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SPECIAL ECONOMIC AND DISASTER RELIEF ASSISTANCE

Report of the Secretary-General on the implementation of
General Assembly decision 42/433

I. INTRODUCTION

1. In its decision 42/433 of 11 December 1987 on the report of the Secretary-General (A/42/657) on the implementation of its resolution 41/201 of 8 December 1986, the General Assembly decided to request the Secretary-General to proceed with the implementation of the conclusions and recommendations contained in his report and, *inter alia*, welcomed the initiative of the Secretary-General to establish a central focal point in the Office of the Director-General for Development and International Economic Co-operation to ensure effective response by the United Nations system in the field of disaster and other emergency situations. The General Assembly further decided to consider the matter at its forty-third session together with a progress report, of the Secretary-General on the implementation of that decision. The present progress report is submitted pursuant thereto.

II. OFFICE OF THE UNITED NATIONS DISASTER RELIEF CO-ORDINATOR

2. In his report, the Secretary-General recommended that UNDRO should focus its Attention on sudden natural disasters and on preparation and prevention measures related thereto, and indicated that it was his intention to ask the Advisory Management Service to assist in adjusting the work programme and organization of UNDRO to reflect that orientation. The study is currently in process. In this context, due account is being taken of the work of UNDRO as presented in the report of the Secretary-General on the Office of the United Nations Disaster Relief Co-ordinator (A/43/375 and Corr.1). The results of the Advisory Management Service study and any consequent action will be brought to the attention of the General Assembly.

3. As recommended, a joint UNDR0/UNDP task force ••••• established to work out improved modalities for co-operation. The initial stages of the task force's work were conducted on a bilateral basis between UNDP and UNDR0, with the Office of the Director-General for Development and International Economic Co-operation participating in an observer capacity. The conclusions and recommendations of the task force were then discussed at an inter-agency meeting at which representatives of other concerned entities of the United Nations system participated.

4. The final report of the task force is attached as an annex to the present report. The report contains several specific recommendations to strengthen the co-operation between UNDP and UNDR0. It also deals in some detail with co-operative arrangements between all organizations in the field, including the strengthening of government mechanisms to deal with disaster-u. UNDP and UNDR0 are formulating the necessary work programme to implement these recommendations.

5. Given the important role ascribed to UNDR0 in the management of disaster-related information, steps are being taken to strengthen this capacity -- notably in the post-disaster collection, evaluation and dissemination of information. The report of the UNDP/UNDR0 task force sets forth strengthened procedures for the international exchange of information; the Advisory Management Service report reviews what UNDR0 has recently done to improve internal information management and suggests some additional measures. Both underscore the considerable potential for rapid, economical, multi-user communications by means of electronic mail, using the facility established by UNDR0 called the international disaster management information network, which affords direct access to a parallel network used by UNDR0's field representative, UNDP, and can offer rapid international access to constantly updated information in disaster situations.

III, OPERATIONS AT THE FIELD LEVEL

6. As indicated above, the report of the UNDR0/UNDP task force addresses issues related to the responsibilities of the United Nations resident co-ordinator and his colleagues in the field. Specific reference is made in this context to the need for a standing United Nations disaster response team in disaster-prone countries, with full representation by the relevant entities of the United Nations system. It is noted that in its resolution 1988/51 the Economic and Social Council recognized the importance, particularly in disaster-prone countries, that the United Nations system be organized, under the resident co-ordinator, in an emergency operations group .

IV, UNITED NATIONS HEADQUARTERS ARRANGEMENTS

7. The Secretary-General has entrusted the Director-General for Development and International Economic Co-operation with the responsibility, on a continuing basis, of ensuring that he is kept fully informed on potential and existing disaster situations so as to be in a position to take appropriate action. The above arrangements involve no changes in the reporting arrangements or operational responsibilities of the relevant entities of the United Nations system. The various entities of the system retain responsibilities in their respective areas of

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competence. In areas falling outside the specific mandate of a particular agency, and with a focus on sudden natural disasters, the United Nations Disaster Relief Co-ordinator has system-wide responsibilities as set forth in General Assembly resolution 2816 (XXVI) of 14 December 1971. The responsibility entrusted to the Director-General is designed to provide a capacity at United Nations Headquarters to follow developments and the adequacy of response and thus assist the Secretary-General in making full use of his authority in mobilising the international community and in facilitating a co-ordinated response.

8. In carrying out these responsibilities, the Director-General for Development and International Economic Co-operation has sought to make the fullest possible use of existing resources and arrangements. Within the Office of the Director-General, responsibility for matters relating to disaster and emergency situations has been entrusted to the Director for Operational Activities. A close working relationship has been established with UNDRO; the Director of the UNDRO Liaison Office at United Nations Headquarters assists the Director-General in carrying out his responsibilities. The UNDRO Liaison Office actively participates in formal arrangements such as the African Emergency Task Force and has, on several occasions, arranged informal meetings to review specific situations. Rather than establish new reporting arrangements, the Director-General has taken steps to ensure access to existing reports; however, as the situation merits, he has taken the initiative to request special ad hoc reports. In all of these areas, a major concern has been to ensure a timely, adequate, and co-ordinated response by the United Nations system.

V. OTHER ISSUES

9. The report of the Secretary-General (A/42/657) identifies several issues meriting further consideration (para. 28). Many of these issues are addressed in the report of the UNDP/UNDRO task force referred to above. In addition, these issues have been drawn to the attention of the Organizational Committee of the Administrative Committee on Co-ordination. Further inter-agency consultations will be held within the framework of that Committee,

10. The report of the Secretary-General also refers to the possibility of convening a technical panel to advise him on ways and means to take advantage of technological advances in dealing with disaster and emergency situations. This activity is now being pursued in connection with General Assembly resolution 42/169 of 11 December 1987 entitled "International Decade for Natural Disaster Reduction", in particular the establishment of an international ad hoc experts group for the International Decade for Natural Disaster Reduction. A separate report on progress in the implementation of this resolution has been submitted to this session of the General Assembly (A/43/723).

ANNEX

Final report of the joint UNDP/UNDRO task force to improve
co-operation for disaster response, mitigation and
rehabilitation

CONTENTS

	<u>Paragraphs</u>	<u>Page</u>
Preface		5
I. INTRODUCTION	1 - 13	6
II, THE UNDP/UNDRO CO-OPERATIVE ARRANGEMENTS AND AGREEMENTS REACHED ON HOW TO IMPROVE THEM	14 - 53	6
III, INTER-ORGANIZATIONAL RELATIONSHIPS	54 - 74	16
IV, SUMMARY OF THE AGREEMENTS REACHED AND RECOMMENDATIONS ARRIVED AT BY THE UNDP/UNDRO MEMBERS OF THE TASK FORCE REGARDING OPERATIONAL MODALITIES BETWEEN UNDP AND UNDRO ...	75 - 122	21

PREFACE

The present report has been prepared by the UNDP/UNDRO members of the joint task force established pursuant to the report of the Secretary-General (A/42/657 and Corr.1) on the implementation of General Assembly resolution 41/301 of 8 December 1986, adopted by General Assembly decision 42/433 of 11 December 1987.

UNDP and UNDRO have met and reviewed matters chiefly concerning their relationship. This review is reflected in parts I and II and summarized in part IV.

Part III concerns aspects of the report which affect other organisations and specialized agencies of the United Nations system, also summarized in part IV.

It is recognized that the review has resulted in agreements and recommendations for the most part, but many of these that already exist but do not appear to have been implemented effectively. It is the hope of UNDP and UNDRO that the revision and strengthening and clarification of these arrangements, combined with new measures, will bring about the desired improvements.

It will be noted that while in parts I and II reference is, as a rule, made to the UNDP/UNDRO resident representative, in part III reference is made to the resident co-ordinator of the operational activities for development of the United Nations system. This is attributable to the fact that most of the responsibilities referred to in parts I and II are, by written agreement between UNDP and UNDRO, operational functions carried out by the UNDP resident representative in his capacity as UNDRO representative, while the functions referred to in part III are of a co-ordinating nature and therefore very much in line with the general mandate of a resident co-ordinator. At the same time, this is consistent with the terms of General Assembly resolution 36/225 of 17 December 1981.

I. INTRODUCTION

1. The Group of High-level Intergovernmental Experts to Review the Efficiency of the Administrative and Financial Functioning of the United Nations recommended that "the United Nations Development Programme should be requested to consider the feasibility of taking over the functions currently performed by the United Nations Disaster Relief Co-ordinator" (A/41/49, recommendation 24).
2. In its resolution 41/201 of 8 December 1986, the General Assembly noted, inter alia, the "different nature and functions of the Office of the United Nations Disaster Relief Co-ordinator and the United Nations Development Programme".
3. In its resolution 41/213 of 19 December 1986, the General Assembly referred the report of the Group of High-level Intergovernmental Experts to the Secretary-General for implementation, subject to taking duly into account, in the implementation of recommendation 24, the provisions of General Assembly resolution 41/201 of 8 December 1986.
4. In his progress report on the implementation of General Assembly resolution 41/213 (A/42/234 and Corr.1), the Secretary-General states: "With regard to recommendation 24, the Office of the United Nations Disaster Relief Co-ordinator is being retained as a separate entity located in Geneva, but measures will be taken to improve its performance. The comprehensive review and assessment of the mechanisms and arrangements for emergency response and co-ordination called for in General Assembly resolution 41/201 will provide a basis for specific recommendations both in this regard as well as for the co-ordination and rationalisation of emergency humanitarian and special economic assistance programmes called for in recommendation 23."
5. In his report (A/42/657 and Corr.1) on implementation of resolution 41/201, in which he reviewed and assessed existing arrangements for emergency assistance and co-ordination, the Secretary-General reaffirmed that UNDRO was retained as a separate entity in Geneva. Given the complementary responsibilities of UNDRO and UNDP with respect to the response to disasters and emergencies, rehabilitation and the resumption of development, however, the Secretary-General recommended that a "joint UNDP/UNDRO task force be established to work out improved modalities of co-operation. Other organisations of the system should be invited to join this task force, as appropriate". The General Assembly endorsed the Secretary-General's recommendations in decision 42/433 of 11 December 1987.
6. In December 1987, UNDP and UNDRO reached agreement on a common course of action to implement paragraph 21 of the report of the Secretary-General. The date of the first meeting was set for 13 January, and the task force would conclude its work within three months.
7. A report of the Secretary-General (A/38/202) submitted to the General Assembly at its thirty-eighth session identified three types of emergencies in which the United Nations system could be involved:

(a) Those disaster situations "which fell clearly within the competence of one of the United Nations organisations or of agencies and for which that organisation was primarily responsible". For example FAO, WFP, UNHCR, WHO and UNICEF have clearly defined emergency programmes for which they alone are responsible. This category would cover the cases where one agency could handle a task alone, or in practical co-operation with others, or in the formal role of lead agency;

(b) Natural disasters and other disaster situations in which "aspects" fell outside "the specific mandate of a particular . . . agency, involved more than one organisation and necessitated the United Nations Disaster Relief Co-ordinator playing a co-ordinating role for the United Nations system as a whole;

(c) "... in exceptional circumstances, there might be disasters and emergency situations of such magnitude or complexity that special arrangements would be needed to co-ordinate, mobilise and deliver emergency relief".

8. With the exception of measures related to UNDRO's "information clearinghouse function", the provisions of the present report refer to disaster situations in the second category in which "aspects" fall outside "the specific mandate of a particular agency" or "involve more than one organization".

9. It was decided that the task force should comprise up to three staff from each organisation and an observer from the Office of the Director-General for Development and International Economic Co-operation. Other organisations of the United Nations system would be associated at an appropriate stage once matters concerning the relationship between UNDP and UNDRO had been addressed. The concept of rotating chairmanship was agreed to,

10. Terms of reference were decided on at the first meeting.

11. The issues included measures to strengthen the relationship between UNDP and UNDRO; institutional capacity and skills, relief co-ordination and management; assessment of relief needs; Situation Reports and information management; emergency grants; disaster preparedness, prevention and the UNDP Country Programming and project formulation process; rehabilitation and reconstruction. The issues discussed and consequent agreements are elaborated in part B.

12. Two sets of meetings were held between UNDP and UNDRO: on 13 and 14 January, and on 10 and 12 February and 2 March. A meeting in which other organisations of the United Nations system would participate was scheduled for 29 and 30 March 1988 in Geneva. The task force would conclude its work with the submission of its final report shortly thereafter.

13. The work of the task force will result in:

(a) Agreements reached on substantive aspects of the co-operation between UNDP and UNDRO and on procedures to improve it;

(b) A revised set of instructions in the form of a new entry to the UNDP Programme and Projects Manual;

(c) A brief memorandum of understanding between UNDP and UNDRO;

(d) A standing mechanism for consultation between UNDP and UNDRO;

(e) A report of the task force that will be reflected in the submission of the Secretary-General to the forty-third session of the General Assembly.

II. THE UNDP/UNDRO CO-OPERATIVE ARRANGEMENTS AND AGREEMENTS REACHED ON HOW TO IMPROVE THEM

A. History of the UNDP/UNDRO relationship

14. The importance of the representational role at the field level of the UNDP Resident Representatives as UNDRO representatives has been recognised since the founding of UNDRO by General Assembly resolution 2816 (XXVI) of 14 December 1971, which included reference to the respective disaster-related responsibilities of the UNDP Resident Representatives. Successive and increasingly detailed instructions on "the role of UNDP Resident Representatives in respect of pre-disaster planning and disaster relief" have been issued by UNDP in connection with UNDRO in 1974, 1979, 1982, and 1983,

15. The UNDP Resident Representatives have acted as a liaison for UNDRO in the field in a variety of disaster-related activities (relief, prevention, preparedness). Ad hoc consultations have occurred between UNDP and UNDRO in different ways: visits of UNDP Resident Representatives to UNDRO in Geneva, UNDRO participation in regional and global meetings of UNDP Resident Representatives, discussions at UNDP and UNDRO headquarters on specific issues.

16. Since 1982, following the passage of General Assembly resolution 36/225 (17 December 1981) on strengthening the Capacity of the United Nations system to respond to natural disasters and other disaster situations, the UNDP Resident Representatives' responsibilities with respect to disasters have also reflected their role as Resident Co-ordinators of the Operational Activities for Development of the United Nations system as indicated in the UNDP Administrator's letter of 20 July 1982,

17. As far as joint UNDP/UNDRO disaster mitigation activities are concerned, UNDRO has been implementing UNDP-funded prevention and preparedness projects as a sub-contractor or associate agency since 1981.

B. Issues relating to the present co-operation between UNDP and UNDRO and modalities agreed to for its improvement

18. In its work, the task force reviewed the present co-operation between the two organisations with respect to arrangements between the two headquarters and between

headquarters and the field. The issues discussed were of three types: conceptual, institutional and substantive.

1. Conceptual issues

19. The task force agreed to summarize the functions of the UNDP/UNDRO mechanism with respect to disaster response and mitigation as follows.

20. The efforts of the United Nations system as a whole aim to • assist Governments of disaster-prone countries to strengthen their disaster management capacities so as to develop self-sufficiency in disaster mitigation and in disaster response. When national capacity and resources are insufficient to meet disaster mitigation and disaster relief needs following a disaster, the United Nations system aims at • assuring that resources from outside the country are made available to complement national efforts. While organizations of the United Nations system will provide assistance within their respective mandates, the United Nations Resident Co-ordinator should be the focal point in the country for mobilization efforts in this field.

21. A mechanism capable of providing a speedy, accurate and co-ordinated response to disasters is needed. Rapid reporting to UNDRO by UNDP/UNDRO Resident Representatives on the occurrence of a disaster accompanied by initial damage assessment, however tentative, is required, followed by regular and systematic reporting. The United Nations system should • strive to come up with a consolidated assessment of emergency requirements. The UNDP/UNDRO Resident Representative • should be the focal point for the collection of information on such • issues which would be carried out by individual agencies or organizations of the United Nations system. To the extent feasible, the headquarters of the specialized agencies will be consulted on the assessment reports or parts thereof in their areas of competence.* There consolidated assessments will be diffused through UNDRO to appropriate entities of the international community, and could form the basis of appeals for funds.

2. Institutional issues

22. The task force recognized the key responsibilities of the UNDP Resident Representative, as UNDRO representative, especially in the often complex and sensitive situations attending major disasters. This implies special recognition of the disaster-proneness of certain countries, and consequent understanding by the UNDP/UNDRO representative of how to deal with disasters and related issues. UNDRO agreed to advise UNDP systematically on the disaster-proneness of countries, and UNDP agreed to take this aspect into consideration in the appointment of UNDP Resident Representatives to these countries.

* One agency asked that agency field assessments be cleared by respective headquarters.

23. In order to formalise the UNDP Resident Representatives' responsibilities and authority as UNDRO representatives, the task force agreed that the UNDP Resident Representative would receive a letter from the Disaster Relief Co-ordinator on appointment.

24. The task force considered that ● xiuting arrangements to inform the UNDP Resident Representative of his disaster-related responsibilities were not adequate. It was agreed that a more systematic briefing procedure would be ● utabliuhod for UNDP Resident Representatives when on agency visits in Geneva - especially those newly assigned to disaster-prone countries. Similarly, the Director of the UNDRO Liaison Office in New York would moot with UNDP Resident Representatives visiting UNDP headquarters. Whenever possible, thr briefing procedure8 would be extended to Deputy UNDP Resident Representatives.

25. The task force agreed that thr normal procedure for dispatching an UNDRO delegate to the field would be for UNDRO to consult with the UNDP/UNDRO Resident Representative. In cases of major sudden disasters, the concurrance of the UNDP/UNDRO Resident Representative would be assumed unless the Resident Representative informed UNDRO to the contrary. Under there circumstances, UNDRO would notify the UNDP/UNDRO Resident Representative in advance of the delegate's arrival,

26. In order to provide additional and specialized assistance to the UNDP/UNDRO Resident Representative following a disaster, within the UNDP Office the UNDRO delegate would normally report directly to the UNDP/UNDRO Resident Representative; assistance needed by him could come from any part of the UNDP office. The delegate's interaction with the government, local governmental and non-governmental donor representatives, and United Nations system offices would always occur in the name of the UNDP/UNDRO Resident Representative.

27. For the purpose of making full use of information hold in respective data bases, UNDP and UNDRO agreed to exploit further the on-line electronic information system between the two organiaationm - both between headquarters, and between headquarters and the field. Similarly, the dsta bases or networks of other organizations should be linked, exploited and developed to the common benefit (see section III).

26. The task force considered the systematic reconcilment of staff between UNDP and UNDRO au desirable to ● tranqthan understanding of respective policies, procedures and practices. This should include assignments of UNDRO staff to field office8 in disaster-prone countries and of UNDP staff to UNDRO.

29. In order to ● nrura maximum exchange of information on disaster-related matters, UNDRO will liaise direct with UNDP Regional Bureaux concerning arrangement8 for it8 participation in regional meetings of UNDP Resident Representatives. Whenever possible, advantage would be taken of ● uch occasions for UNDRO to bring together, before or after the regional meeting, UNDP Resident Representatives of disaster-prone counttier for consultation on disaster-related matter8. Participation of UNDRO in global meetings of UNDP Resident Representatives will continue to be arranged directly between the two organisations.

30. The task force considered that the present guidelines (UNDP/PROG/FIELD/110/Rev.1 of 12 October 1983) should be replaced to provide clearer and more comprehensive guidance to UNDP staff with respect to disaster management. It was agreed that new guidelines would be issued and included within the UNDP Programme and Project Manual, and notably in a UNDP/UNDRO Disaster Management Manual to be prepared (see para. 49).

3. Substantive issues

(a) Relief

31. The task force reviewed existing instructions and practices concerning relief co-ordination in the field and reached agreement that these practices and arrangements should be considerably reinforced to reflect co-ordination responsibilities and quality of response.

32. The chief responsibility for the co-ordination of both national relief and international relief within a country rests with the Government of that country. The United Nations Resident Co-ordinator provides co-ordination support activities that complement the Government's efforts, either in consultation with, or in direct support of, the focal point in the Government for disaster relief.

33. The task force, in reviewing the experience of the two organizations, concluded that qualitative improvements to international disaster response could be brought about through greater rigour in exercising the procedures. In particular, the task force urged that UNDRO appeals or requests for international assistance should be based on sound and regularly adjusted assessments of needs (derived from information provided by the Government, United Nations organizations and other agencies); tighter and more accurate reporting of these needs; and systematic and up-to-date recording of contributions, balanced off against relief requirements.

(i) Assessment of disaster impact and relief needs

34. The task force highlighted the importance of sound assessments regularly revised on the basis of evolving relief needs as a basis for effective national and international response. In this connection, the task force recommended that there be a consolidated assessment of relief needs comprised of the assessments made by organizations of the United Nations system, and others as appropriate, of areas of their specific concern. This consolidated assessment should provide the international community with a clear, rapid and consistent picture of the priority components of the needs. The focal point for the co-ordination of this consolidated assessment is the United Nations Resident Co-ordinator. Inputs from other organizations of the United Nations system should be provided, for example, from FAO for agriculture and overall food supply/demand, from WHO for health, from UNICEF for drinking water supply, shelter, nutrition and supplementary feeding, from WFP for emergency food and logistics, from UNHCR where refugees are a component of a larger emergency within the scope of this report, from UNESCO for physical structural assessments after earthquakes, and from the Government, as well as from donors and non-governmental organizations.

35. The task force recognised that a standard methodology for simple initial assessment of impact and definition of needs was lacking within the UNDP/UNDRO mechanism and to certain extent within Governments themselves. It was agreed that UNDR0 would develop appropriate guidelines in consultation with the concerned United Nations organisations, and taking into consideration existing methodologies. It was recommended that the UNDP/UNDRO Resident Representatives share these with government counterparts.

36. The task force recognised the vital importance of sound information management at both the national and international levels in assuring effective and efficient international response to disasters. It recognised that given time and distance factor and the number of entities involved, this was a complex process. The UNDP/UNDRO mechanism can capitalise on a variety of technical and organisational means by which to rationalise the process - in particular to ensure that a single and progressively adjusted picture is available to all interested international entities and to the Government concerned, in order to decide on their respective responses. These means include information/co-ordination meetings at national and international levels, and the active use of established means of communications, telephone, facsimile, telex, radio and electronic mail. The task force recommended that opportunities and capabilities for rational and rapid information exchange should be exploited to the maximum, and the process as a whole subject to regular monitoring and development.

37. The task force recognised the capacity of the UNDP/UNDRO mechanism to disseminate, both at the international and at the national levels, important information that could be shared commonly among all international respondents to a disaster. UNDR0 SITREPS should be the major vehicle by which to do this in an orderly and systematic way. These SITREPS, sent out rapidly to multiple addressees from Geneva, comprise sections on evaluation of a disaster situation, its impact, and assessment of damages and relief requirements of the affected population, on national and international relief activities and programmes, and on pledges and contributions. SITREPS underscore, on a continuing basis, the evolution of a situation and outstanding relief needs.

38. There are various sources of information available to UNDR0 in the preparation of SITREPS, but the UNDP/UNDRO Resident Representative is held as the most significant contributor and the one on whom the prime responsibility for independent and comprehensive reporting remains. In this respect, the UNDP/UNDRO Resident Representative is expected to report immediately to UNDR0 with whatever details are available. This reporting involves a judgement regarding the magnitude of a disaster and the UNDP/UNDRO Resident Representative's estimate of the national capacity to respond. Initial reports should follow in a regular and systematic manner. These should provide information of increasing detail and quality. Information should be given as to whether or not the Government has requested international assistance, or the launching of an international appeal, as soon as this is known,

39. Initial information from the UNDP/UNDRO Resident Representative to UNDR0 should be followed by regular and systematic reporting. This should be based on multi-source input from the United Nations Disaster Response Team, and other locally acquired information. To this, UNDR0 at the headquarter level may add

information received from additional sources, in particular United Nations system organisations. The task force emphasised the importance of UNDR0, clearly identifying in its SITREPS the source of information on the extent of damage and on the needs for relief. This requires the UNDP/UNDR0 Resident Representative to make the necessary distinctions in reporting to UNDR0. To the extent feasible, the headquarters of the specialized United Nations agencies will be consulted on the assessment reports or parts thereof in their areas of competence,*

40. The task force prescribed that, before the issuance of the SITREPS, there would be consultation between UNDR0 and the UNDP/UNDR0 Resident Representative concerning the text. UNDR0 should ensure that all the interested parties are consulted to the extent feasible at the international level, and receive situation reports. For his/her part, the UNDP/UNDR0 Resident Representative, at the national level, should ensure that copies of the SITREPS are passed to the Government and to the locally represented international community for the purpose of contributing to local co-ordination. The task force recommended that there be a standardised format for the SITREPS. This format should be provided to UNDP/UNDR0 Resident Representatives for field reporting to UNDR0 headquarters. Guidelines to this effect would be included in the UNDP Programme and Project Manual,

(ii) Disaster-related grants

41. The task force distinguished the following types of UNDP and UNDR0 disaster-related grants. For UNDR0, this consisted of (a) grants from UNDR0's own resources, and (b) grants channelled through UNDR0. For UNDP, there are three types: (a) from the special programme resources for relief, (b) from the special programme resources for reconstruction, and (c) third-party grants channelled through UNDP.

42. The task force recognised that uncertainty concerning the allocation of grants from UNDR0's own resources had possibly led to less than optimum use of these limited resources. As far as UNDR0 is concerned, there grants from the United Nations Regular Budget would be made only following a request for international assistance and after endorsement by the UNDP/UNDR0 Resident Representative. For its part, UNDP will at least match the UNDR0 grants from UNDP's own resources and consult with UNDR0 on making its own relief-related grants. With respect to reconstruction grants, UNDP will consult with UNDR0 on the disaster mitigation component of reconstruction projects. The modalities for the execution of third-party grants would depend on the terms agreed to with donors.

(b) Mitigation

43. The task force recognised the importance of disaster mitigation in the developmental process in disaster-prone countries, whereby investments in disaster mitigation measures can bring about significant reductions in the adverse

* One agency asked that agency field assessments be cleared by respective headquarters.

socio-economic effects of disasters. This can be accomplished through a variety of measures in different forms including vulnerability analysis, para-seismic and wind resistant engineering, early warning of threatening phenomena, public education and awareness-raising, training of disaster management officials, drawing up of natural disaster plans and related legislation, establishment and strengthening of national and international disaster management organizations. Since disaster mitigation as a concept is relatively new, the required skills, mechanisms and techniques are often inadequate and are thus especially appropriate for strengthening through institution-building type of projects. The involvement of national planning bodies is important in ensuring that national development plans take such disaster mitigation measures into consideration, weighing the costs of such measures against the losses which will be incurred if the measures are not taken.

44. In UNDRO's experience, ad hoc mitigation activities such as one-time consultancies and related funding requests made to UNDRO had had only marginal impact over time. The conclusion of this experience had made it alert that only when disaster preparedness and prevention projects are built into a wider developmental programme or strategy, or when the mitigation effort goes beyond the individual desire of a single department, can there be any lasting effect. For this reason, the UNDP country programming process, with its explicit structure and governmental commitment, offers much more promising and far-reaching returns for mitigation initiatives.

45. The task force noted the increasing emphasis that UNDP is placing upon the overall identification of technical co-operation requirements in connection with the country programming process. The task force recommended that in such processes undertaken in disaster-prone countries, specific emphasis be given to technical co-operation in the field of disaster mitigation and management. The task force recommended that the UNDP position paper, which is the first step in the development of a new country programme, should specifically address need and options for disaster mitigation and management in disaster-prone countries. In such countries, the issue of disaster mitigation and management should be addressed as part of the discussion related to the objectives of the UNDP country programme.

46. The task force recognized that the UNDP country programming process had not been used sufficiently to introduce or to promote disaster mitigation initiatives. To this end, it was agreed that there would be greater exchange of information between UNDRO and UNDP/UNDRO Resident Representatives in disaster-prone countries during the UNDP country programming process so that UNDRO can make available the necessary technical expertise.

47. As appropriate, within the framework of the country programme in disaster-prone countries, projects whose activities and results might be adversely affected by disasters should be reviewed by UNDRO with respect to the mitigation safeguards to be considered with regard to such projects. This could include, for example, the design of low-cost housing, as well as other physical infrastructure projects and training components in development administration projects. The task force also considered that the inclusion of the disaster mitigation dimension would prove particularly useful in feasibility studies and other pre-investment activities.

supported by UNDP, as these often envisage the construction of physical infrastructure in the investment phase. UNDP will establish disaster mitigation factors as a "special condition" to be applied in its project formulation and appraisal process. In addition, UNDP staff in Headquarters and in the field must be made more aware of the importance of taking these issues into account during the project formulation process.

48. The task force recognised that the most propitious time to promote disaster mitigation initiatives with Governments of disaster-prone countries was after a disaster. The UNDP/UNDRO Resident Representative and UNDRO should capitalise on this by bringing the attention of Governments to the capacity of the United Nations system to provide assistance in this field. The task force also recommended that UNDP consider making it possible for a percentage of the Special Programme Resources to be used for disaster mitigation activities. UNDRO would underscore the opportunities for supporting disaster mitigation efforts by identifying them in consultation with the Disaster Response Team and including them in a final SITREP.

49. The task force noted the writing by UNDP and UNDRO of a Disaster Management Manual for use by the two organisations. The Manual would cover procedures relating to UNDP/UNDRO disaster-related responsibilities (as summarized in the UNDP Programme and Project Manual), certain technical aspects of disaster management, and the disaster continuum and its implications for development.

(c) Rehabilitation/reconstruction

50. The task force recognised that the UNDP/UNDRO Resident Representative, offering his good services to the Government, was in a privileged position, through the United Nations Disaster Response Team to help assess rehabilitation/reconstruction requirements, participate in related planning activities and inform on needs and programmes. The task force further recognized that while the UNDP/UNDRO mechanism exists for assisting Governments to mobilize and co-ordinate external resources in the relief phase, this mechanism does not exist for the reconstruction phase - by mandate, UNDRO ends its disaster response activities once the relief phase is over. The task force felt that while respecting UNDRO's mandate, the capacity of UNDRO to communicate rehabilitation/reconstruction needs in a situation report should be used to help ensure the necessary transition from the relief phase. The UNDP/UNDRO Resident Representative, in his capacity as Resident Co-ordinator, will take the lead in harmonising the activities of the different organisations of the United Nations system during the reconstruction phase.

(d) Skills and institutional capacity

(i) Training

51. The task force recognised that the training of UNDP field staff in disaster management is a priority. This should include UNDP/UNDRO Resident Representatives, Deputy Resident Representatives and Local National Officers. The training of UNDP staff should include disaster relief and mitigation concepts and procedures. For

the purpose of these training activities, the existing programmes (e.g. UNICEF, **UNHCR**) should be fully utilized. (Also see reference in section III.)

52. For effective consultations with or advice of UNDR0 in issues regarding mitigation projects, selected UNDR0 staff should participate in training in matters related to the UNDP project cycle.

(ii) Evaluation

53. In addition to the evaluations currently being undertaken by UNDR0, the task force underlined the great importance of a system of independent evaluations being instituted so as to provide objective feedback for application in future disaster situations. As a result of preliminary consultations with the Central Evaluation Office of UNDP, it is recommended that the necessary minimum data be collected during an emergency in order to provide the necessary base for ex Post-facto evaluation. The results of such ex post-facto evaluations should be shared with other partners in emergency programmes (see also section III).

III. INTER-ORGANIZATIONAL RELATIONSHIPS

A. The United Nations disaster response team

54. It is **recognized** that there is a need for a standing United Nations disaster **response** team* in disaster-prone countries, with full representation of the different organizations of the United Nations system possessing the requisite **sectoral** and technical skills needed at the time of disasters. The team is the United Nations focal point body for the Government and the locally represented international community.

B. Functions and composition of the United Nations disaster response team

55. The functions of the team are to ensure a co-ordinated approach at the country level by the United Nations system in different aspects of the response, including assessment of the disaster, identification of relief needs of the affected population, and provision of information as a basis for international appeals. The composition of the team will depend on the type of disaster to which a given country is prone. However, it can be safely assumed that a United Nations disaster response team headed by the United Nations Resident Co-ordinator (who will represent UNDP/UNDR0) will usually need to include representation of UNICEF, WFP,

* The basis for the establishment, use and composition of United Nations teams for disaster response has been laid down in agreements between UNDP, UNDR0 and the interested United Nations organizations (see **UNDP/PROG/FIELD/110/Rev.1**), in inter-agency memoranda of agreement with UNDR0, and explicitly in General Assembly resolution 361225.

FAO and WHO. Government officials from the national focal point body and other ministries, as appropriate, should normally be • irroaiatrd with thr team.

C. Designation of representatives to the United Nations disaster response team

56. It is • tioipatatd that these and other appropriate organisations of the United Nations system will be represented in the team by their most senior officers, normally the country representative. It may also prove desirable for these organisations additionally to be represented by project personnel having particular relevant • killr to offer.

D. Enlarged participation in the United Nations disaster response team

57. The nature of the disasters to which a country is prone may make it necessary for other organisations of the United Nations • ☒♦☐○ (e.g. UNHCR, UNESCO and WMO) to be represented in the United Nations disaster response team with full regard to their respective mandates. As with the other organisations represented on a more regular basis in such teams, this representation could be • ftwtod • ithor through personnel of country offices (where thasa exist) and/or through proj aat personnel.

E. Chairmanship of the United Nations disaster response team

58. Tha United Nations disaster response team meetings will be chaired by the United Nations Resident Co-ordinator.

F. Meetings of the United Nations disaster response team

59. In those countries subject to seasonal phenomena (floods, hurricanes, tropical storms) the United Nations disaster response team should meet formally at the beginning of the threat season and at regular intervals through this period. Where the rdverso phenomona cannot be predicted, the team should meet at regular intervals through the year. Whoa • arly warning can be rocoivsd of a potential disaster, the team should meet more frequently, on learning of the threat. Once a disaster has occurred, it can be expected that frequent meetings of the team would be necessary in most reliof situations.

G. Concerted relief programmes and the United Nations disaster response team

60. The purpose of the United Nations disaster response team is to • asuro that there is a concerted, systematic and co-ordinated relief programme by the United Nations system.

H. Damage and needs assessment

61. Paragraph 11 above emphasises the importance of timely and accurate reporting on the disaster from the country level to UNDRO headquarters. UNDRO has to rely upon the technical skills of other organisations of the United Nations system to contribute damage and needs assessments. The participation of organisations of the United Nations system in such assessments can be envisaged in one or more of the following ways:

- (a) By representative staff of the organisations in the country;
- (b) By technical specialists in the disaster-stricken country;
- (c) by staff sent to the country on mission, from regional offices and/or headquarters.

I. Assessments and in-country staff

62. In view of the absolute necessity of ensuring a speedy, effective and co-ordinated assessment of damage and needs, especially in the wake of a sudden natural disaster, it is anticipated that the initial response for assessments will have to come from in-country staff. However, it is recognised that follow-up technical assessments of the United Nations specialised agencies and programmes may have to be organised from their regional offices or their headquarters.

J. Externally formed inter-agency assessment missions

63. In some cases it might be preferable, in accordance with General Assembly resolution 39/207, paragraph 3, to undertake a multisectoral assessment by means of an inter-agency mission. Such a mission will be undertaken following consultations with the United Nations Resident Co-ordinator and the Government and will normally be organised or co-ordinated by the United Nations Disaster Relief Co-ordinator. This does not exclude the possibility of other United Nations system entities organising missions in specific situations where the major area of interest relates directly to their competence.

K. External assessment missions and the United Nations disaster response team

64. In order to ensure that the missions are effective, the in-country work of the missions must be carried out in the closest collaboration with the United Nations disaster response team, which, *inter alia*, should be able to provide external assessment missions with updated information on the disaster as well as logistical and administrative support,

L. International appeals

65. The normal United Nations channel for Governments to request an appeal for international assistance following a disaster is through UNDRO, which in such matters is acting on behalf of the Secretary-General. In launching appeals, UNDRO might advise donors on the appropriate organisation or agency through which their contributions might be channelled. While it is recognised that other organisations of the United Nations system may find it appropriate to launch independent appeals, this should be done in consultation with UNDRO, particularly as regards the timing of such appeals, the reporting on the responses (national and international) to the disaster, including information on the nature of pledges made and contributions received, their monetary value and • estimated time of arrival to the disaster-stricken country. Such appeals and the response to them will be reflected, following consultation between UNDRO headquarters and other organisations concerned, in the UNDRO SITREPS so as to provide donors with an overall United Nations package that is as consolidated as possible. With respect to the recording of pledges and contributions, UNDRO has prepared a reporting format for this purpose that it will apply and disseminate.

M. Rehabilitation and reconstruction and the United Nations disaster response team

66. Normally, the assessment of needs for rehabilitation/reconstruction will be undertaken through the mechanism of the United Nations disaster response team, whose composition may need to be modified to reflect the different nature of the activities being planned. The participation of the World Bank and of the regional development bank concerned is desirable in this process.

N. UNDRO SITREPS and rehabilitation/reconstruction

67. UNDRO's last situation reports for a given disaster will include a description of the rehabilitation and reconstruction needs as arrived at through the various inter-institutional and field-level mechanisms described in the preceding paragraphs.

O. The nature of rehabilitation and reconstruction efforts

68. The rehabilitation and reconstruction phases of a disaster are characterised by a time frame of months or even years, being thus likely to form part of the regular development assistance of the United Nations organisations to the country concerned. However, it is also recognised that some organisations of the United Nations system have resources, either of their own or provided by third parties, which can be made available for specific rehabilitation and reconstruction purposes, over and above resources normally • available in their regular programmes.

P. The role of the United Nations system in rehabilitation and reconstruction

69. The UNDP Resident Representative, in his capacity as Resident Co-ordinator of the Operational Activities of the United Nations system, will stand ready to assist Governments, other organisations of the United Nations system and donors in formulating a cohesive plan of action for rehabilitation and reconstruction,

70. To this effect, in his capacity as UNDRO representative, he will also, in accordance with General Assembly resolution 41/201, contribute to ensuring the necessary transition to the rehabilitation and reconstruction phase by passing on relevant data to competent organs and agencies of the United Nations system.

71. The mobilisation and co-ordination of the technical and financial assistance of the specialised organisations of the United Nations system was recognised by the task force as being just as important for the rehabilitation and reconstruction phases as for the relief phase,

Q. Opportunity for disaster mitigation initiatives

72. As already indicated, the post-disaster period is especially propitious for the introduction of disaster mitigation initiatives in national planning structures. Organisations of the United Nations system, preferably through the disaster response team, should therefore consider taking such initiatives.

R. Training

73. The task force recognised that disaster relief and mitigation activities could benefit from further strengthening of training opportunities. In this connection, the task force took note of several ongoing training programmes (UNICEF, UNHCR, WHO), and recommends that full advantage be taken of these. Other joint training programmes could then be developed as needed.

S. Evaluation

74. The task force noted that many of the organisations dealing with disaster-related issues conduct internal evaluations of their respective activities. It reiterated the importance and value of such evaluations. The task force therefore recommended that the results and conclusions of the evaluations be shared to the maximum extent with other partners in relief operations. This should allow the lessons drawn to be applied and thus ensure the strengthening of the capacity of the international community to respond to disaster situations. The experience gained should also be incorporated in training programmes. Consideration should be given to organising joint evaluation exercises,

IV. SUMMARY OF **THE AGREEMENTS REACHED AND RECOMMENDATIONS**
ARRIVED AT BY THE **UNDP/UNDRO** MEMBERS OF **THE** TASK FORCE
REGARDING OPERATIONAL MODALITIES BETWEEN **UNDP AND UNDRO**

75. **UNDP/UNDRO** Resident Representatives have key responsibilities in major disasters, implying recognition of the disaster-proneness of certain countries, and understanding on how to deal with disaster-related issues. **UNDRO** will advise **UNDP** on the disaster-proneness of countries and **UNDP** will take this aspect into consideration in the related appointments of Resident Representatives.

76. The **UNDP/UNDRO** Resident Representative will receive a letter of appointment from **UNDRO**.

77. There will be a more systematic briefing procedure for **UNDP/UNDRO** Resident Representatives when on agency-visits in Geneva, **expecially** those newly assigned to disaster-prone countries. The **UNDRO** Liaison Office in **New York** will meet with **UNDP/UNDRO** Resident Representatives visiting **UNDP** headquarters on disaster-related matters concerning his or her country of assignment. Whenever possible, these procedures will be extended to Deputy **UNDP/UNDRO** Resident Representatives.

78. In disaster situations, the normal procedure will be for **UNDRO** to consult with the **UNDP/UNDRO** Resident Representative before the dispatch of an **IJNDRO** delegate. However, if this does not prove possible in a given situation, his concurrence will be assumed unless he or she informs **UNDRO** to the contrary.

79. Within the **UNDP** Office, the **UNDRO** delegate will normally report directly to the **UNDP/UNDRO** Resident Representative. The delegate's interaction with the Government, local governmental and non-governmental donor representatives and United Nations **system** offices would always occur in the name of the **UNDP/UNDRO** Resident Representative.

80. **UNDP** and **UNDRO** will exploit further the on-line electronic information **system** between the two organisations with a view to linking **UNDP** field offices with **UNDRO** headquarters, as field offices become equipped for electronic **mail** transfer. Similar links with data bases and networks of other organisations should be made, exploited and developed.

81. Systematic secondment of staff between **UNDP** and **UNDRO** is desirable.

82. **UNDRO** will liaise directly with **UNDP** regional bureaux for its participation in regional meetings of **UNDP/UNDRO** Resident Representatives. In connection with these meetings, **UNDRO** should bring the Resident Representatives of disaster-prone countries for consultation. **UNDRO** participation in global meetings of **UNDP/UNDRO** Resident Representatives will continue to be arranged directly between the two organizations.

83. New guidelines for **UNDP** staff with respect to disaster management will be issued and included within the **UNDP** Programme and Projects Manual and in a **UNDP/UNDRO** disaster management manual to be prepared.

84. The chief responsibility for both national and international relief co-ordination rests with the Government. The United Nations Resident Co-ordinator provides co-ordination support to complement the Government's efforts.

85. UNDRO appeals or requests for international assistance should be based on sound and regularly updated assessment of needs, more accurate reporting of them, systematic and up-to-date recording of contributions, duly balanced off against relief requirements.

86. It is necessary to have sound, consolidated assessments of relief needs, based on inputs from United Nations system organisations in each of their specific concern, that will give the international community a clear, rapid and consistent picture of priority needs; the focal point for the co-ordination of such assessments is the United Nations Resident Co-ordinator,

87. A standard methodology for simple initial assessment of impact and definition of needs is lacking; UNDRO should develop these in consultation with the concerned United Nations organisations, taking existing methodologies into consideration.

88. Sound information management at both the national and international levels is essential to national and international relief response to disasters. UNDO and UNDRO should exploit opportunities and capabilities for rational and rapid information exchange with international and national entities to a maximum; the process as a whole should be subject to regular review, evaluation, and development.

89. UNDRO situation reports could be the major vehicle allowing the UNDP/UNDRO mechanism to disseminate information systematically to all international respondents to a disaster, and on a continuing basis underscore the evolution of a disaster situation and outstanding needs.

90. Of the various sources of information to UNDRO, the UNDP/UNDRO Resident Representative is the most significant contributor to UNDRO situation reports and the one on whom the prime responsibility for independent and comprehensive reporting rests. The UNDP/UNDRO Resident Representative should make immediate initial reports on the occurrence of a disaster of potential international interest and follow this by regular and systematic reporting; information should be given on whether or not the national Government has requested international assistance.

91. UNDP/UNDRO Resident Representatives will inform UNDRO systematically on the evolution of disasters with information based on multi-sectoral input from the United Nations disaster response team as well as other locally acquired information. UNDRO may add information received from additional sources. UNDRO will clearly identify in its situation reports the source of damage and estimates of relief needs. This implies that the necessary distinction should be made by the UNDP/UNDRO Resident Representative in reporting to UNDRO. To the extent feasible,

the headquarters of the **specialised** United Nations agencies will be consulted on the **assessment** reports or **parts** thereof in their **areas** of competence.*

92. UNDRO should consult with the **UNDP/UNDRO Resident Representative** and on the text of situation reports, All **interested parties** at the international level should be consulted on them to the **extent feasible**. The **UNDP/UNDRO Resident Representative** should ensure distribution of situation reports to the local **international** community and to the Government. A format for the drafting of situation reports will be provided to the **UNDP/UNDRO Resident Representative** for reporting to UNDRO headquarters. Guidelines will be included in the **UNDP Programme and Projects Manual** and disaster manual.

93. UNDRO grants from the United Nations regular budget will be made only following a request for international assistance and after endorsement by the **UNDP/UNDRO Resident Representative**, UNDP will at least match the UNDRO grant from UNDP's own resources and will consult with UNDRO on making its own relief-related grants. UNDP will consult with UNDRO on the disaster mitigation component of reconstruction projects. The modalities for the execution of third-party grants will depend on the terms agreed to with donors.

94. A variety of disaster mitigation measures can bring about significant reductions in adverse socio-economic effects of disasters. It is important that national planning bodies be conscious of these measures in the formulation of development plans.

95. UNDRO's experience shows that ad hoc mitigation activities tend to have only marginal impact; these should be built into a wider programme or strategy. The UNDP country programming process offers greater return for mitigation activities.

96. UNDP should give specific emphasis to technical co-operation in disaster mitigation and management reflecting this in UNDP position papers and country programming discussions.

97. The UNDP country programming process has not been used sufficiently for disaster mitigation initiatives. There should be greater exchange of information between UNDRO and UNDP/UNDRO Resident Representatives in disaster-prone countries during the UNDP country programming process to do this, and to make UNDRO's technical expertise available,

98. As appropriate, in the framework of the country programmes of disaster-prone countries, UNDRO will review projects whose activities and results might be adversely affected by disasters. UNDP will establish disaster mitigation consideration factors as part of the "special conditions" to be applied in the project formulation and appraisal process. UNDP headquarters and field staff will be made more aware of the importance of these issues in the project formulation process,

* One agency asked that agency field assessments be cleared by respective headquarters.

/...

99. The UNDP/UNDRO Resident Representative and UNDRO should capitalise on the favourable condition for promoting disaster mitigation initiative⁸ after a disaster has occurred. UNDP should consider allowing a portion of the social programming resources to be used for disaster mitigation activities. UNDRO will underscore the opportunity for supporting disaster mitigation efforts by identifying these in the final SITREP.

100. UNDP and UNDRO would prepare a disaster management manual addressing their disaster-related procedures, technical aspects of disaster management and implications for development.

101. The UNDP/UNDRO Resident Representative, through his good offices, is in a privileged position to help the Government assess rehabilitation/reconstruction requirements, participate in related planning and inform on needs and programmes. While UNDRO's mandate to phase out once the relief phase is over should be respected, UNDRO's capacity to communicate rehabilitation/reconstruction needs in the final situation report should be used to help ensure the necessary transition from the relief phase. The UNDP/UNDRO Resident Representative, in his capacity as Resident Co-ordinator, will take the lead in harmonizing the activities of the different organisations of the United Nations system during the reconstruction phase.

102. The training of UNDP field staff in disaster management is a priority. Existing United Nations system programmes should also be utilized to do this. Selected UNDRO staff should be trained in matters related to the UNDP project cycle,

103. A system of independent evaluation of the response to disasters should be instituted in consultation with the Central Evaluation Office of UNDP and the necessary data base developed for such evaluations. The results of such evaluations should be made available to other organisations involved in emergency programmes.

104. There is a need for a standing, comprehensive, United Nations disaster response team in disaster-prone countries that can be a United Nations focal point body for the Government and the locally represented international community,

105. The team enaure a co-ordinated United Nations system approach to disaster response at the country level. Chaired by the United Nations Resident Co-ordinator (representing UNDP/UNDRO), its composition will normally include UNICEF, WFP, FAO, WHO; appropriate government officials should normally be associated.

106. Representation of the United Nations system would be by the most senior officers, normally the Country Representative; "project" personnel might be included,

107. The nature of certain disasters may make it necessary for enlarged United Nations system representation in the team with full regard to their respective mandates.

108. The teams are chaired by the United Nations Resident Co-ordinator.

109. United Nations disaster response teams should meet regularly in function of the disaster threat or warning. Frequent meetings would be necessary in most relief situations.

110. The team ensures a concerted, systematic and co-ordinated United Nations relief programme.

111. Country-level reporting of damage and needs assessment to UNDRO should be timely and accurate. It necessarily depends on the technical skills of organisations of the United Nations system (in-country representational, technical staff, and regional or headquarters staff).

112. Initial assessment should come from in-country staff; follow-up technical assessment exercise may have to be organised from regional officer and headquarters.

113. In some cases it might be preferable to assess needs by means of an externally-formed inter-agency mission; this would normally be organised and co-ordinated by UNDRO, though other United Nations system entities might organize missions in specific situations where the major area of interest relates directly to their competence.

114. External assessment missions should collaborate closely with and be supported by the teams.

115. The normal United Nations channel for Governments to request an appeal for international assistance is through UNDRO acting on behalf of the Secretary-General. In launching appeals, UNDRO might advise donors on the appropriate organisation or agency through which contribution might be made. It is also recognized that other organisations of the United Nations system may launch their own appeals, in consultation with UNDRO. UNDRO situation reports will reflect any such appeal so as to provide donors with an overall United Nations package. UNDRO has prepared and will disseminate a reporting format for pledges and contributions.

116. The team will normally undertake assessments of rehabilitation/reconstruction needs. The team's composition may need modification reflecting planned activities; World Bank or regional development bank participation is desirable.

117. UNDRO's last SITREP will describe rehabilitation and reconstruction needs.

118. Rehabilitation and reconstruction can be of such duration as to form part of regular developmental assistance of United Nations agencies; some agencies have resources over and above such assistance which can be made available,

119. The United Nations Resident Co-ordinator will stand ready to assist in formulating rehabilitation and reconstruction plans. UNDRO will help ensure the necessary transition to the rehabilitation and reconstruction phase. Mobilization and co-ordination of technical assistance is an important factor for the rehabilitation and reconstruction phases for the relief phase.

120. The post-disaster period is propitious for disaster mitigation initiatives. The United Nations system, preferably through the United Nations disaster response teams, should take advantage of such periods to introduce them.

121. Existing United Nations system training programmes for disaster relief should be taken full advantage of, and others developed as needed.

122. Results and conclusions and lessons learned from internal United Nations system evaluation now being conducted should be shared to a maximum extent with other partners in relief operations. Experience gained should be incorporated in training programmes. Joint evaluation should be considered.
