

## Chief Administrator of Disaster and Emergency Relief Agency (DERA)

You are after power, power, power! You are practically the most important person in the government after the President and Prime Minister. Even the military governors have to confide in you because the relief and military operations are so intertwined. Now, the international world will be watching you and you intend to let them know who is boss. The decisions will be made by you as a representative of the sovereign nation.

You need the aid but want to be sure as much of it as possible will be under your control and that large donations will include inputs usable in the future. You will insist that government employees are trained by the NGOs to keep them happy and to improve your future relief network. You are even willing to fob off uppity donors as you feel that the world will be begging to contribute to Brickama and the donors will have to acquiesce if they want a part. You now wish to solidify operations in the Foss area before the press can accuse you of indifference, but you will focus on the west and Bassey after this is done. You always claim humanitarian motives as your highest inspiration.

Your role in the meetings: You will co-chair the meeting with the UN Resident Representative. You may discuss this part of your role with the person taking that role. It is suggested that you begin the meeting with a brief statement, thanking everyone for attending and announcing the following information:

1. You are pleased to announce that the Prime Minister has given permission for NGOs to operate in the areas of need. Each and every staff person must be registered with the central and local government offices.
2. You are firm about training and strengthening national staff and institutions. Each NGO will have to demonstrate how they will do this.
3. You will be working closely with the military to provide security for the operations. Each NGO will have to discuss security with the governors. If there is any danger, international personnel will immediately be evacuated.
4. Your logistics department will have to approve all logistics arrangements made by WFP.

The UN Resident Coordinator will make some announcements of which you have already been informed. (These are: The Bakau Freedom Movement is ready to negotiate for free movement of trucks on the Fajara road. The country of Uzima and the provisional government of New Medina are willing to discuss use of their ports to bring food to the eastern areas. The FAO has revised its figures upward to 2 million in the west and 750,000 in the east. A Logistics team is due to arrive next week to assess the port offtake situation. A UNDRO Airlift Specialist is ready to direct airlift operations.)

After the announcements, you will ask for approval of the agenda the participants received the day before. You may receive some dissension but this can quickly be resolved. The groups will split into working groups as expeditiously as possible. You assign the time limit (suggested one hour). You announce that the Director of the Brickaman Red Cross Society will meet with the government group. The group will then split for a bilateral discussion of the areas in need and should attempt to resolve as many issues as possible and to prioritize needed items for the appeal to donors. Unsolved issues will be brought before the reunited group.

## USAID Representative

You are walking a tightrope between diplomacy and complete disgust with the situation. You have never encountered this degree of frustration in your twenty years of service with any government, especially one that so obviously needs assistance. Encounters with government counterparts are usually a series of confrontations, excuses and evasions of issues on the government's part. You are fairly certain that food your government donated was stolen or purposely diverted from reaching the target population. On top of this, the communications systems and other infrastructure are limited and in such poor condition that trying to work with other officials is also very frustrating. The end result of all this is a high degree of distrust and you would like to abandon the whole effort but have hope that the UN Resident Coordinator will succeed in finding a solution this time.

You have to make it clear that this might be the last hope for US assistance. You are hoping the media will attend to draw more attention to the issues. You have been told that under no circumstances would US donation go through the government, only through NGOs. You expect criticism from more liberal donors. You have to protect the taxpayers money.

### Information/issues you bring to the meeting

1. You have been given the nod to support airlifts of food to both west and east. You will be forthcoming with this information if it looks like the government is going to let NGOs and ICRC operate.
2. Watchdogs on capitol hill in Washington D.C. want US food to be monitored. You want the UN to find monitors for the field and the US will pay for them.
3. The question of development is a sticky one with your government. You can't promise anything that sounds remotely like development. The NGOs will have to find other funding for that.
4. You are insistent on visiting the camps. A visit would encourage a high level of participation by the US government in the relief effort.

Save/UK

Your organization has a long record of nutritional surveillance in the country which was recently curtailed by the war in the west. Your observations of the populations in the west led to some publicity after which your organization was removed and your site taken over and one of your staff deported. In the last few years you have run a project for homeless children in Bassey. The UN would like your nutritionists to go to the camp in Foss and do a rapid assessment of the population. You may be able to set up your program there and the need would likely be long term. While you would really like to return to the west, the political repercussions have still not died down and your reception is still cold from the DERA. Further, the British press is making an issue of the forced starvation in the west which doesn't help your dilemma.

Information/issues you bring to the meeting:

1. Save/UK is willing to set-up operations in Foss and is particularly interested in conducting long term nutritional surveillance of the local and nomadic populations. This would provide a basis on which to plan future relief operations.
2. Save can rapidly set up a relief center and operations and would like to deal with the nomadic population influx.
3. You will require security if you operate on the outskirts of Foss. How will the governor deal with this?

## Missionaries of Charity

You remain stubbornly against the Partners taking over the sisters' compound in Fajara. The peacefulness will be gone and chaos and noise will take its place. You believe that God will provide for the starving people. The destitute are always worse off in a famine and there are so many old people and disabled that come to the compound every night to eat. You have contacted Mother Theresa and feel certain that she will support you. You are also against having large amounts of food in the compound that the military might be tempted to steal. You have come under pressure to give some before and don't want it to happen again.

### Information/issues you bring to the meeting

1. You are waiting to hear from Mother regarding her support of your opinion. The numbers of destitute are rising daily, especially the elderly and disabled from war injuries. Many children will be orphaned and you wish to set up an orphanage.

## International Federation of Red Cross and Red Crescent Societies

You have been allowed to go to the west and visit a famine relief camp by virtue of the fact that the National Red Cross Society is working there using donations channeled through your agency. Ever since your visit you have been trying to bring international attention to the problem. It is so serious that you have been in constant contact with Geneva. The Geneva staff have not been very sympathetic toward the Brickama situation and have suspected that the trucks and supplies donated might be used for military activities, strictly against the contract. They have threatened to hold back shipment of supplies unless an international staff member is allowed to supervise operations. The government has refused due to the security threat. You feel that the rebels are unlikely to attack any relief operation particularly as their people are in serious condition. You await the outcome of ICRC negotiations and hope that NGOs will be allowed to operate.

The eastern problems are being largely ignored by the Brickama Red Cross. You personally feel that the Chief Administrator has developed a lot of power by participating in relief operations in the west. Things will change when international organizations are allowed to work. You wish to focus on Foss where you feel that the Federation can do some development projects when the famine emergency is over. Geneva will be willing to assist in Foss as there is no complication of war yet.

Information/issues you bring to the meeting

1. Geneva is willing to support Red Cross operations in Foss and lists of supplies needed should be faxed immediately to HQ.
2. You want to think ahead to development projects particularly agricultural rehabilitation and possibly animal restocking for the nomads. Are there others who would like to do this? Perhaps a team could be formed.
3. You may be able to convince the Chief Administrator to divert several of Federation donated trucks for use in the east and south.

## The Head of the Partners Coordinating Agency

The biggest stumbling block to your agency working in the west appears to be the indigenous NGO and the local Red Cross which want a large part of the NGO donor resources to control. You have some sympathy for them in their desire to have large operations in their own country and understand the resentment that foreigners with large pocketbooks and advanced management skills can come in and take over. However, many problems in the past make you cautious about giving too much away. In your organization, you have had government counterparts whom you knew to be spies for the government and others who diverted donations or engaged in embezzlement. A few have worked out well but many then tried to obtain jobs directly with the NGOs for higher salaries and leave their lower paying government jobs and then your agency was accused of stealing them away. The solution to this eludes you. You agree that government institutions should be strengthened but how can it be done when they offer the employee so little incentive? Perhaps giving the government employee a slightly higher salary or additional perks would work. Another stumbling block is the governments insistence that employees be mainly Brickamans and not expatriates. You are worried that you will not be able to find a qualified port manager in a short time and have a friend in England who would be perfect. Other agencies feel the same, but it is likely that a cap will be put on more expatriates especially with the uncertain security situation.

Perhaps the biggest problem is Sister Karthi from the Missionaries of Charity. The Sisters operate a center near Fajara which the Catholics upgraded about two years ago before the war started. You feel that the Partners should use this as a base and expand on it. Sister Karthi, the country administrator, has been adamant that this should not happen even in view of the famine. The job of her sisters is to bring in disabled and destitutes from the town and assist unwed mothers. She thinks making the center into a logistics base would ruin their operations. You have called Mother Theresa to ask her cooperation or you don't see how you can start immediate operations.

### Information/issues you bring to the meeting

1. You received confirmation yesterday that Caritas is willing to fund two or more C130's for an immediate airlift to Fajara. Caritas also will contribute significantly to the Partner's operations.
2. Partners are willing to establish a training component for government employees if the government will make concessions. The employees must have a contract that stipulates that they will return to work for the government after the training period and that they will receive a higher salary by virtue of their new experience.
3. You will need a very experienced port manager to deal with arrivals of Partners' supplies. You will need permission to bring in more expatriates.

## ICRC Representative

You have been completely frustrated in your position in this country. Repeated negotiations have resulted in no access to the affected areas. You have worked in other difficult situations but this has been the worst. It is even difficult to continue to be diplomatic.

You favor an immediate UN airlift to Fajara and negotiations for a corridor of tranquility. ICRC planes will then travel from Fajara to more remote locations behind rebel lines. ICRC has planes standing by to assist. You need to ascertain that prisoners of war receive assistance but this subject has to be treated most delicately.

The east is not your immediate concern but ICRC trucks might assist in travel from the provincial port or the neighboring country port.

### Information/issues you bring to the meeting

1. ICRC has hired three C130s to work in Brickama, but if they are not called to duty in the next few days they will be sent elsewhere.
2. It would certainly be in everyone's interests to deal with the returnees from Kundi before they decide to walk to Fajara.
3. It would certainly be in the government's interests to establish a more realistic target number. It might avoid drawing more international attention to the area.
4. ICRC has to use walkie talkies in the field to monitor the airlift.

## UNHCR Field Officer

You are so overworked, you are about to drop. You have spent the past two weeks in the south near the Kundi border, directing the registration, and it is virtually a hellhole. Some old government offices are the makeshift headquarters and sanitation is very poor. The local food quality is also very bad. You feel a bit ill and are now faced with the idea of having to deal with Foss and the Bassey displaced.

You hope that the other people at the meeting will come up with solutions to the problems. UNHCR needs more people in the country with emergency experience.

Information/issues you bring to the meeting:

1. What part do the others want UNHCR to play in Foss?
2. Why can't UNICEF and UNDP oversee the needs?
3. The refugees coming over the border from Kundi are mainly children with women heads of households, whose husbands are probably fighting or killed in the tribal conflict. They are a very vulnerable population and could be subjected to mistreatment so UNHCR must protect their rights. They must be registered so they can be repatriated.
4. You need help in Kundi to set up accommodations for the refugees as they arrive and wait to be registered. Solutions are needed for the water problems. One idea is to improve the old wells there and purify the water. The women need counseling and reassurances about their future.



## WFP Logistics Manager

You believe that the eastern port should be put back into action but the provincial government may not agree and time required to negotiate may take too long. Further, the port repairs may take longer than three weeks from what you saw on your visit there several months ago, and then removing the mines would be tricky. You therefore believe the best option is to use the Uzima port even though it is two hundred km further and there is a bad stretch of road.

### Information/issues you bring to the meeting

1. You can be on the next plane to Uzima to arrange for immediate use of the port. Shipments destined for Port Brickama and designated for the east can be diverted by donors.
2. You believe that the local people can make a runway in Foss by collecting sand, small stones and volcanic debris and possibly improve the road. You saw it done in Indonesia. This would allow for some relief shipments while the ports are being arranged. A C130 could transport a Unimog needed to collect and purify water. An out-of-commission grader is sitting at the camp. You could fly down in a bush plane and try to repair it. If the stretch of road is impossible to improve, donkey or camel trains might be organized to take in the food.
3. You can arrange for a special WFP port monitor to be stationed at Uzima port to monitor the Brickama shipments.

WFP Director

You have been thrown the ball in terms of working out the logistics of a relief operation. You personally favor improving the port in the east to improve the logistical capacity of the entire country and negotiating with the New Medina provincial government. Their need for foreign currency may convince them to cooperate. This would be cheaper in your mind in the long term as needs are bound to continue for relief to the east.

In the west you favor initial air lifts and then a corridor of tranquility. The distribution of ag packs is vital right now so that seeds can be planted by those strong enough to do so, but you expect resistance to this idea from those opposed to developmentally oriented aid, particularly the government. The major NGOs have a lot of experience with this and need to be put into position as soon as possible. Once they are established, many different types of programs are possible.

Information/issues you bring to the meeting:

1. The airlifts can be carried out directly from the port when consignments come in. What are the security issues concerning this?
2. It will be possible to drop 20MT at a time without landing in some of the hilly areas. Each C130 could deliver 80-100 MT each day. What are the security issues regarding this?
3. There are three UNDRO commissioned planes ready to go and waiting in Geneva.
4. The UN Logistics team would like to survey the rail operations and suggest improvements. If security can be guaranteed, the train would be the most expeditious way to move food on the ground until a large truck fleet is mobilized . You estimate the train could carry 200 500 MT to Fajara every five days.

## UNICEF Representative

You are ready to assist in the camps. You support the Resident Coordinator completely and have lobbied to reach a solution today. Your development programs have died down and you have married a local man/woman so want to stay in the country. You are ready to come up with creative solutions in which UNICEF can play a big part.

Information/issues you bring to the meeting:

1. UNICEF has two Unimogs in Bassey that can be used in Foss if there were some way to get them there.
2. You are worried that the Ministry of Health workers in Foss do not have the training to use the Unimogs or assist with water purification projects.
3. You have some ORS on hand and would like to get it to Foss as soon as possible.

## UNHCR Representative

You strongly believe that the NGOs can handle the situation at Foss. You have sent one representative there but you need him back most urgently to work with the refugees coming across from the country to the south. The UN for the moment are considering the nomads to be refugees but you are arguing that they are not really citizens of any country.

You are also being pressured by your government counterpart to assist the displaced refugees gathered around the city and living in shanty towns. Some are believed to be part of the insurgent group causing problems at night. You will need more staff persons to deal with all three locations.

Information/issues you bring to the meeting:

1. Headquarters are more inclined to promote UNHCR representation for the displaced near Bassey, than the Foss settlement.
2. You have just heard from UNHCR/Kundi to expect a large influx of refugees across the border. These people must all be registered so they can be repatriated at some later date.
3. You have asked for three more staff to be sent immediately. The problem is finding people available with the right experience who are willing to come to a high risk security situation. There are many countries around the world demanding assistance with refugees. Those willing to come must be insured, etc.

## UNDP Project Officer

Chances are that you will be the UN staff working in Foss area as UNHCR has its hands full. You, therefore, wish to be certain that the operation is well planned. Any relief operation in the east will require the cooperation of the relief operations in Uzima and devising a way to avoid double rations for the nomads. Too many are at risk.

You favor bringing in food through the New Medina port after it is upgraded, which should only take three weeks. This is a shorter distance (200 km shorter) and if the mines are removed may be safer than bringing it through Uzima where it might get high-jacked on the stretches of desert road.

Information/issues you bring to the meeting:

1. You have been in contact with the UN in Uzima and attempts will be made to engineer a foolproof registration for the nomadic families to stop cheating.
2. The UN Peacekeeping forces may be able to assist in demining the road to New Medina.
3. Security will be needed for any food brought to this area. How does the governor plan to provide this?

## FAO Representative

Your job has been to defend the FAO assessment of the number in need to present to donors for an appeal which is sure to follow any agreed upon solution here. The numbers for the east were the numbers of residents in the camp plus the nomadic population who use grazing areas located in the most drought affected areas. The numbers are constantly questioned because of the difficulty of counting nomadic populations.

The numbers in the west are virtually unknown. Estimates range from .5 to 2 million in need. The rebels have produced the high estimate. The Brickama Early Warning System produced the low figure, certainly at the government's bidding because data definitely shows that large areas were not planted due to the war and shortages of seed. The government favors assisting only those likely to come to the camps and those in their territory. Satellite imagery undeniably shows severe crop shortfalls and it is unlikely rebel stocks are in great surplus, the population in the camps already indicates this. It has been proposed that a team go in across the border from Terewan to conduct a survey. This, however, will be difficult due to the rain and flooding of the seasonal river on the border from rainstorms further inland. A number must be agreed upon before the appeal and relief operation can be started.

Information/issues you bring to the meetings:

1. You urge the proposed team for the east to begin its survey immediately to ascertain the scope of the problem.
2. You have some recent estimates just faxed by headquarters in Rome. The number for the west has been increased to 2 million and 750,000 in the east, based on study of last week's satellite images. The UN RC will announce them and you might have to answer questions.
3. You urge the group to accept an high average of the estimated numbers as a low estimate could provoke catastrophe if all of a sudden, many thousands emerged and not enough food was available. The nature of subsistence farmers is to cope until sometimes it is too late when they finally ask for assistance. You feel that due to the uncertainty, it would be better to end up with a surplus to be used later for development projects.

the operations. All logistical arrangements must be approved. If there is any danger, international personnel will be evacuated.")

You will make a brief statement expressing pleasure that the voluntary agencies will be allowed to commence operations, and some announcements. These are:

1. The Bakau Freedom Movement is ready to negotiate with the UN for free movement of trucks on the Fajara road.
2. The country of Uzima and the provisional government of New Medina are willing to discuss limited use of their ports to bring food to the eastern areas, if those are determined to be the most advantageous routes.
3. You have received revised figures from the FAO (these vary from numbers on the sit rep passed out last night) after study of last week's satellite imagery and they have increased their estimates of need to 2 million in the west and 750,000 in the east.
4. A Logistics team is due to arrive next week to assess the possibility of improving port offtake. A UNDRP Airlift specialist is standing by to direct airlift operations.

The Chief of DERA will ask for approval of the agenda and you will meet with the UN group and later with the bilateral group on the west. When the plenary meets for the wrap up, you will take the chair. You may discuss with your UN staff prior to the simulation how you think this should be handled. It is suggested that a spokesperson from each group give a summary of the results from the discussion and mention any unresolved issues. You may ask the UNDP Program Officer, or another volunteer, to write key points on a flip chart. The unresolved issues must be recorded and if there are many, more meetings must be scheduled to deal with them prior to the appeal to donors. At the time limit, the meeting ends, or it may end earlier if all is resolved.

New information to share with your UN DMT:

1. A high ranking delegation from New York is planning a tour of Terewan and will come to Brickama if they can go to the camps. If this meeting goes well, you hope to report to them that some of the major problems have been discussed and negotiations will continue. This should motivate them in these meetings.

## UN Resident Coordinator

You are determined at the onset of this meeting that you will obtain agreement of the government to continue negotiations with the rebels to open a corridor of tranquility for a relief operation. You believe that they are being backed into a corner by virtue of the fact that the war is going badly and the UN is putting pressure on their constituency in New York. Amnesty International and Africa Watch are clamoring for justice. The publicity is crippling at the moment and may serve to further injure them in terms of future aid by the wealthiest governments who are hearing outcries from their citizens. You will convince them this is in their own interests at this meeting by cleverly demonstrating how they will come out a winner. The relief inputs will later turn into development inputs for their country. They will keep the trucks and the port will be improved. Every international NGO will provide training to local organizations. (You are not sure how the NGOs will deal with this but it may become a condition of operations.)

You are concerned that the UNHCR Representative is trying to resist assisting the emergency settlement in the east. This population is not exactly defined as refugee or displaced, and UNHCR personnel are overworked as it is, trying to deal with the refugees in the south. The displaced population near the capital is a subject of controversy. The government wants to save its food for the troops and insists the UN is mandated to assist. UNHCR will then have to set up registration operations in Bassey and certainly will need more personnel for this task and Foss. You need most urgently to get New York's input on this matter.

The donors are a discontented lot and you will have to keep their interests up in contending with this situation. One major problem is USAID which will not let the government touch its trucks or food. Twenty trucks donated by USAID are due soon in the port consigned to the Partners but once claimed have no where to go, unless the Partners are allowed to operate. Another problem is the Japanese who have consigned 20 trucks to the government for the relief operation. Rumors abound that these trucks have been used for military operations. The Japanese are cautious about future donations.

You have put your best and brightest minds to work on these problems. Any plausible option will require rounds of negotiations but you believe they are possible. You have declared an emergency situation to exist and your contacts at headquarters are ready to act on any agreeable solution.

You have had private meetings with all the major players and your job is to keep a diplomatic lid on this meeting so that an agreement can be reached. You are relying on the participants in this meeting to cooperate and to pressure the government to act and give permission for NGOs to work and the trucking or airlift operation to begin.

The problem in the east needs to be tackled and you are hoping that the NGOs can brainstorm some solutions before the media gets hold of the story. Any more pressure on the government might lead to a close out and more delays in negotiations.

Your role in the meeting - The Chief Administrator will open the meeting and make several announcements. These announcements are new to the participants but you have recently learned of them. (These are: "The Prime Minister has given permission for NGOs and ICRC to operate in areas of need. Each person must be registered with the central and local government. Each voluntary organization will have to demonstrate how it will train and strengthen local institutions. The military will provide security for



**Requirements for eight months (estimated, using 1.5 million for West)**

<b>Food</b>	<b>West</b>	<b>East</b>
<b>Grain</b>	<b>180,000-</b>	
<b>Flour</b>		<b>60,000</b>
<b>CSM(Corn Soy Milk)</b>	<b>10,000</b>	<b>2,000</b>
<b>Oil</b>	<b>5,000</b>	<b>1,000</b>

**(Estimated monthly requirement: 32,250 MT)**

<b>Equipment</b>	<b>Type</b>	<b>Number</b>
<b>West (Relief):</b>	<b>Trucks</b>	<b>200</b>
<b>South (Refugees):</b>	<b>Trucks</b>	<b>10</b>
<b>Foss (Settlement/relief)</b>	<b>Trucks</b>	<b>65</b>
<b>Bassey (Displaced)</b>	<b>Trucks</b>	<b>5</b>
<b>Funding for operations</b>	<b>US\$40 million</b>	
<b>Airlift to West and East</b>	<b>US\$3 million</b>	
<b>(one month)</b>		

## ESTIMATES OF NEEDS

AGENCY	WEST (# Bassey)	EAST (# South)	TOTAL	FOOD MT
FAO	1.75 million (200,000)	.5 million (10,000))	2.25 million	270,000
Brickama Early Warning	.75 million	.5 million	1.25 million	150,000
Bakau Freedom Movement	2.0 million	NA	2.0 million	240,000

FOOD STOCKS IN COUNTRY FOR RELIEF (Brickama EW): 20,000 MT (15,000 MT in Bassey and 5,000 MT at the port)

(Estimates of grain needs are based normally on rations of 15 kg per person/month times eight months. The estimate does not include supplementary foods.)

Estimated port offtake, Port Brickama: 20,000 MT/month (Currently, 10,000 MT/month offtake is non-relief consigned to the government.)

## PRESENT PLEDGES AND REQUIREMENTS

### EMERGENCY FOOD (in pipeline):

	Type	Amount
WFP	Grain	10,000
United States	Grain	15,000
	Oil	1,000
	CSM	2,000
Canada	Grain	5,000
Germany	Biscuits	2,000
Sweden	Sardines	1,000
	Oil	500
North Korea	Rice	1,000
Total		Grain: 31,000 Oil: 1,500 Other: 5,000

### Logistical assistance (in country or enroute)

	Type	Amount
LICROSS	Trucks(Iveco)	10
Germany	Trucks (Mercedes)	10
UNICEF	Unimogs	10
Japan	Trucks (Nissan)	20
United States	Trucks (Toyota)	20
Poland	Antenov 2 (on loan)	2
Brickama	Trucks	20

Funding for operations - (None)

## SITUATION REPORT

BY UNITED NATIONS, BASSEY, APRIL, 1992

**WESTERN BRIKAMA/FAMINE EMERGENCY:** DERA reports new arrivals into the three famine relief camps established on the Fajara/Bassey road. The total population of the camps is thought to be around 100,000. Food stocks are low. Supplies will last another week. There is no supplementary food left for intensive feeding. Ten Red Cross trucks are now in Bassey reloading for another trip to the area. They will have to wait for a convoy of military trucks to be assembled before they can begin the trip.

**SOUTH WESTERN BRIKAMA /RETURNEES:** UNHCR reports from its office in Kundi that Bakau refugees from the west have moved back over the border into western Brickama due to UNHCR's inability to continue services to them because of increasing insecurity in Kundi. The status of this group, numbering over 150,000, is uncertain but it seems likely that some will attempt to walk to the relief camps unless they receive assistance.

**BASSEY/DISPLACED:** The displaced population continues to rise on the outskirts of Bassey. 25,000 families are receiving monthly food packages placing the number around 125,000, a conservative estimate as some families have many children and share food with elderly relatives and new arrivals. DERA has reported that it cannot increase the number of beneficiaries given the other at-risk populations in the country and current level of donations.

**FOSS /SETTLEMENT:** The road is beginning to dry after the major thunderstorm of last week, however, the river is flowing across the road and three DERA trucks were stuck on the way to Foss. A very serious potential emergency is in the making in Foss if reports are correct that nomadic families are seeking assistance. Uzima reports that 100,000 Kar have been registered for relief in the southern part of Uzima. Dead animals, including camels, have been seen in the area. UNDP has assembled a team of five from DERA, UNDP, Save/UK and the Red Cross to conduct a needs assessment when permission to travel is given by the government. It is hoped that this team will travel to the small villages to get a scope of the problem. Thunderstorms are more and more likely as the rainy season gets underway.

From reports given by the Lutheran Mission, medical supplies and personnel are immediate needs. Also needed are tents and blankets. Fuel resources are completely depleted in the area. All fuelwood has been cut and dung is in short supply due to the deaths of many animals. All food donations should be in the form of flour or supplementary food that can be mixed with oil and eaten.

**SOUTH/REFUGEES:** UNHCR has a twenty four hour registration desk in action in two locations where Kundi citizens are crossing the border. It is able to register 300 people daily. So far the number registered is 2,500 families or heads of households, of whom most are women. There is no possibility at present of bringing in food supplies through Kundi. Two WFP trucks brought 20 MT of grain last week from Bassey but the trip, covering 400 kilometers, took seven days due to the extremely poor conditions of the roads and breakdown of one of the trucks, requiring a rescue mission from Bassey. The shortage of cooking stoves and fuel has forced the eating of raw or pounded grain. There are no clean water supplies adequate for the entire population and expected influx.

## PROPOSED AGENDA FOR BRICKAMA EMERGENCY RELIEF MEETING

The proposed goals of the meeting are as follows:

1. Resolution of the roles of the agencies in relation to the four major areas of need, the famine affected areas of the west, the displaced in the capital, the settlement and famine affected in the Foss area, and the refugees in the South.
2. Development of a logistical plan to provide timely assistance to the affected and determine the security needs for the transport vehicles and relief personnel.
3. Designation of major inputs required by donors.
4. Consideration of the developmental process in planning emergency aid such as training of national staff, long term plans for inputs for future disasters and the future plans for the at-risk population.

Suggested discussion groups for the bilateral meetings:

West (famine relief) and Bassey (displaced)

Director of DERA Relief Operations for the West (Chair)

WFP Director

Governor of Fajara

UN Resident Coordinator

Head of Partners

UNHCR Representative

Director of Concern

USAID Representative

Canada CIDA Representative

Missionaries of Charity

Grassroots for the Homeless

ICRC

Director of Brickaman Red Cross Society

Sweden SIDA Representative

FAO Representative

East (Foss settlement and Southern refugees)

Governor of Foss (Chair)

Chief Administrator of DERA

WFP Logistics Coordinator

UNDP Program Officer

UNHCR Field Officer

IFRCS

Norwegian Church Aid

Save/UK

Japanese JAICA Representative

Germany GTZ Representative

UNICEF

Caritas

Head of Association of Indigenous NGOs

MSF/GED

Community Aid Abroad

## Community Aid Abroad

You are representing an amalgamation of three Australian NGOs. You used to have an integrated rural development project in health, water and agricultural in some remote areas before it became unsafe. You are ready to assist in any way possible. You see that UNICEF is trying to move in on the water supply for Foss so perhaps you could assist with the water needs for the refugees in the south and provide temporary housing.

Information/issues you bring to the meeting

1. You have well drilling equipment on stand-by and personnel who can try to cover the old wells and purify the water.
2. You can appeal to Australian AID for prefab housing or investigate simpler ways to make shelters. You need to visit the refugee site immediately.
3. You have many retired women volunteers in Australia who may be willing to offer counseling for the women refugees.

## Caritas Representative

The Catholics are ready to assist and have already assured Partners of support. You feel that the East is Lutheran territory and are hesitant to muscle in but the Catholics do have a lot of money to contribute. You might suggest a partnership of Catholics and Lutherans or offer temporary aid. You are a nun or priest.

1. Caritas may support airlifts to alleviate the immediate food shortages.
2. You are looking for other ways to contribute that would be satisfactory to the others.

## Germany (GTZ) Representative

You are somewhere in the middle of the road in your approach to Brickama. Germany wishes to assist but also to see the conditions to better judge the needs.

1. You would like to visit the camps in both the west and east.
2. You would like German Agro Action to set up a development program here.
3. Germany would consider donating trucks to the east to be used later for development projects by German NGOs.
4. You would like to see more prevention of these types of situations. Surely, if the political situation was studied, some of the chaos might have been curtailed.

## Sweden (SIDA) Representative

You take a liberal view toward helping Brickama. The donors must quit nitpicking and get to the business of alleviating the crisis or it will become much worse. You can't believe how self-protective the Americans are unless of course they want to do something for a political reason.

Information/issues you bring to the meetings:

1. Sweden stands ready to help in any way possible.
2. You do not think adverse publicity regarding government military operations are productive.



## Medecins Sans Frontieres/German Emergency Doctors

You have Dutch, Belgian and German doctors and nurses ready to come to Brickama to help. Your focus is particularly on the west famine camps, partly because MSF/GED has some medical personnel working with Bakau Freedom Movement on the other side. You notice that you have been placed with the east discussion group. You wonder if your staff might not be of more help in the west given reports of epidemics.

Information/issues you bring to the meeting

1. You are ready to assist with the emergency in the remote areas.
2. Your organization has experience in improving hospitals and clinics in remote areas, and can set up permanent operations to do so.

## Grassroots for the Homeless

You have humanitarian motives but keep getting caught up in the political turmoil. Your organization has few resources and has mostly contributed humanpower to the relief effort. You dream of having your own resources to manage and your own donors who come to see your achievements. You have an advantage as you have been working in the west and Bassey and can show the international teams the ropes. You desperately need training to reward your staff for their hard work.

Information/issues you bring to the meetings:

1. You would like the donors to feel free to visit the operations of Grassroots in Bassey and if they are allowed in the west.
2. You would like funding for some management positions in your organization and perhaps an expatriate advisor.
3. The conditions in the famine relief camps and for the displaced in Bassey are desperate and you urge the donors to think of the innocent children.

## Director of Concern

You have been in telephone contact with the nurse taken hostage by the Bakau Freedom Movement. She is hysterical about the conditions but you must be very cautious as to what you say so you don't endanger the rest of the operation. You have confided this to your friend from USAID and hope it will persuade his/her government to act sooner rather than when it is too late. You are a nun or priest.

### Information/issues you bring to the meeting

1. You believe conditions warrant immediate action. Please forget political agendas for the sake of humanitarian causes.
2. You have received a list of needed items and pass it around.
3. You have encouraged the Church to support the relief effort.

## Norwegian Church Aid

You are an eye witness to the conditions in Foss and should give the group an idea without incurring the political wrath of the governor, whom you think is an idiot. Many of the problems are a result of the poor administration and downright negligence of the needs of the people. You want to ensure that development programs are installed for the future especially in agriculture, health, and water resource development. You are a bit wary of the Catholics trying to muscle in where you have converts.

Information/issues you bring to the meetings:

1. The people in Foss need clothing, having been in very poor economic condition for years, most are in rags. It is now relatively cold at night in the rainy season and upper respiratory diseases are rampant.
2. You believe that NGOs coming to work in the area should be educated about the customs and ethnic history of the local people and nomadic societies. They are very different from the tribes near Bassey and the Bakau.
3. You need immediate assistance and would like to report to the mission that help is on the way when you return. You anticipate having to cross the seasonal rivers but you may be lucky and they will be dry.

## Japan (JAICA) Representative

You are very uncomfortable amidst reports that 20 trucks your government donated were seen in a military compound. You want to stay clear of the war area but Japan must give because it is rich.

### Information/issues you bring to the meeting

1. Japan is willing to support operations in Foss and help with the refugees.
2. Japan wishes its national volunteer service to come to Brickama to work in the areas of need.
3. You would like to see all donations monitored and bring this up for discussion.

## Canadian CIDA Representative

You are ready to give donations directly to the government which has been carrying on relief operations for some time. You think the other donors are kidding themselves if they believe that the NGOs will prevent misuse of donations. Either you want to give to the government or you should go home. It is their country and people. Donors wouldn't like it if Brickamans interfered in our internal affairs. You believe the Swedish agree with you.

Information/issues you bring to the meeting

1. The Canadian government wishes to pledge support for the relief operation and will be ready for an appeal.
2. The Canadians would like to set up some Canadian development agencies with projects throughout Brickama.

## Director of DERA Relief Operations in Western Brickama

You are a major proponent of winning the war but always tout your humanitarian motives in public. You will cease the relief operations immediately if they threaten the government's success at the front. Right now you are banking on international presence in the relief camps deterring the rebels from attacking Fajara and the main road.

Your role in the meeting: You will chair the meeting on the west and the displaced near Bassey. Your job will be to steer the discussion in the direction of resolving as many issues as possible and prioritize needs for the appeal to donors. You may wish to organize this information by writing it on a flip chart or paper and may engage a volunteer or the Director of the Brickama Red Cross Society to be the recorder.

Information/issues you bring to the meeting

1. You reinforce the Chief Administrator of DERA's announcement that the NGOs must strengthen the national institutions. You want a DERA staff member at every NGO site.
2. You would like to go for training yourself.
3. You must approve every logistical plan and arrange security for every aspect of the relief operation.
4. Restrictions will be placed on the number of expatriates allowed to work in the west.
5. The donors desire to visit the camps has to be acknowledged but you are not promising.

## Head of Association of Indigenous NGOs

Your intentions are quite pure but you do hope to be able to get some western world perks by virtue of the association with the NGOs. You are a church goer, Lutheran convert, and rather humble. You are fully aware of all the political maneuvering but hope to stay clear.

### Information/issues you bring to the meetings

1. You reiterate the need for NGOs to train members of local indigenous NGOs to update them on relief and development operations. In fact you would like to see a program where each international NGO adopts an indigenous NGO partner.
2. You are hoping to participate in a long term training program for yourself.
3. You want to be part of a team for the Foss area and will use that opportunity to seek training for your NGO staff.



Director of the Brickama Red Cross

You are basically a politician and are a government appointee to this position. You don't really know too much about relief operations but certainly know how to divert donations to the military when needed.

You need to operate in the west unimpeded by the Federation staff who are do-gooders and might report anything suspicious.

Information/issues you bring to the meeting

1. Your organization will work in its own target areas and without the help of any other NGOs.
2. Donor contributions can be directly pledged to the Brickama Red Cross Society.
3. You wish your operations to be televised whenever donors can get crews to the area to encourage donations.

## Governor of Fajara

You are the governor of the most strategic area and are awake most nights dealing with the security issues. Now the NGO presence will complicate it more and you are inclined to view them as an irritation. The railroad is to be used for military supplies as long as you can keep it out of UN hands.

Information/issues you bring to the meeting:

1. The railroad is out of bounds for relief operations at the moment. It is too dangerous to use.
2. It is too dangerous to land aircraft in the port. The food will have to be trucked to Bassey first.
3. The NGOs will need constant security at their sites. They will have to feed the soldiers guarding them.

## Governor of Foss

You cannot stand the people around your jurisdiction in Foss, being from Bassey, and can't help feeling you were placed in a punishment post. Now, however, some focus is being put on the area and you are going to take full advantage to get yourself promoted out of there. You will become indispensable to the relief operation and all international and government personnel will have to visit you when they come down.

Your role in the meeting: You will chair the group meeting on the Foss settlement, relief for the nomads and the Kundi refugees in the south. You will have to organize the information so that it can be reported to the larger group when it reassembles. You may wish to record everything on a flip chart or paper. You might engage someone to help you with this, perhaps the Head of Association of Indigenous NGOs or a volunteer. Your job will be to steer the discussion toward resolution of the issues, carefully noting all issues that arise, and to prioritize the items needed for the appeal to donors.

Information and issues you bring to the meeting:

1. You are planning security for all operations. All NGOs will have to meet separately with you to discuss it. You will get more troops from Bassey (you're not sure if you can).
2. You must be aware of all shipments being flown or trucked in. If you are not told, then you cannot be responsible for security of those shipments.
3. You would like the NGOs to be aware that nomads and terrorists do operate in the area and attacks are usually totally by surprise.

You attend the meeting for the east and when the group reassembles in plenary, the UN Resident Coordinator will take over the chair until the time limit.

Other information/issues you bring to the meeting:

1. The estimated number at risk needs to be explained by the FAO in relation to the appeal to donors. If his/her explanation is adequate, you may let it go for now. You mention that the stock position of the BFM is not figured in.
2. You worry about the displaced around the capital and want UNHCR to register them and then plan their future. They will have to have jobs if they are to stay near Bassey. Some should be returned to their towns.