to humanitarian situations” Funding, Accountability	“Documenting local response” is a research issue and therefore this item should be assigned to a branch with research capacity, perhaps PDSB, not CAP Section.	CAP			NI
Recommendation #79 Recognition of national/local capacities: capacity strengthening Lesson 2 (5.4.), p44 Capacities Report “There is a need to rethink the end goal of humanitarian assistance and move from a service-delivery approach to a capacity-empowering framework.” Policy	EPS: CADRI (ISDR/UNDP/OCHA) will start pilot programmes in PHI and MOZ in 2007, which incorporate this concept The Cluster Approach has consistently emphasized the importance of national capacity-building. Global clusters have responsibility to prioritise this, as do field-level clusters. Clusters as a framework assist efforts to build local capacity by ensuring a clear interface and common strategy on behalf of all actors in specific sectors of response.	PDSB EPS HRSU	PHI, MOZ in 2007 CADRI First mission in August 2007 (ISDR/UNDP /OCHA) Ongoing	Implemented Partially implemented	PI
Recommendation #80 Policy, Role of others: The relief phase Part of recommendation 1, 5.2.3, p115 Synthesis Report International agencies should respect and promote	The Policy and Guidance Project will support the development of these SOPs if tasked by SMT/undertaken by CRD. The Cluster approach specifically	PDSB(SOP) HRSU CRD	Pending SMT prioritization/CRD development Ongoing	Not yet implemented Implemented	PI

KEY RECOMMENDATIONS TO OCHA	MANAGEMENT RESPONSE AND ACTION TAKEN OR TO BE TAKEN	Responsible Branch /Unit	Time frame	Status -	
national coordination of all response activities.” Coordination, Policy	recognizes importance and primacy of national-led response and coordination efforts, and provides a unified, common interface for these national efforts, therefore simplifying interaction. [CRD did not respond on this]				
POLICY COHERENCE					
Recommendation #81 Relating to existing initiatives: Coherent response Part of Rec 1, 5.2.3, p115 Synthesis Report The UN should play its mandated coordination role in improving linkages and coherence between the different disaster response actors by developing a coordination model that supports national coordination efforts, by ensuring that the complementary international effort is itself coherent” Coordination	The Cluster Approach is all about coherence of international coordination/response efforts. The Cluster Approach specifically recognizes importance and primacy of national-led response and coordination efforts, and provides a unified, common interface for these national efforts, therefore simplifying interaction.	PDSB HRSU	Implemented	Implemented	I
Recommendation #82 Relating to existing initiatives: Funding Part of Rec 4, 5.4.1, p124 Synthesis Report “International agencies should develop mechanisms, similar to those being developed under the GHD initiative, to measure when funding appeals should be terminated” Regulation	These mechanisms exist. IASC policy is that flash appeals are to have a planning horizon of maximum 6 months. IASC policy was breached in this case.	CAP	Not applicable	Not applicable	n/a
REGULATION OF PERFORMANCE					
Recommendation #83 Quality control: Regulation Part of Recommendation 16, 6.4.3, p65-66 Needs Assessment Report The ‘unregulated industry’ should become regulated to ensure minimum quality control of the actors. If the right of intervention is to be	This issue requires more thought and discussion from the SMT. Cluster leads clearly have a quality control commitment – i.e. to advise govts/donors when cluster partners are not performing and to sanction them/request them to change their	PDSB HRSU	Ongoing	Partially implemented	PI

KEY RECOMMENDATIONS TO OCHA	MANAGEMENT RESPONSE AND ACTION TAKEN OR TO BE TAKEN	Responsible Branch /Unit	Time frame	Status -
sustained by the UN and accepted by all governments, agencies also have an obligation to inform the affected country about whether the humanitarian actors meet minimum requirements in terms of assessment competence, transparency and capacity.	performance. But more discussion is required as to whether actual regulation is possible/desired.			

The review on January 29 2008 found that, o f the 83 recommendations, 27 recommendations (33%) are implemented, 24 (29%) are partially implemented, 23 (28%) are not implemented and 9 (11%) are considered not applicable