

OCHA in 2004

OFFICE FOR THE COORDINATION OF HUMANITARIAN AFFAIRS



ACTIVITIES AND EXTRA-BUDGETARY
FUNDING REQUIREMENTS



UNITED NATIONS

IN MEMORIAM

In memory of our fallen colleagues
who gave their lives while working
for the ideals to which OCHA is dedicated.

Ms. Leen Assad Al-Qadi
Mr. Ranilo Buenaventura
Mr. Reza Hosseini
Mr. Ihssan Taha Husain
Ms. Martha Teas
Mr. Basim Mahmood Utaiwi
Mr. Sergio Vieira de Mello

OFFICE FOR THE COORDINATION OF HUMANITARIAN AFFAIRS

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OCHA's MISSION

The Mission of the Office for the Coordination of Humanitarian Affairs (OCHA) is to mobilise and coordinate effective and principled humanitarian action in partnership with national and international actors in order to:

- alleviate human suffering and disasters in emergencies,
 - advocate for the rights of people in need,
 - promote preparedness and prevention, and
 - facilitate sustainable solutions.
-

Foreword

Thank you for the warm welcome extended to me as the new Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator (USG/ERC). My predecessors since 1991 including, most recently, Kenzo Oshima and Sergio Vieira de Mello, each made enormous contributions to coordinating humanitarian action. It is an honour to serve after them.

I am resolved to use my Offices to further strengthen our relations with donors, enhance the coherence of the humanitarian community through the Inter-Agency Standing Committee (IASC) and the Executive Committee on Humanitarian Affairs (ECHA), improve the efficacy of humanitarian assistance through greater accountability and raise the profile of humanitarian action and presence world-wide.

My first months in office have made it clear that there are massive challenges facing us. The events since 11 September, 2001 have not only had a profound effect on the global political environment but also directly on the work of humanitarian agencies. The fundamental humanitarian principles of neutrality, impartiality, and humanity are being tested on the ground daily, due to the consequences of political, religious, and ethnic polarization, terrorist attacks, and military operations. We are all aware that local perceptions of humanitarian agencies' adherence to these principles matter and often have a direct impact on our operational capabilities and security.

During my tenure, I will actively advocate that humanitarian action be driven by one overriding principle: the right of vulnerable populations to receive assistance, regardless of who or where they are. We must keep the focus on forgotten emergencies and neglect-

ed communities in Africa and elsewhere even when high-profile crises, such as Iraq, continue to dominate the political agenda.

The foundations of this compact with the vulnerable should be clear. First, we must jointly ensure that humanitarians be given access to any situation that requires our assistance. Second, we must stop the descent of crises from public concern into collective oblivion. Third, we must find better and more creative ways of reaching out to new and non-traditional partners to address the ever-rising number of competing needs. Your support as donors and established humanitarian advocates is indispensable in all these endeavours.

The 'Good Humanitarian Donorship' initiative heralds a significant commitment in this respect. At OCHA, we will continue to support it and endeavour to make humanitarian action more efficient and effective. We will be more strategic in our coordination efforts and strengthen the Consolidated Appeals Process (CAP) through firm prioritization and identification of imbalances in our assistance efforts.

Underlying all of this, of course, is the commitment of humanitarian actors to maintain a presence even in the face of adversity. We must stay on as long as we can to help those in need. But we must not neglect our responsibility for the safety and security of our staff. This is a formidable challenge in view of the newly emerging security threats experienced in recent months in Iraq, Afghanistan, and elsewhere. Our national and international humanitarian workers have become targets of deliberate attack. These are assaults on the very heart and nerve center of humanitarianism. Our approach to security, therefore, requires a paradigm

shift. Simple risk reduction for staff is no longer enough. Instead, we must move swiftly to a more pro-active model of collective risk management that involves the entire humanitarian system and that enables us to provide life-saving assistance during conflicts.

Suffering and vulnerability are not caused by conflict alone. On average, more than 200 million people each year are affected by natural disasters. This is seven times more than the average number of conflict-affected populations. Natural disasters are of concern to all of us. In the year ahead, we must strive to achieve greater coherence between all actors involved in disaster response and management. This must include the recognition and strengthening of the indigenous capacities of disaster prone countries themselves.

OCHA is well equipped to deal with these challenges. Over the past decade, it has developed a set of tools and services that have enhanced the capacity of the humanitarian system to respond to the needs of vulnerable populations. For example, through our surge capacity and the United Nations Disaster Assessment and Coordination (UNDAC) mechanism we can respond to demands for coordination within 48 hours, and often on the same day that we learn of the emergency. These tools demonstrate the emergency character of our organisation and the added value we provide.

However, as OCHA has also learned in the past, the demand for such services is endless while resources and capacity are limited. At Headquarters, I consider it essential to focus our endeavours firmly on the core functions vital to discharging OCHA's mandate as set out in the General Assembly Resolution 46/182. Both

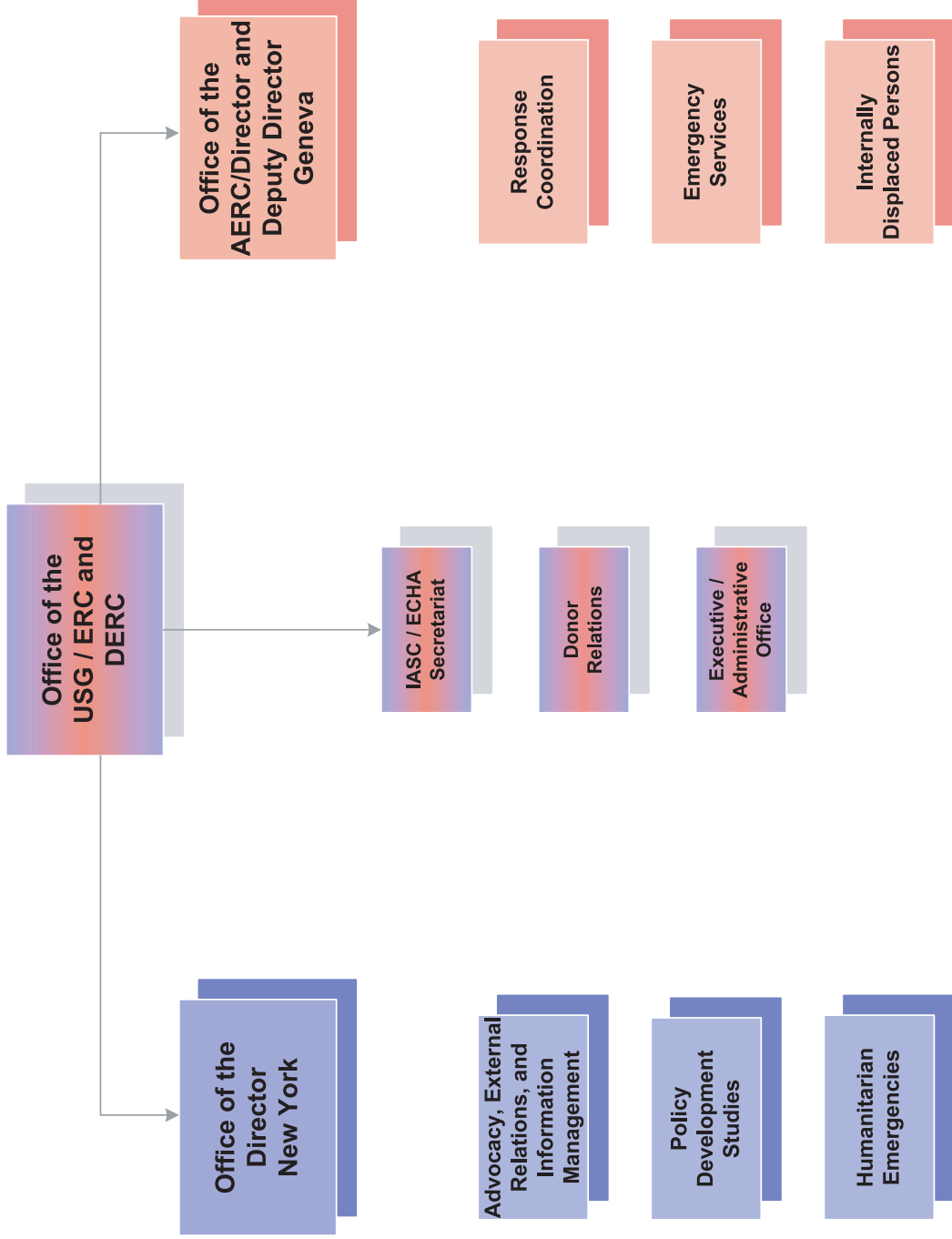
my offices in New York and Geneva will follow a zero-growth approach and new tasks will be discharged through reallocating resources. In the field, the emergency character of our operation and the value added for donors, agencies, and beneficiaries must dictate our staffing levels. Against this backdrop, we have undertaken reviews of our field operations in Angola, the Sudan, Georgia, the Balkans, and elsewhere in order to reallocate resources. As the situation in these countries is gradually improving, OCHA is committed to transferring its responsibilities within the next 12 months to the relevant development actors. I am, of course, fully aware that any such transition requires a coherent strategy. OCHA will, therefore, work closely with the UN Development Group (UNDG) in ensuring continuity through the Resident Coordinator system.

Our agenda for the coming year is reflected in this publication, *OCHA in 2004*. While thanking all of you for your support and partnership in 2003, I will count on your reaffirmed commitment to humanitarian coordination in 2004. This publication will assist you in this effort through the increased transparency and accountability of our activities. A sustainable and predictable financial base for OCHA is critical to our joint endeavour in making humanitarian action ever more effective and coherent, and in better meeting the needs of vulnerable populations around the world.

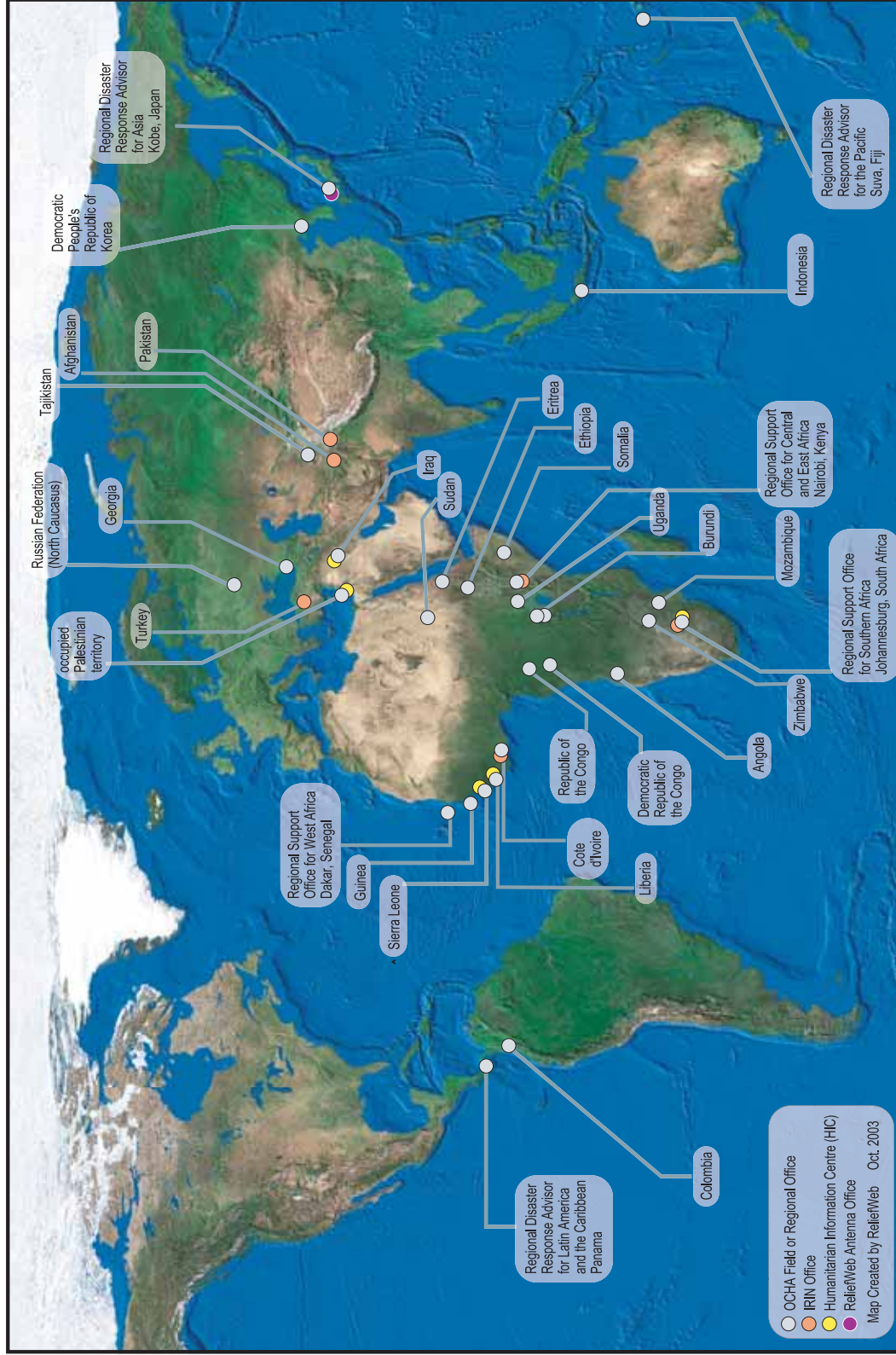


Jan Egeland
November 2003

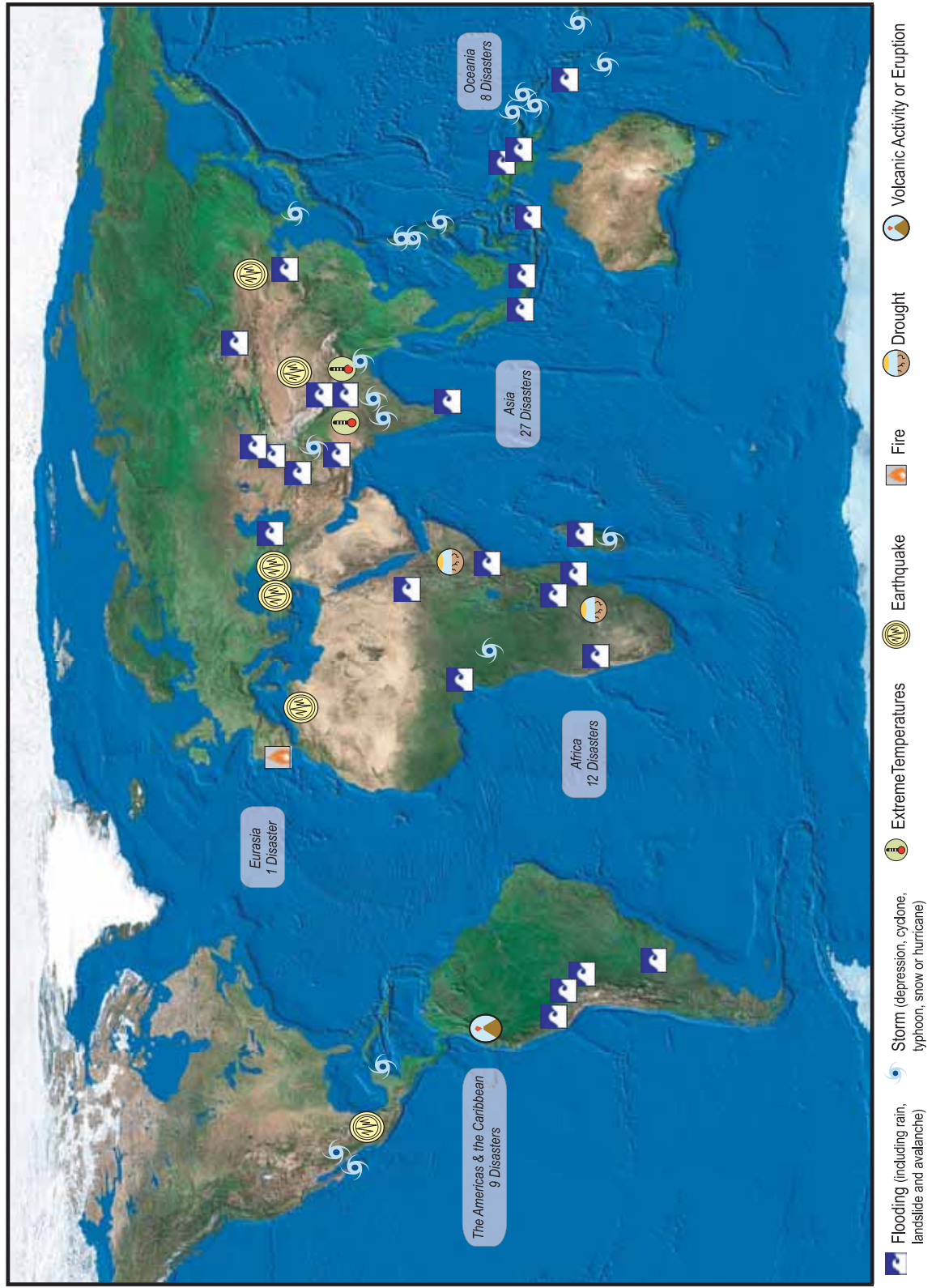
United Nations Office for the Coordination of Humanitarian Affairs



OCHA Field Presence



OCHA Natural and Environmental Disaster Involvement



Budget Summary

Office for the Coordination of Humanitarian Affairs

	Headquarters Activities			Field Activities	Total
	Regular Budget (RB)	Extrabudgetary (XB)	Projects		
Executive Management	3,957,346	6,255,421	1,663,041	–	11,875,808
Emergency Response Coordination	4,136,888	6,256,410	7,752,113	–	18,145,411
Policy Development and Studies	845,368	2,178,170	944,412	–	3,967,950
Advocacy and External Relations	579,584	1,514,218	156,448	–	2,250,250
Information Management	599,168	3,244,695	2,521,838	–	6,365,701
Field Offices	–	–	–	37,835,340	37,835,340
IRIN (Integrated Regional Information Network)	–	–	–	4,353,166	4,353,166
TOTAL (RB, XB Core Activities, Projects & Field Activities)	10,118,354	19,448,914	13,037,852	42,188,506	84,793,626
TOTAL Requested in 2004 (XB Core Activities & Projects, & Field Activities)					74,675,272

All figures in US dollars

Staffing

Office for the Coordination of Humanitarian Affairs — 2004

	International	National	Total
Headquarters Staff Funded from Regular Budget	58	–	58
Headquarters Extrabudgetary Staff	132	–	132
Headquarters Project Staff	64	–	64
Field Office Staff	138	300	438
IRIN Staff (Integrated Regional Information Networks)	16	25	41
TOTAL OCHA Staff in 2004	408	325	733

Introduction

Each year this document is published to inform the donor community about the activities planned by OCHA Headquarters and its field offices for the coming year, and to solicit donor support for OCHA to serve the needs of people caught in emergencies. This issue has been prepared under the direction of the new Under Secretary General, whose vision and approach to the work of the Office is outlined in the Foreword.

The first chapter, "OCHA's Vision for 2004", sets out the overall strategic plan that will guide the office during the coming year. It is based on the Office's ongoing strategic planning activities, and the resultant work plan. The chapter outlines how the goals set for the period 2003 - 2005 will be achieved by pursuing key objectives. Subsequent chapters describe in greater detail the activities that will be undertaken in order to fulfill those objectives. Finally, the section on field offices gives an overview of the current humanitarian situation in the countries and regions where OCHA has been called upon to provide its services and delineates the manner in which this will be done during 2004.

OCHA has tried to respond to requests for greater accountability by providing indicators through which the performance of the Office, its components and the projects undertaken by it, could be assessed. This will be helpful to the donor community in reviewing OCHA's performance. In undertaking this exercise for the first time, OCHA has learned a great deal about how it should be approached, and expects to continuously improve the process.

Previous issues of this document reported on the work done and the results obtained in the preceding

year. This has been omitted this year. In the future, this information will be presented in the Annual Report, published each Spring. The first such report was published last March and covered the activities of 2002. The next report will present an account of what is being done during the current year, 2003. The two documents taken together, for instance *OCHA in 2003* and the Annual Report for 2003, should provide a comprehensive picture of OCHA's work for that year.

OCHA is part of the United Nations Secretariat, but only 13 per cent of its requirements come from the regular budget of the UN. For the rest, it depends on funds received from donors without whose cooperation and support OCHA would not be able to provide the services expected of it. The demand for these services keeps growing, as is evident from the situation in many parts of the world. This, of course, means that OCHA's needs have also grown. However, OCHA is also conscious of the fact that the current economic situation, and competing demands, have created difficulties for some donors. OCHA has therefore determined that there will be no growth in real terms in expenditures during the next year. The slight increase in projected requirements, of about 6.9 per cent over last year, is due entirely to inflation, depreciation in the value of the dollar and statutory salary increases approved by the General Assembly. These factors have resulted in a 6.8 per cent increase in costs. The projected expenditure in 2004, therefore, represents no real growth in requirements.

OCHA has been greatly encouraged by the recommendations made at the Good Donorship Conference in Stockholm and is confident that, once implemented,

these recommendations will lead to further improvement in donor support to OCHA and the wider humanitarian community.

Despite strong donor support, OCHA continues to face challenges in the management of financial resources. Over the past several years, contributions have often been received late in the year, and this has resulted in delayed implementation of planned activities. The timeliness of donor contributions is of paramount importance. It is essential that pledges are honored to ensure a full and balanced implementation of OCHA's activities.

Another concern is the imbalance created by earmarked contributions. While funding for field activities increased significantly, particularly in response to new emergencies, contributions for OCHA's core and project activities were considerably less than projected. The level of earmarking by donors has limited OCHA's flexibility to address funding gaps. This tight cash flow situation has compelled OCHA to draw on its year-end carry-over balances to ensure a minimum level of continuity of activities. In particular, OCHA must meet its management and statutory obligations for the following year when staff contracts must be extended and provision made for the operational requirements for the first three months of the year. OCHA is prepared to work with donors to find mutually acceptable solutions to this difficulty.

As the Under Secretary General states in his Foreword, OCHA continuously examines the need for its field presence in the light of the prevailing situation in a country or region. Once the emergency ends or subsides sufficiently for organisations involved in transition and development activities to take over, OCHA

begins preparations for winding down its operations. During the course of 2004, OCHA's presence in Angola, Georgia, the Sudan and the Balkans will be reduced. This will free resources and allow for the reallocation of funds to where they are most needed.

OCHA's relations with donor governments have been excellent over the years and have strengthened with the passage of time. Simple donor-recipient relationships have progressed to strategic partnerships based on policy dialogue and mutual trust. This development has allowed OCHA to work with donors to serve common humanitarian goals. It is OCHA's earnest desire to continue to build on what has already been achieved. In this regard, OCHA is certain that it will continue to enjoy the goodwill and support of the donor community. As always, OCHA holds itself at the disposal of donors for any explanations or requests about the contents of this document.

IRIN: Helping To Give the Silent a Voice

Given the limited resources at their disposal, it is a daily battle for small broadcasters in many developing nations to keep their listeners well informed. Radio stations in Somaliland, in the northwest of Somalia, are no exception. Small wonder then, that staff at Radio Hargeisa were elated at the prospect of being able to download breaking news, record it and transmit it in real time. To be able to do that, however, they needed special equipment—a computer equipped with a satellite receiver. This was exactly what an IRIN team installed.

Several weeks prior, two journalists from Radio Hargeisa had been among 11 Somali broadcasters to complete a one-month training course at the IRIN headquarters in Nairobi, Kenya. The staff were provided with training in the use of the new equipment.

Vast numbers of people in African, Asian and other developing countries still have no access to electronic, or even printed, information because of obstacles ranging from poverty and illiteracy to poor infrastructure. Radio is often the only way to deliver information in these circumstances. It is also an effective medium for them to share their experiences and perspectives, their concerns, and their know-how with others in their community.

IRIN Radio was launched in 2001 as a pilot project in Somalia, and later extended to Burundi. Thanks to a US \$2million grant from the government of Japan, it is now a full-fledged project under which many young broadcast journalists from the two countries have received training in reporting and

production techniques, as well as in the use of information and communication technology (ICT).

The aim of the project is to improve the access of vulnerable communities to information on humanitarian issues that directly affect their lives. With this in mind, IRIN has created a network of partnerships with eleven local radio stations in Somalia and Burundi. The project involves providing the radio stations with tools to improve the technical quality of their programming, helping identify their training needs and working with young, enthusiastic local journalists to produce high-quality programmes.

In July 2003, Radio Hargeisa became the first station in Somalia to receive satellite technology installed by IRIN. The same equipment has also been installed in three other partner radio stations in Burundi. The Minister of Information for Somaliland, Mohamed Abdulai Duale, welcomed the provision of satellite capability and expressed confidence that it would make a “very positive impact on the media scene in Somaliland”.



Photo: Brent Stirton

OCHA's Vision for 2004

OCHA's "Change Process" launched in early 2000 put in place systems necessary for the Office to become more accountable, strategic, and transparent in its support of the humanitarian community. The process highlighted a need for OCHA to focus its longer-term vision based on organisation-wide planning. *OCHA in 2003* outlined a medium-term strategic plan for the period of 2003-2005. In the future, the plan will cover two year periods to bring it in line with UN biennial planning and budgeting. For 2004, the overall goals remain valid (with some scope for fine-tuning) as we improve and adapt the strategic plan over time. The plan includes specific objectives for 2004 and guides broader work planning for Headquarters units and field offices.

In line with the United Nations commitment to a results-based management approach, all workplans now contain performance indicators to help measure actual achievements against which field offices and branches will be held accountable. A basic set of performance indicators has also been developed for the year's specific objectives and reporting against these objectives will capture OCHA's performance. Additional performance indicators on humanitarian coordination will be elaborated in collaboration with the Inter-Agency Standing Committee (IASC) in 2004. In order to develop a solid results-based management system at all levels, the current performance indicators will undergo testing and refinement, supported with OCHA-wide training on this approach.

The three strategic goals for 2003-2005 have been revised as follows:

- Effective and accountable leadership for humanitarian coordination in support of humanitarian partners, including member states, donors, UN agencies, the Red Cross Movement, and NGOs.
- Effective and proactive advocacy on behalf of vulnerable populations affected by disasters and emergencies.
- Effective and transparent management and adequate, sustainable financial support.

OCHA has identified ten key objectives for 2004 against these goals (see table on page 9). While workplans will cover the full range of OCHA activities, the objectives focus on particular challenges which require sustained management attention.

Goal One: More effective and accountable leadership

To reach this goal, OCHA will work to achieve improved inter-agency planning, and will develop consistent, shared and systematically applied analytical frameworks to help humanitarian staff ask the key questions at the right time. A sub-set of 'most telling' indicators will be developed to help humanitarian partners monitor humanitarian responses in a more unified, holistic and comparative manner. Beneficiary recourse mechanisms and methods of peer review will also be elaborated to help ensure greater accountability of humanitarians for their response.

To attain more effective and accountable leadership, OCHA will also work to achieve strengthened systems for the provision of timely and quality information. Information products are needed to help overcome information overload and provide the incisive analysis necessary for humanitarian decision-making. Procedures for handing over robust systems of information exchange developed during emergencies are increasingly needed in transitions contexts. Modalities for

handing these over to national and development actors need to be developed.

Effective and accountable leadership demands more predictability in the response to Internally Displaced Persons (IDPs). Indicators that will help partners integrate IDP issues into early warning analysis and planning are needed. OCHA will also work with its partners to clarify issues surrounding reinstatement rights of IDPs by reviewing UN and NGO experience in the Balkans, Caucasus and Angola—particularly as they relate to documentation, employment and property.

OCHA will also strengthen its partnerships in response to natural disasters. Opportunities to build capacity during response to natural disaster could be best seized by bringing more participants into the United Nations Disaster Assessment and Coordination (UNDAC) and International Search and Rescue Advisory Group (INSARAG) systems from developing countries.

Finally, OCHA and its partners will examine how assessments are undertaken and elaborate improved joint methodologies. A recent series of studies on humanitarian financing indicated that donor concern regarding needs assessments is having an impact on funding.

Goal Two: More effective and proactive advocacy

As indicated in the humanitarian financing studies conclusions, a minority of emergencies continue to receive the bulk of the available humanitarian assistance. Key sectors within emergencies also continue

to face shortfalls. Lack of a common definition of humanitarian assistance contributes to these disparities. OCHA will work to clarify and harmonise definitions of humanitarian assistance in collaboration with its IASC and donor partners. Additionally, OCHA will work to achieve an increased and more equitable distribution of resources across emergencies and a fuller coverage of the needs of all sectors.

Effective and proactive advocacy is required to achieve greater awareness of human rights, international humanitarian law and humanitarian principles—along with an increased capacity to apply these laws and principles. OCHA will launch a public information campaign on the protection of civilians in armed conflict, including more aggressive media approaches. IRIN will expand its Radio Project to improve the flow of information, including humanitarian law and principles, to persons directly affected by conflict. OCHA will also better enable its desk and field staff, through training and practical guidance, to analyse situations for protection and gender issues, thus providing better support to the protection work of its IASC partners.

To develop more effective and proactive advocacy, OCHA will also work to ensure its crisis management decision-making is informed by humanitarian principles, policies and analysis. Protection of civilians in armed conflict and humanitarian independence need to be asserted both as an end, and as an important contribution to peace-building initiatives. In 2004, OCHA will actively engage with the Department of Political Affairs (DPA) and the Department of Peacekeeping Operations (DPKO) to systematically integrate protection concepts into peace-building and peace-keeping efforts, and ensure regular reviews of protection issues in missions mandated by the Security

Council. Similarly, it will continue to engage with military actors to broaden familiarity with the principles underlying UN humanitarian activities in complex emergencies. OCHA will also develop, in collaboration with its IASC partners, an agenda for establishing a stronger concept of pro-active and collective humanitarian security.

Goal Three: More effective and transparent management and sustainable financial support.

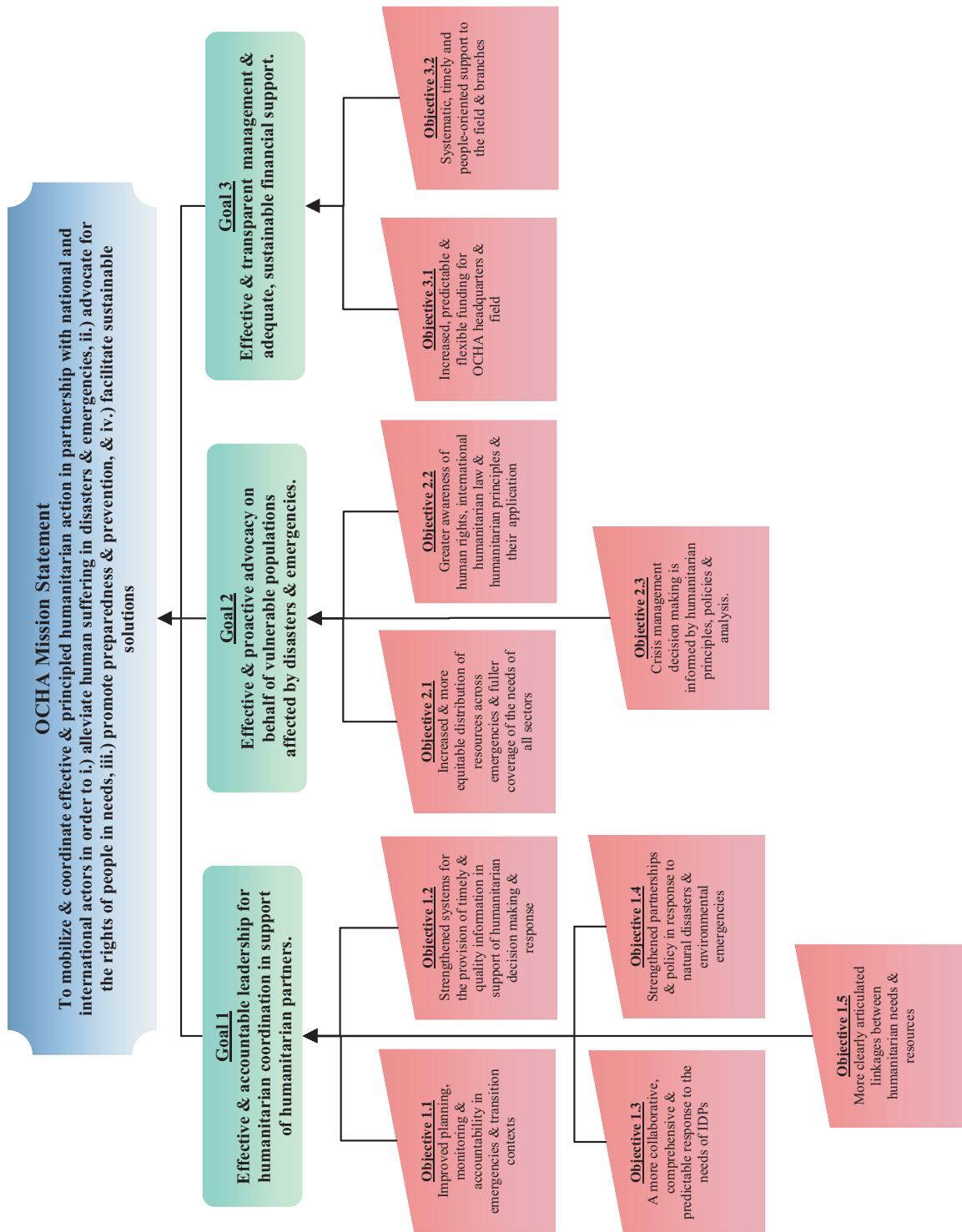
OCHA will work to achieve increased, predictable and flexible funding for OCHA headquarters and the field. Funding continues to be hamstrung by poor liquidity. This undermines response, and creates undue reliance on extra-budgetary resources that fluctuate from year to year and are not necessarily commensurate with the scale of emergencies. To resolve these constraints, OCHA will develop a menu of proposals for donor contributions with a view to increasing predictability. This menu includes framework agreements, multi-year agreements, and a donor model in which coordination funding is a fixed percentage of overall CAP spending. OCHA will also continue to strive for the conversion of its extra-budgetary posts to regular budget funding based on a clear and realistic identification of its core activities.

To attain effective management, OCHA will continue its work to achieve systematic, timely and people-oriented support to the field and branches. To this end, OCHA will develop a concise and practical Field Administration Manual that will clarify and standardize service, including through agreements with United Nations Development Programme (UNDP), United

Nations High Commissioner for Refugees (UNHCR), United Nations Office at Geneva (UNOG) and World Food Programme (WFP). OCHA will continue to strive to secure terms and conditions for its field staff comparable to those considered standard for staff from UN agencies and programmes.

The overall objective of OCHA's ongoing strategic planning process is to ensure that it is continuously improving its structural, financial and managerial ability to respond to increasingly complex and evolving challenges of its mandate. This will allow OCHA to better monitor and adapt its response to the changing international working environment. Ultimately, OCHA's mission is to improve the lives and day-to-day living conditions of the people at the heart of one of the UN's core mandates—those affected by disaster, calamity and the scourge of conflict.

2004 Strategic Plan



Executive Management

Office of the Under-Secretary General/Emergency Relief Coordinator; Deputy Emergency Relief Coordinator; Director, New York; and Assistant Emergency Relief Coordinator/Director Geneva

Office of the USG/ERC; DERC; Director, New York and AERC/Director Geneva				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	6	5	4	15
General Service	4	5	1	10
Total	10	10	5	25
Staff costs (US\$)	1,490,460	1,130,646	743,450	3,364,556
Non-staff costs (US\$)	203,260	411,772	104,977	720,009
Total costs (US\$)	1,693,720	1,542,418	848,427	4,084,565
Total requested (US\$)				2,390,845

OCHA's Senior Management Team

The Office for the Coordination of Humanitarian Affairs is a department of the UN Secretariat, headed by the Under-Secretary-General for Humanitarian Affairs, who is designated as the Emergency Relief Coordinator. As Under-Secretary-General (USG), he is the advisor to the Secretary-General on Humanitarian Affairs and a key participant in the Secretary-General's approach to integrated crisis management. He chairs the Executive Committee on Humanitarian Affairs (ECHA). As Emergency Relief Coordinator, he leads the Inter-Agency Standing Committee (IASC), comprising UN humanitarian agencies, Red Cross and NGO partners. The Deputy to the USG, who is also Deputy Emergency Relief Coordinator (DERC), is responsible for key coordination, policy and management issues, and also deputises for the USG in his absence. The DERC ensures coherence between New York and Geneva, and provides a senior link to political, peacekeeping and development partners.

Reporting to the USG and the DERC are two Directors, one for New York functions/ branches and one for functions/branches based in Geneva. The Geneva Director also carries the title of Assistant Emergency Relief Coordinator. In New York, the Director has responsibility for policy, advocacy and information management, and is responsible for overall financial, personnel and administrative management. In Geneva, the Director/AERC is responsible OCHA's field based activities, particularly support to humanitarian coordinators, through the provision of staff, mechanisms and tools. He is responsible for providing leadership among field based humanitarian partners, particularly as chair of the IASC working group.

The Senior Management Team, in addition to the USG/ERC, the DERC, and the New York and Geneva Directors, includes the Deputy Director Geneva, and the Chief of the Office of the Under Secretary-General.

Priorities in 2004

To achieve the overall goals set out in OCHA's 2004 Strategic Plan (see page 9) and in pursuit of OCHA's General Mission Statement of making humanitarian action more effective and efficient, the Senior Management Team has committed itself in 2004 to focus on:

- Strengthening the collaborative approach for Internally Displaced Persons.
- Supporting the Good Humanitarian Donorship initiative, including better outreach to new and non-traditional donors.
- Promoting equitable assistance to beneficiaries in "forgotten emergencies".
- Enhancing advocacy efforts on the protection of civilians, in particular on the needs for systematic and safe access to all vulnerable populations.

In addition, the Senior Management Team will strive to make OCHA, as an organisation, more coherent and service oriented by:

- Developing performance indicators to assess OCHA's ability to achieve its humanitarian purpose.
- Ensuring an understanding of gender is developed in all aspects of humanitarian management.
- Continuing to improve OCHA's ability to support field staff in the performance of their duties.

Performance Assessment

- Timely attainment of OCHA's ten objectives for 2004.

New York				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	5	3	–	8
General Service	3	3	–	6
Total	8	6	–	14
Staff costs (US\$)	1,225,368	623,055	–	1,848,423
Non-staff costs (US\$)	156,500	232,780	–	389,280
Total costs (US\$)	1,381,868	855,835	–	2,237,703
Total requested (US\$)				855,835

Geneva				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	1	2	–	3
General Service	1	2	–	3
Total	2	4	–	6
Staff costs (US\$)	265,092	507,591	–	772,683
Non-staff costs (US\$)	46,760	178,992	–	225,752
Total costs (US\$)	311,852	686,583	–	998,435
Total requested (US\$)				686,583

Strengthening Donor Relations Capacity Project

Donor Relations Project				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	–	–	4	4
General Service	–	–	1	1
Total	–	–	5	5
Staff costs (US\$)	–	–	743,450	743,450
Non-staff costs (US\$)	–	–	104,977	104,977
Total costs (US\$)	–	–	848,427	848,427
Total requested (US\$)				848,427

The Donor Relations Section (DRS) has a presence in New York and Geneva, and is the focal point within OCHA for all relations with donors, particularly those issues related to funding. The separation of the DRS in Geneva from the Consolidated Appeals Process Section in April 2003 has strengthened both of these important aspects of OCHA's work. The Section advises the Senior Management Team on policy issues related to interaction with donors and resource mobilisation. In addition, DRS plays a key role in facilitating the interaction of all entities within OCHA, both at headquarters and at the field level, with donor representatives.

Within the scope of the overall goal of "effective and transparent management and adequate, sustainable financial support", the Donor Relations Section will support OCHA Management to obtain increased, predictable and flexible funding both for headquarters and field requirements.

Priorities in 2004

- Provide policy advice to the senior management by analysing funding patterns and trends, ensuring timely and accurate information, and making recommendations on both strategy and specific actions to be taken by senior management. The
- Section will work together with the Chair of the OCHA Donor Support Group to ensure focus on, and implementation of, strategic priorities for 2004.
- Promote an effective interface between OCHA and its donors by ensuring a tailored and prioritised approach to each donor, advocating for wider humanitarian action and support by donors, and advising the Senior Management Team on utilisation of existing donor coordination mechanisms, such as the Humanitarian Liaison Working Group, the Good Humanitarian Donorship Implementation Group (GHDIG) and the OCHA Donor Support Group.
- Aim to increase the resources available to OCHA by deepening the existing donor base, strengthening OCHA's relationship with its most important donors through enhanced dialogue and active engagement, and presenting a menu of options to optimise balanced and increased funding as well as improving donor reporting quality and frequency; broadening the donor base both by targeting under-supporting G-8 and Organisation for Economic Cooperation and Development (OECD) countries, by developing relationships with emerging donors and, together with other Sections of OCHA, engaging new donors through training and meetings; and advocating and making suggestions

New York				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	–	–	1	1
General Service	–	–	–	–
Total	–	–	1	1
Staff costs (US\$)	–	–	164,985	164,985
Non-staff costs (US\$)	–	–	32,770	32,770
Total costs (US\$)	–	–	197,755	197,755
Total requested (US\$)				197,755

Geneva				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	–	–	3	3
General Service	–	–	1	1
Total	–	–	4	4
Staff costs (US\$)	–	–	578,465	578,465
Non-staff costs (US\$)	–	–	72,207	72,207
Total costs (US\$)	–	–	650,672	650,672
Total requested (US\$)				650,672

to donors for improving the ‘quality’ of money received, by addressing issues of flexibility, timeliness and predictability.

- Quality of advice and information provided to Senior Management and managers; and
- Improved interaction with and support to the GHDIG on behalf of Inter-Agency Standing Committee (IASC).

Performance Assessment

- Increased level of funding from existing and new donors;
- Funding received with more flexibility and earlier in the calendar year;



Photo: Jemmy ChurInternational Medical Corps

Executive And Administrative Offices

Executive Office and Administrative Office				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	4	9	1	14
General Service	4	16	1	21
Total	8	25	2	35
Staff costs (US\$)	785,976	2,823,286	217,521	3,826,783
Non-staff costs (US\$)	6,700	62,263	597,092	666,055
Total costs (US\$)	792,676	2,885,549	814,613	4,492,838
Total requested (US\$) Common Costs NOT included				3,700,162

Executive Office New York				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	2	3	–	5
General Service	3	2	–	5
Total	5	5	–	10
Staff costs (US\$)	506,880	580,354	–	1,087,234
Non-staff costs (US\$)	2,400	33,900	–	36,300
Total costs (US\$)	509,280	614,254	–	1,123,534
Total requested (US\$)				614,254

New York Common Costs				
	Regular Budget	Extra Budgetary	Projects	Total
Staff & non-staff costs (US\$)	749,070	636,637	–	1,385,707
Total requested (US\$)				636,637

The common support requirements of the different branches in New York and Geneva have been integrated into a separate table "Common Costs" for each duty station. These common costs include general operating requirements such as external printing, news agency services, communications, supplies and materials, office furniture and equipment, and hospitality. Other non-staff costs that can be linked directly to the respective branches, such as travel, consultants, training and retreats are shown under each branch's resource requirements.

The Executive Office, comprising the administrative services of the New York and Geneva Offices, assists the Under-Secretary-General/Emergency Relief Coordinator and Senior Management in the discharge of their financial and administrative responsibilities. It provides administrative and programme support for the activities of the Office, both at headquarters and in the field.

The administrative service in New York serves as the Executive Office, overseeing and coordinating the overall administration of all OCHA offices at New York, Geneva and those in the field. The Executive Office coordinates all management reporting, planning and policy review in the areas of programme budget and human resources management. It represents the department in Task Forces of the UN Secretariat on

administrative matters and assists the Under-Secretary-General/Emergency Relief Coordinator in presentations before inter-governmental bodies to explain and justify budgetary requests. It also deals with all Internal and External Audit observations.

In addition to these responsibilities, the Executive Office assists the Emergency Relief Coordinator in the administration of the Central Emergency Revolving Fund (CERF). This includes ensuring compliance with the rules and procedures governing the use of the Fund, monitoring advances and replenishments, ensuring financial reporting from organisations utilising the Fund, and preparation of the required documentation for distribution to Member States, inter-governmental bodies, non-governmental organisations and United Nations operational agencies. The Executive Office also manages the Trust Fund for Strengthening of OCHA and the Special Account for Programme Support, which serve as the main extra-budgetary sources of funding for OCHA's core activities, as well as other Trust funds administered by the New York Office. It also serves the administrative needs of

OCHA's Integrated Regional Information Network (IRIN) offices in the field.

The Executive Office implements the Action Plan on Human Resources and helps in implementing the recommendations of the management review of OCHA, including the development and consolidation of critical tools, and enhancing staff-management relations.

The Administrative Office in Geneva assists the Director in his financial, personnel and general administrative responsibilities. The Office provides budget, financial and human resources support to OCHA's core programmes in Geneva, Geneva-based extrabudgetary projects and field offices. It manages the various Trust Funds under the responsibility of the Geneva Office, most notably the Trust Fund for Disaster Relief Assistance, which serves as the main vehicle for funding of OCHA's activities in the field.

The Administrative Office provides a dedicated capacity for field support through its Human Resources Section, which includes a Staff Development, Training

Aministrative Office Geneva				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	2	6	–	8
General Service	1	14	–	15
Total	3	20	–	23
Staff costs (US\$)	279,096	2,242,932	–	2,522,028
Non-staff costs (US\$)	4,300	28,363	–	32,663
Total costs (US\$)	283,396	2,271,295	–	2,554,691
Total requested (US\$)				2,271,295

Geneva Common Costs				
	Regular Budget	Extra Budgetary	Projects	Total
Staff & non-staff costs (US\$)	721,880	476,892	–	1,198,772
Total requested (US\$)				476,892

The common support requirements of the different branches in New York and Geneva have been integrated into a separate table "Common Costs" for each duty station. These common costs include general operating requirements such as external printing, news agency services, communications, supplies and materials, office furniture and equipment, and hospitality. Other non-staff costs that can be linked directly to the respective branches, such as travel, consultants, training and retreats are shown under each branch's resource requirements.

and Career Development Unit and its Finance Section, which is structured in regional clusters to ensure full support and accountability for servicing the regional desks in the field. It also provides administrative support to the International Strategy for Disaster Reduction (ISDR), and the Internally Displaced Persons Unit (IDPU).

In 2004, the Executive Office will aim to provide more effective management and sustainable financial resources.

Priorities in 2004

- Strengthen support to the field, including through the development of the Administrative Manual and other mechanisms/tools in the areas of financial, human resources, and general administrative management.

- Conclude service provider agreements with United Nations Development Programme (UNDP), United Nations High Commissioner for Refugees (UNHCR), World Food Programme (WFP), and United Nations Office at Geneva (UNOG).

Performance Assessment

- Improved conditions of service in the field, better morale and increased productivity of the staff;
- Favourable consideration by the United Nations General Assembly for OCHA's regular budget requests; and
- Finalised service provider agreements.



Photo: Nadine Hutton/International Federation

Civil-Military Interaction in Complex Emergencies

Since the early 1990s, military involvement in humanitarian activities has increased and raised issues of principle and policy, in addition to creating operational difficulties. These concerns have assumed even greater importance in the wake of the wars in Afghanistan and Iraq, which have brought into sharper focus the explicit linkage between military, political and humanitarian aims. The military's encroachment into what was traditionally regarded as humanitarian space underlines the fundamental difference in cultures between the two sets of actors, with clear command structures of the military and the more networking approach of a diverse humanitarian fraternity.

Cooperating with the military offers several advantages to humanitarian workers. The main advantage is the military's ability to rapidly deploy large numbers of personnel, equipment and supplies. To benefit from this capacity, humanitarian workers must establish interactive mechanisms. Yet this can create a perception of too close an affiliation with the military and can have adverse consequences if it imperils the humanitarian principles of "neutrality" and "impartiality". These are crucial to maintaining local networks and delivering assistance to all populations in need and to ensuring that the lead role of humanitarian actors is safeguarded and their operational independence is not restricted. Humanitarian actors must have full control over staff selection, retain complete freedom of movement of their personnel and maintain free communications with the media and other humanitarian agencies. A perception of too close an affiliation with the military may even imperil the security of their personnel and operating environment.

Such considerations have led to the formulation of the *Guidelines on the Use of Military and Civil Defence Assets (MCDA) to Support United Nations Humanitarian Activities in Complex Emergencies*. The Guidelines, which were officially launched in June 2003, are the result of nearly three years deliberations between Member States, International and

Regional Organisations and Agencies from both the humanitarian and military communities. This generic document is meant to provide the framework for drafting guidelines for particular operations in specific emergencies.

One such guidance paper was the *General Guidance for Interaction between UN Personnel and Military and Civilian Representatives of the Occupying Power* that was prepared by OCHA for the Iraq crisis. Based on the MCDA document, it was adapted to the realities and requirements of the particular situation in Iraq and provides clear guidance on permissible and non-permissible actions of humanitarian actors in their contacts and interaction with military forces in Iraq.

The imperative of bringing relief to the suffering population necessitates a pragmatic approach built on sound foundations. By making a clear distinction between military and humanitarian actors, the Guidelines, and specific guidance papers based on them, can help to promote that objective.

OCHA Staff Development and Training Project

Staff Development and Training Project				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	–	–	1	1
General Service	–	–	1	1
Total	–	–	2	2
Staff costs (US\$)	–	–	217,521	217,521
Non-staff costs (US\$)	–	–	597,092	597,092
Total costs (US\$)	–	–	814,613	814,613
Total requested (US\$)				814,613

The goal of the Staff Development and Training Project is to strengthen the capacity of OCHA staff both at headquarters and in the field in their mission to carry out effective and accountable humanitarian response coordination, advocacy and strategic planning.

Through the design, development and implementation of specific training programmes and by disseminating information on various training opportunities, the Project aims to enhance and support the continuous learning and improved competencies of OCHA staff.

facilitate a proactive response to the training needs and priorities of each department and field office.

- Develop a distance learning module to enhance writing skills of all OCHA staff.

Performance Assessment

- Increase in the number of OCHA headquarters and field staff who receive relevant and satisfactory training.

Priorities in 2004

- Continue to expand the Emergency Field Coordination Training in Geneva and in the field.
- Introduce standardised procedures, including an induction package to support the orientation and integration of new OCHA staff both in the field and at headquarters.
- Establish training and support mechanisms to address stress in the workplace, particularly for those staff working in difficult or dangerous duty stations.
- Design and implement a structured training system on OCHA financial and administrative procedures.
- Strengthen the Training Management System to centralise all training related information that will

The Inter-Agency Standing Committee/Executive Committee on Humanitarian Affairs Secretariat

The Inter-Agency Standing Committee and the Executive Committee on Humanitarian Affairs assist the Emergency Relief Coordinator as strategic coordination and consultation mechanisms among key humanitarian actors.

IASC develops humanitarian policies, agrees on a clear division of responsibility for the various aspects of humanitarian response, identifies and addresses gaps in response, and advocates for effective application of humanitarian principles.

Inter-Agency Standing Committee (IASC)

IASC was established in 1992 following the General Assembly Resolution 46/182 that called for strengthened coordination of humanitarian assistance. It is a unique inter-agency forum for coordination, policy development and decision-making involving the key UN and non-UN humanitarian partners. Under the leadership of the Emergency Relief Coordinator, the

Executive Committee on Humanitarian Affairs (ECHA)

ECHA is one of the four Committees created by the Secretary-General in the framework of the UN reform with the aim of enhancing coordination among UN agencies in various fields. Chaired by the Emergency Relief Coordinator, ECHA meets on a monthly basis in New York. ECHA's membership, notably with the par-

New York				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	–	2	–	2
General Service	–	2	–	2
Total	–	4	–	4
Staff costs (US\$)	–	444,307	–	444,307
Non-staff costs (US\$)	–	27,120	–	27,120
Total costs (US\$)	–	471,427	–	471,427
Total requested (US\$)				471,427

Geneva				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	–	1	–	1
General Service	–	1	–	1
Total	–	2	–	2
Staff costs (US\$)	–	188,258	–	188,258
Non-staff costs (US\$)	–	54,240	–	54,240
Total costs (US\$)	–	242,498	–	242,498
Total requested (US\$)				242,498

participation of UN Departments, adds a political and peacekeeping dimension to humanitarian consultations.

A single Secretariat in OCHA serves the IASC and the ECHA. This arrangement ensures that parallel discussions in the two Committees are based on a common understanding of the problems and on effective decision-making processes. The Secretariat has a strategic role in supporting the Emergency Relief Coordinator in his capacity as the chairman of both committees, and the Assistant Emergency Relief Coordinator in his capacity as the chairman of the IASC Working Group, to ensure that they function effectively and in a coordinated manner.

Priorities in 2004

- Support the Emergency Relief Coordinator in development of a clear strategy for IASC and ECHA to enhance accountability and effectiveness of both mechanisms.
- Support systematically inclusive process of inter-agency discussions and decision-making on all major humanitarian issues through IASC and/or ECHA.
- Ensure that the workplan and agenda of both committees is guided by the requirements and needs of the field and thus strengthen the linkage between the field operations and IASC/ECHA processes.
- Ensure timely follow-up to the decisions taken in the IASC and the ECHA at the headquarters level and ensure that information on decisions is disseminated widely and in a timely manner to the field.
- Support and monitor the work of IASC subsidiary bodies and ECHA's working groups, covering a broad range of technical and policy issues related to humanitarian action.
- Facilitate and monitor implementation of the IASC 2004 workplan.

Performance Assessment

- Establishment of a strategy for more effective use of the two committees;
- Timely dissemination of IASC and ECHA decisions to the field and timely follow-up at the headquarters level;
- Identification of gaps in follow-up to IASC and ECHA workplans through continuous monitoring;
- Efficient and wide dissemination of IASC policies and related information to IASC and non-IASC members; and
- Degree of implementation of the IASC workplan.



Photo: Christopher Black/International Federation

Early Warning for Preparedness

The earlier the signs of impending disasters are recognised, the better prepared to deal with them individuals can be. Disasters stem from natural causes, such as drought and flood; and can also be man-made, such as civil conflict or political emergency. In either case, the aim of the humanitarian actors is always to minimise loss of life, mitigate suffering, provide immediate relief, and help in rehabilitation and recovery. OCHA endeavours to provide early warning of emerging situations that could prove to be catastrophic.

An example of OCHA's early warning capacity and its usefulness to the international community is provided by the activities of the field office in Ethiopia. The first signs of the coming drought were observed by its field staff traveling to the Afar region, in the north-east of the country, as part of routine monitoring to review the overall humanitarian situation and collect data. The field monitors noticed an increasing number of deaths among the livestock, including those of hardy camels. This was an unmistakable sign that humans would soon be affected. OCHA warned that a failure or delay in the rains would cause the Afar and other ethnic groups to face a hazardous situation. Detailed and accurate field reports and special alerts were issued to the donor and NGO community, the United Nations and the Government. The office initiated weekly meetings with Government, donor and NGO communities to share technical information. The media was also kept informed about the emerging situation.

The situation deteriorated in Afar and rains failed in other areas, and OCHA's staff continued to report on the escalating problems of malnutrition and a shortage of seeds. As a result of OCHA's timely dissemination of vital information, loss of life was averted.

Guinea Bissau was on the verge of a different kind of crisis when OCHA's strengthened early warning mechanism includ-



Photo: UNDP/ (Eskinder Debebe)

ed it in a list of a dozen or so countries most at risk. A thorough analysis had revealed that, given the existing political and economic conditions, there was a strong possibility of serious political instability, which could lead to a humanitarian crisis. Consequently, in collaboration with the relevant humanitarian and development agencies, an umbrella contingency plan was prepared to coordinate a comprehensive humanitarian response. The UN Country Team has expressed its gratitude to OCHA for conducting this exercise and feels more confident in responding effectively to a humanitarian crisis should it occur.

Emergency Response Coordination

Humanitarian Emergency Branch

The Humanitarian Emergency Branch (HEB) in New York is the principal source of day-to-day analysis and advice to the Under-Secretary General/Emergency Relief Coordinator on complex emergencies and natural disasters and links OCHA headquarters in New York to field coordination units world-wide. Through its three geographical sections and close liaison with the Response Coordination Branch (RCB) in Geneva, HEB keeps the USG/ERC abreast of developments in the field and brings to his attention strategic issues that require consultations within the UN system or with the wider humanitarian community and senior level decision-makers. HEB also maintains an active dialogue with the field on humanitarian policy and strategy issues. The Branch supports the USG/ERC's interactions with the Executive Office of the Secretary-General (including meetings with heads of state and representatives of Member States), the political, peacekeeping, and security arms of the Secretariat, United Nations agencies and NGOs on humanitarian issues. HEB provides inputs to and monitors all Security Council deliberations that have humanitarian implications. The Branch supports specific humanitarian briefings to the Security Council on the situation in affected countries.

HEB represents OCHA in relevant UN inter-departmental or inter-agency fora that deal with crisis management and thereby helps to ensure a humanitarian perspective in United Nations policy and strategy development. It also contributes to decision-making about the mandate, duration and structure of United Nations missions in crisis countries and promotes the coherence and effectiveness of humanitarian coordination structures within them. It works closely with the IASC/ECHA secretariat and provides analysis and recommendations for consideration by ECHA, as well as the other UN executive committees.

The Branch regularly consults with an array of partners on specific humanitarian issues and challenges. It supports the USG/ERC in maintaining a dialogue with Humanitarian Coordinators in the field. It briefs the weekly working-level meetings of the IASC, the monthly meetings of Inter-Action and donors, including the Humanitarian Liaison Working Group (HLWG).

HEB regularly leads, or participates in, inter-agency and inter-departmental assessment and contingency planning missions to the field and, in times of crisis, rou-

Humanitarian Emergency Branch

Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	10	6	–	16
General Service	4	2	–	6
Total	14	10	–	22
Staff costs (US\$)	1,665,528	1,134,972	–	2,800,500
Non-staff costs (US\$)	146,800	254,250	–	401,050
Total costs (US\$)	1,812,328	1,389,222	–	3,201,550
Total requested (US\$)				1,389,222

tinely contributes to OCHA's surge capacity and the Emergency Response Roster (ERR) through timely staff deployments to the field in order to strengthen coordination arrangements and expanded response initiatives.

Priorities in 2004

- Influence UN policy and strategy in crisis countries, and in countries at risk of crisis, to ensure humanitarian perspectives and principles are given greater prominence.
- Maintain and enhance working relationships with DPA and DPKO to ensure humanitarian issues and concerns are fully addressed, as UN integrated peacekeeping and peacebuilding missions increase world-wide.
- Better articulate the importance of a coherent and effective humanitarian coordination structure in crisis countries where UN missions are established.
- Enhance preparedness in countries at risk of crisis through expanded support to contingency planning.
- Enhance preparedness at headquarters through strengthened analysis.
- Enhance response capacity, and predictability in response to crises, through regular deployment of staff using surge mechanisms or the Emergency Response Roster.
- Better align emergency coordination arrangements with post-conflict transition requirements and enhance working relationships with UNDP.
- Develop a more collaborative, comprehensible and predictable response to the needs of IDPs through improving analysis and more intensive training of staff.
- Improve awareness of international humanitarian law, humanitarian principles and their application.
- Provide effective, transparent and people-centered management.

Performance Assessment

- Level of satisfaction with quality and timeliness of support to USG/ERC;
- Timeliness and content of Security Council resolutions and Presidential Statements;
- Mandate and structure of UN missions;
- Increased humanitarian perspective in integrated UN missions;
- Number of HEB staff that participate in contingency planning missions;
- Number and efficacy of surge capacity and ERR deployments by HEB staff;
- Level of engagement in exit strategy review processes in transition countries;
- Number of HEB staff trained in IDP issues and deployed to support the field;
- Number of HEB staff trained in international humanitarian law and principles; and
- Level of staff satisfaction with contractual and career development opportunities.



Photo: Thorkell Thorleifsson/International Federation

Response Coordination Branch

Response Coordination Branch				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	5	20	6	31
General Service	–	14	1	15
Total	5	34	7	46
Staff costs (US\$)	622,272	4,324,788	1,140,211	6,087,271
Non-staff costs (US\$)	780,300	220,350	350,074	1,350,724
Total costs (US\$)	1,402,572	4,545,138	1,490,285	7,437,995
Total requested (US\$)				6,035,423

The Response Coordination Branch (RCB), based in Geneva, plays a leading role in the mobilisation and coordination of international assistance for complex emergencies and natural disasters. It is the principal focal point for day-to-day contacts with the field, and is responsible for overseeing requirements of field offices and providing substantive and administrative support to them. It is the primary point of contact for the Humanitarian Coordinator (HC) on all operational issues. Working with the HCs, Resident Coordinators (RC), UN Country Teams (UNCT) and OCHA field offices, RCB is OCHA's main instrument for supporting field coordination, strategic planning, monitoring and reporting and is also responsible for assessing humanitarian requirements and defining OCHA's role in emergencies, natural disaster response preparedness and post-conflict situations. RCB manages the Consolidated Appeals Process (CAP) and the Common Humanitarian Action Plan (CHAP). It also coordinates the decentralised launch of the CAP and other events associated with complex emergencies and natural disasters, such as the CAP mid-year reviews. The Branch actively supports OCHA New York and the field on early warning, and provides inputs for policy and advocacy issues.

The Branch manages the recruitment and deployment of personnel in response to emergencies and disasters, as well as the rotation of staff in the field. Through its core function of support to the field, RCB helps formulate entry and exit strategies for OCHA presence in collaboration with the Policy Development and Studies Branch (PDSB). The Branch advises the field on disaster response preparedness and assists in the formulation of contingency plans. RCB organises regular inter-agency meetings, and maintains close interface with donors, *inter alia* through donor support groups for specific emergencies, and regular briefings. The Branch disburses emergency cash grants and channels contributions from donors for rapid, emergency relief assistance. Working closely with the Humanitarian Emergencies Branch (HEB), it helps to maintain an integrated approach, encompassing political and operational issues, in order to harmonise the views of the headquarters and the field. Collaboration between the RCB and the Emergency Services Branch (ESB) also ensures the development and efficient use of emergency services, such as the United Nations Disaster Assessment and Coordination (UNDAC) teams and the Military and Civil Defence Assets. RCB manages some surge capacity, providing senior emergency advisors to the Resident Coordinators and Humanitarian Coordinators, at the onset of emergencies.

Priorities in 2004

- Improve planning, monitoring and accountability in emergencies and transition by conducting a review of specific situations in which an OCHA presence may be warranted.
- Improve preparedness by establishing contingency plans in each country and sub-region and strengthening monitoring of volatile areas.
- Strengthen systems for provision of information for decision-making and response in humanitarian situations by evaluating the requirements of all field offices and ensuring their proper funding.
- Support the development of a collaborative, comprehensive and predictable response to the needs of internally displaced persons (IDPs), in cooperation with established inter-agency mechanisms.
- Strengthen partnerships and policy response to complex emergencies and natural disasters through an efficient and systematic monitoring system; maintain close contact with partner organisations for preparedness and raising awareness.
- Provide effective and proactive advocacy on behalf of vulnerable populations affected by disasters and emergencies, and ensure increased and more equitable distribution of resources in emergencies.
- Monitor and support the implementation of the IASC policy on Gender in Humanitarian Assistance.
- Improve analysis of issues related to access and security, and provide guidance to the field and recommendations to the ERC accordingly.
- Provide key inputs on transition issues for follow-up by the field as well as by the IASC and ECHA/UNDG.

Performance Assessment

- Timeliness in coordination of international response to emergencies and disasters;
- Disaster response preparedness plans developed and/or updated;
- Advocacy strategies in place for neglected emergencies, in collaboration with Advocacy, External Relations and Information Management Branch (AERIMB);
- Regular donor briefings and donor support group meetings;



Photo: Marko Katic/International Federation

- Consistent sub-regional meetings between RCB and OCHA offices in the field;
- Number of missions undertaken to support new or on-going emergencies;
- Number of field offices fully and rapidly staffed;
- Number of offices that have established and updated contingency plans; and
- Number of staff trained in IDP and gender mainstreaming issues.

Consolidated Appeals Process Strengthening Project

CAP Strengthening Project				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	–	–	4	4
General Service	–	–	1	1
Total	–	–	5	5
Staff costs (US\$)	–	–	772,735	772,735
Non-staff costs (US\$)	–	–	268,714	268,714
Total costs (US\$)	–	–	1,041,449	1,041,449
Total requested (US\$)				1,041,449

United Nations General Assembly Resolution 46/182 called on the Secretary General to issue, in consultation with the affected State, Consolidated Appeals covering all concerned organisations of the UN system and its partners. The Consolidated Appeals Process (CAP) Strengthening Project, which is part of the Response Coordination Branch, manages the CAP on a day-to-day basis.

The CAP is a field-based coordination mechanism which is used by governments, donors, and members of the Inter-Agency Standing Committee. It has contributed significantly to developing a more coherent and strategic approach to humanitarian action. The process provides a framework for aid agencies to analyse the context, consider scenarios, assess needs, agree on priorities, set goals, and draw up a Common Humanitarian Action Plan (CHAP) to address them. Monitoring and evaluation is widespread in the CAP, it is used as an advocacy tool to uphold the rights of populations in need. It has fostered closer co-operation between governments, donors, aid agencies, and beneficiaries. Since 1991 the United Nations has issued 200 appeals and raised US \$25.8 billion in voluntary contributions through the CAP.

Priorities in 2004

- Strengthen the CAP as a tool for strategic planning, programming, and coordination, update the 1994 IASC CAP guidelines, and intensify advocacy through the CAP.
- Support development, dissemination, and implementation of policy and guidelines for more effective humanitarian action.
- Implement a comprehensive training programme to ensure that OCHA staff are effective in facilitating the CAP in the field.
- Manage the elaboration and launch of consolidated appeals and mid-year reviews presented to the international community, including donors.
- Track aid flows and improve the timeliness, accuracy, and scope of humanitarian aid tracking on the Financial Tracking System (FTS).
- Support the donor-led CAP pilot (Democratic Republic of Congo and Burundi) in order to implement Good Humanitarian Donorship Principles.
- Provide a work environment in which staff feel fulfilled.
- Support HCs in providing leadership to ensure quality inputs to the CAP.

Performance assessment

- Increase alignment of internal planning and programming, and training of participating agencies with the CAP;
 - Timely preparation of the Consolidated Appeals and mid-year reviews;
 - Positive donor response to improvements in the CAP;
 - Favourable feedback from humanitarian personnel,
- including those from OCHA, regarding the effect of training in their capacity to design and implement programmes;
 - Aid flows inside and outside the CAPs accurately captured for CAP countries; and
 - Number of hits on FTS on-line, especially custom queries to FTS database answered successfully by automated system.



Photo: OCHA

Surge Capacity Project

Surge Capacity Project				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	–	–	2	2
General Service	–	–	–	–
Total	–	–	2	2
Staff costs (US\$)	–	–	367,476	367,476
Non-staff costs (US\$)	–	–	81,360	81,360
Total costs (US\$)	–	–	448,836	448,836
Total requested (US\$)				448,836

One of OCHA's priorities is to improve its capacity to respond effectively to sudden on-set emergencies. The Surge Capacity Project was initiated with the aim of attaining that capability. Significant improvements in rapid response have been made and two Senior Emergency Officers (SEO) have been working in the Response Coordination Branch (RCB) under the direct supervision of the Chief of the Branch. They have undertaken missions in a number of countries on the basis of a need defined in headquarters or at the request of the field.

The project has supported Humanitarian/Resident Field Coordinators and OCHA field offices in improving coordination and developing contingency plans and carrying out assessments. The SEOs have also provided guidance and conducted a workshop on International Humanitarian Law. When not deployed in the field, they have provided support in preparing for crises, in improving the conditions of service of OCHA staff and in support to policy development.

Additionally, they attended UNDAC induction courses and are prepared for deployment as UNDAC team leaders.

Priorities for 2004

- Ensure rapid deployment of emergency staff to areas in crisis.
- Be prepared for several emergency missions.
- Provide internal surge capacity within Headquarters whenever sections require short-term assistance.

Performance Assessment

- The speed with which response to an emergency can be organised;
- The usefulness of advice rendered for policy development; and
- The provision of appropriate training to field and Headquarters staff.

Promoting National Policies for the Internally Displaced

Internally displaced persons (IDPs) are among the most vulnerable of groups. Caught up in a complex emergency, unarmed and uprooted from their homes and livelihoods, they are at the mercy of contending factions; women are targets of sexual abuse, children are abducted and forced to labour, or conscripted by warring parties to fight for a cause that is not theirs and which they do not even understand. They are deprived of education and suffer malnutrition and high rates of illness.

There are some 25 million IDPs in the world today. They are in their homelands, and yet their existence is often worse than that of refugees in a foreign country as those displaced depend for their protection on the very State within which their displacement has occurred.

The international community is taking steps to ensure that the displaced are properly cared for. One important means of doing so is through the development of national laws and policies on IDPs. Within the UN system, the Emergency Relief Coordinator (ERC) coordinates support to Governments responding to the needs of internally displaced persons and campaigns on behalf of the displaced when the authorities are either unwilling or unable to take the required action. In fulfilling this responsibility, the ERC is supported by a special unit on internal displacement and by the network of Humanitarian Coordinators. The Representative of the Secretary General for IDPs, who developed the Guiding

Principles on Internal Displacement, has played an important role in trying to ensure that the recommendations of the ECOSOC on the subject are acted upon.

Several states—Angola, Burundi, Colombia and Georgia, for example—are now formulating policies on the displaced. Uganda has recently drafted a policy, with OCHA's assistance, which is expected to be ratified by the end of the year. It provides a comprehensive framework, which addresses, among other things, institutional arrangements at national and local levels, types of support to be provided, the rights of IDPs, and arrangements with the international community.

The Internal Displacement Unit also organised workshops and technical missions in Serbia, Montenegro and Kosovo and work is now underway on behalf of the world's largest displaced population in the Sudan.

Step by step, the framework for improving the situation of these victims of conflict is being put in place.



Photo: Brent Stirton

Emergency Services Branch

Emergency Services Branch				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	5	–	12	17
General Service	2	2	6	10
Total	7	2	18	27
Staff costs (US\$)	865,488	169,500	2,381,536	3,416,524
Non-staff costs (US\$)	88,000	152,550	1,218,027	1,458,577
Total costs (US\$)	953,488	322,050	3,599,563	4,875,101
Total requested (US\$) <small>Includes Registry</small>				3,921,613

The Emergency Services Branch (ESB) is responsible for developing, mobilising and coordinating the deployment of OCHA's international rapid response capacities in support of countries struggling to overcome major emergencies. ESB facilitates humanitarian initiatives by providing disaster assessment and response coordination, international standard-setting for urban search and rescue, and establishing of on-site operations coordination centres. It supports OCHA offices in the field through surge capacity and standby partnerships, military and civil liaison and mobilisation of military and civil defence assets. ESB also oversees the dispatch of relief supplies, and specialised assistance in environmental emergencies and communication. The Branch also disseminates information by means of emergency telecommunications, Reliefweb, the Central Register of Disaster Management Capacities and the Virtual On-Site Operations Coordination Centre (Virtual OSOCC).

ESB consists of the Field Coordination Support Services Project (FCSS); the UNDAC Developing Countries Deployment and Training Project; the Military, Civil Defence and Logistics Support Project; and the Environmental Emergencies Services Project. In Geneva ESB also manages three units that are func-

tionally part of the Advocacy, External Relations and Information Management Branch (AERIMB). These are Reliefweb, the Integrated Regional Information Network (IRIN) and the Information Technology Section.

Priorities in 2004

- Strengthen the International Humanitarian Partnership of resource providing countries, including training of support staff.
- Improve planning, monitoring and accountability in emergencies and periods of transition, notably by profiting from Lessons Learned and in consultation with the UNDAC Advisory Board and the Military and Civil Defence Unit (MCDU) Advisory Panel.
- Provide timely and quality information in support of humanitarian decision-making and response.
- Further improve the provision of urgent environmental assistance.
- Implement the global World Summit on Sustainable Development (WSSD) Partnership on Environmental Emergencies.
- Strengthen the UN Civil-Military Coordination Concept with greater participation of developing

countries and UN Agencies through appropriate training and exercises, and increase the humanitarian content of Civil-Military exercises with greater emphasis on humanitarian work.

Performance Assessment

- Rapid deployment of a well qualified UNDAC team and, when necessary, search and rescue teams (SAR) to emergencies in developing countries within twenty-four hours of a natural disaster or emergency occurring;
- Smooth deployment of additional staff to the field in sudden-onset complex emergencies;
- Increase in the number of countries making “in-kind” resources available to support humanitarian operations;
- Timely and efficient deployment of specialised missions in case of environmental emergencies; and
- Finalisation of a Field Handbook on Civil Military Coordination and establishment of a “lessons learned” database.

The Field Coordination and Support Services Project

Field Coordination and Support Services Project				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	–	–	5	5
General Service	–	–	3	3
Total	–	–	8	8
Staff costs (US\$)	–	–	1,060,006	1,060,006
Non-staff costs (US\$)	–	–	361,035	361,035
Total costs (US\$)	–	–	1,421,041	1,421,041
Total requested (US\$)				1,421,041

The Field Coordination and Support Services (FCSS) Project is responsible for managing the United Nations Disaster Assessment and Coordination (UNDAC) team and OCHA’s Surge Capacity. FCSS acts as the Secretariat for the International Search and Rescue Advisory Group (INSARAG) and for the International Humanitarian Partnership (IHP). Working in close cooperation with the Response Coordination Branch Regional Desks and the OCHA Regional Disaster Response Advisors, FCSS mobilises rapid-response UNDAC teams, drawn from a resource base of more than 175 skilled emergency managers from some 46 countries, UN Agencies and international organisa-

tions. The work of FCSS includes mobilising and deploying UNDAC teams in response to natural disasters and emergencies world-wide, and organising UNDAC training for Europe, Africa, Latin America and the Caribbean, Asia, and Pacific regional teams. FCSS also develops emergency assessment and field coordination methodologies and guidelines as well as web-based emergency information management tools.

As the secretariat of the International Search and Rescue Advisory Group and the IHP, FCSS is responsible for the timely coordination of the deployment of international urban search and rescue teams and emer-

gency Support Modules world-wide. FCSS is also responsible for providing On-Site Operations Coordination Centres (OSOCC) to facilitate international coordination in emergencies. As manager of OCHA Surge Capacity, FCSS is responsible for OCHA's Emergency Response Roster, for negotiating, concluding and acting upon Memoranda of Understanding with partner countries, and for deployment of in-kind resources in support of OCHA's field offices.

Priorities in 2004

- Strengthen partnerships and policies in response to natural disasters and environmental emergencies by augmenting the expertise and response of UNDAC teams and by working for greater participation of developing countries and UN Agencies.
- Ensure the availability of surge capacity for deployment in sudden-onset emergencies and continue to maintain OCHA's Emergency Response Roster, while constantly reviewing this function.
- Fine-tune memoranda of understanding for OCHA surge capacity with present stand-by partners and pursue the establishment of formal agreements with other countries or organisations expressing an interest in providing staff to support OCHA field offices.

Performance Assessment

- Constant readiness of the UNDAC system to deploy an emergency team with relevant expertise to a disaster-affected country within 12-24 hours of a request being made to the ERC, either by the Government of that country or by the UN country team;
- Increased partnership of developing countries and UN Agencies in developing the UNDAC system;
- Development and improvement of a methodology for coordinating response preparedness and actual

response of international urban search and rescue teams (USAR) preceding and subsequent to major earthquakes;

- Development of methodology (OSOCC concept) and electronic tools (Virtual OSOCC, UNDAC Mission Software) to facilitate coordination, knowledge management and information exchange between stakeholders at headquarters and in the field during international response operations following sudden-onset disasters and emergencies;
- Wider adherence to standardised parameters for international urban search and rescue team training, structure and equipment;
- Smooth deployment of additional staff to the field in sudden-onset complex emergencies; and
- Increase in the number of countries making 'in-kind' resources available to support humanitarian operations.



Photo: Brent Stirton

Military, Civil Defence and Logistics Support Project

Military, Civil Defence and Logistics Support Project				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	–	–	7	7
General Service	–	–	3	3
Total	–	–	10	10
Staff costs (US\$)	–	–	1,321,530	1,321,530
Non-staff costs (US\$)	–	–	228,712	228,712
Total costs (US\$)	–	–	1,550,242	1,550,242
Total requested (US\$)				1,550,242

The Military Civil Defence Unit (MCDU) is the focal point within the UN system for timely mobilisation of military and civil defence assets (MCDA) for use in humanitarian emergencies and for liaison with governments, international organisations and military and civil defence establishments deploying these assets. MCDU conducts the UN Civil-Military Coordination (CMCoord) courses as well as pre-deployment courses on request. It coordinates UN Agency participation in major exercises with humanitarian scenarios. CMCoord graduates are used as UN CMCoord liaison officers in actual humanitarian operations. The Unit also maintains the UN Central Register, a database of Military and Civil Defence Assets (MCDA), which can be made available to humanitarian actors. MCDU acts as facilitator and secretariat for the development of documents involving the broad international humanitarian community and is the custodian of the “Oslo” and “MCDA” Guidelines on the use of MCDA to support UN humanitarian operations in natural, technological and environmental disasters, and in complex emergencies respectively.

The Logistic Support Unit (LSU) is responsible for managing the stockpile of basic relief items in the United Nations Humanitarian Response Depot (UNHRD) located in Brindisi, Italy. As OCHA’s focal point for suppliers, LSU provides logistical support to the field and headquarters, particularly in the area of transport. It also

contributes to inter-agency logistics discussions, notably on the coding and tracking of relief goods, the standardisation of specifications of relief items and the facilitation of border crossing procedures.

Priorities for 2004

- Further consolidate the UN Civil-Military Coordination system for rapid response in support of humanitarian field operations.
- Increase the support to pre-deployment training of international military forces and country-specific training for the humanitarian community.
- Strengthen the UN CMCoord concept with greater participation of developing countries and UN Agencies through appropriate training and exercises.
- Ensure that humanitarian actors can rely on the timely dispatch of relief supplies stocked in the UNHRD.



- Ensure that OCHA's stockpile of relief items is kept at a proper level of replenishment to respond to emergencies.

Performance Assessment

- Increase in the number of Member States making military and civil defence assets, as well as funding,

available to UN CMCoord activities to support humanitarian field operations;

- Finalisation of a Field Handbook on UN CMCoord;
- Establishment of a "lessons learned" database on UN CMCoord issues;
- Maintaining adequate and suitable stocks of emergency non-food supplies in Brindisi warehouse to respond to emergencies; and
- Timeliness of dispatch of goods to affected areas.

UNDAC Developing Countries Deployment and Training Project

UNDAC Developing Countries Deployment & Training Project				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	–	–	–	–
General Service	–	–	–	–
Total	–	–	–	–
Staff costs (US\$)	–	–	–	–
Non-staff costs (US\$)	–	–	400,302	400,302
Total costs (US\$)	–	–	400,302	400,302
Total requested (US\$)				400,302

OCHA considers it important to involve a larger number of developing countries in the UNDAC system. This is all the more necessary for disaster-prone countries. Training courses have been organised in Ecuador and Japan for countries of the concerned regions. The courses have significantly increased the number of disaster management experts from these areas.

The provision of further resources will enable OCHA to continue the training programme and deployment of UNDAC experts from developing countries.

Priorities in 2004

- Efforts will continue to be made to augment participation of developing countries in the UNDAC teams.

Performance Assessment

- Increase in number of participants in UNDAC training courses from developing countries, and
- Enhanced participation of members from developing countries in UNDAC teams.



Environmental Emergencies Services Project

OCHA Environmental Emergencies Services Project				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	–	–	–	–
General Service	–	–	–	–
Total	–	–	–	–
Staff costs (US\$)	–	–	–	–
Non-staff costs (US\$)	–	–	227,978	227,978
Total costs (US\$)	–	–	227,978	227,978
Total requested (US\$)				227,978

The Environmental Emergencies Services Project is implemented in partnership with the United Nations Environment Programme (UNEP) and serves as the integrated United Nations emergency response mechanism for activating and providing international assistance to countries facing environmental emergencies. Its aim is to rapidly mobilise and coordinate emergency assistance and to make resources available to countries affected by emergencies such as chemical and oil spills, industrial accidents and forest fires, which can cause significant damage to the environment and human health and well-being. It is also involved in mitigating the environmental impact of natural disasters like earthquakes and floods. The Project is primarily geared to helping developing countries with inadequate national or local capacities, or when specialised expertise is urgently required.

Priorities in 2004

- Further improve the provision of urgent environmental assistance upon governmental requests.
- Integrate environmental considerations into OCHA's overall response and management of natural disasters.
- Develop training in preparedness and response to environmental emergencies for developing countries and countries with economies in transition.

- Implement the global World Summit on Sustainable Development (WSSD) Partnership on Environmental Emergencies, which seeks to reinforce linkages between stakeholders and programmes.

Performance Assessment

- Timely and coordinated response for environmental emergency assistance upon governmental requests;
- Environmental expertise provided in the response and management of natural disasters;
- Awareness raised and improved capacity to prepare and respond to environmental emergencies in developing countries and countries with economies in transition; and
- Number of governments, international organisations, NGOs and industries involved in the Partnership on Environmental Emergencies.



Photo: Eddy Posthuma de Boer/International Federation

UNDAC: Swift to the Rescue

Once calamity strikes it is too late to start planning. The means of dealing with a crisis should already be in place and staff and assets rapidly deployed, or lives that could be saved will be lost. In most cases, natural disasters hit countries and regions least prepared to deal with them. Economic conditions, the remoteness or isolation of affected localities, non-availability of the lat-

est technological means for dealing with the calamity and for saving lives, all exacerbate the effects of a catastrophe.

The international community's response to a natural disaster must take into account several issues: the

problems posed by the wide dispersal of resources and personnel; the variety of humanitarian actors involved; the need to determine the requirements of the populations in distress; and develop a coherent strategy and work plan. It is here that OCHA plays a vital role. It facilitates the work of the humanitarian agencies and establishes a mechanism for coordination, so the overall impact of the activities of various experts and relief workers is increased.

In responding to natural disasters, the Emergency Relief Coordinator (ERC) has at his disposal the United Nations Disaster Assessment and Coordination (UNDAC) team. This comprises emergency managers from 48 countries and eight UN Agencies, as well as the International Federation of Red Cross and Red Crescent Societies and is ready to move anywhere in the world on 12-24 hours notice. It has been deployed on 107 missions to 68 countries since 1993. Of these, twelve involved complex emergencies while the rest were in response to natural disasters or environmental emergencies. During 2002 there were twelve such missions. To date, in 2003, there have been eight.

One of these was the earthquake that struck Algeria on 21 May 2003. Measuring 6.7 on the Richter scale, it left 2,266 persons dead and 10,261 injured. It destroyed 214 buildings and 1029 homes, and the electrical infrastructure, water supplies and health facilities were seriously affected.

Within hours of the earthquake, OCHA began to organise an international response and activated the Virtual On Site Operations Centre web site for the deployment of international urban search and rescue teams. A three member UNDAC team, together with a Swiss Urban Search and Rescue (USAR) team, reached Algeria the next day. It assisted local authorities in transferring fifty international USAR teams—from twenty-eight countries and comprising 1,226 rescuers and 224 dogs—to the quake-hit area where a coordination centre was established.

Another seven members of the UNDAC team, together with a Support Module and telecommunication experts and equipment supplied by Sweden, arrived the next day. Experts from other UN humanitarian agencies were associated with the UNDAC team to provide sectoral expertise and capacity for the transitional phase, as well as for rehabilitation. An Information Management and Liaison Cell was established at the UNDP office in Algiers to compile and collate information, draft situation reports and liaise with UN agencies, the Government, NGOs and donors.

The search and rescue phase of the operation lasted until 25 May. UNDAC helped in the departure of the international teams and their equipment to their respective countries, handed over responsibilities to the Algerian authorities, and left on 29 May, one week after the earthquake.

Of course one hopes that calamities never occur, but when they do, a mechanism for a swift, coordinated response must be already in place to mitigate the worst effects.



Photo: OCHA

Internal Displacement Unit

Internal Displacement Unit				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	–	–	6	6
General Service	–	–	4	4
Total	–	–	10	10
Staff costs (US\$)	–	–	1,966,186	1,966,186
Non-staff costs (US\$)	–	–	696,080	696,080
Total costs (US\$)	–	–	2,662,266	2,662,266
Total requested (US\$)				2,662,266

The Internal Displacement Unit's (IDU) mandate is to strengthen the inter-agency response to situations of internal displacement and to support the Emergency Relief Coordinator in his role as focal point for the coordination of the international response to the needs of Internally Displaced Persons (IDPs). The Unit has developed a two-tiered strategy: providing targeted support to specific country situations, and promoting improvements to the system-wide response to internal displacement. To this end, the Unit works with Humanitarian/Resident Coordinators (HC/RC), UN Country Teams (UNCT), OCHA field offices and Response Coordination Branch (RCB) as well as with members of the Inter-Agency Standing Committee and the Special Representative of the Secretary-General (SRSG) on IDPs.

The Unit helps UNCTs integrate internal displacement issues into planning for assistance, protection and guidance by deploying IDP Advisors in emergency situations, or on a more long-term basis, by helping devise durable solutions and develop IDP strategies. Training programmes are implemented based on the Guiding Principles on Internal Displacement, targeting UNCTs, NGOs and other actors dealing with IDPs. Inter-Agency Missions are undertaken to assess UNCT response to

protection issues and will make recommendations within the framework of the collaborative approach. Policy initiatives are designed to identify areas requiring institutional and policy improvements, in particular through the development of protection strategies. The Unit contributes to the development of advocacy tools to promote the Guiding Principles and to raise awareness of the plight of IDPs.

The Global IDP Project, established by the Norwegian Refugee Council at the request of the United Nations, plays an important role in strengthening national and international responses to internal displacement. The Unit, as well as UN agencies, regional intergovernmental organisations, governments, international and national NGOs, the media and academia, are prominent users of the Global IDP Database.

Priorities in 2004

- Mainstream IDP issues within OCHA and the UN system at headquarters and field-level and provide technical support to UNCTs with emphasis on protection and transition issues.

- Work to strengthen the collaborative approach in the overall institutional response to internal displacement and to increase coherency, accountability and predictability in consultation with the IASC-Working Group and the Senior Inter-Agency Network on IDPs, building on the results and recommendations stemming from the completed IDP Response Matrix and Protection Survey.
- Implement training programmes on IDPs within OCHA, the wider humanitarian community and other actors to promote the application of the Guiding Principles and provide guidance for the development of protection, transition and recovery strategies, as well as integration of Guiding Principles into national legislation.
- Promote debate on the conceptual challenges faced by policy makers and humanitarian actors and explored in the Unit's publication "No Refuge", and contribute to the development of advocacy tools and national policies on internal displacement.
- Mobilise resources for the Unit's activities and participate in the development of IDP strategies with the Consolidated Appeals Process (CAP).
- Monitor and provide comprehensive information on all conflict-induced situations of internal displacement world-wide. The budget for 2004 amounts to USD 600,000.

Performance Assessment

- Number of countries formulating IDP national policies;
- Increased coherency, accountability and predictability in IDP response and enhanced efforts to fill in protection gaps;
- Development of policies and strategies endorsed by IASC-Working Group and of advocacy tools to promote debate and raise awareness;
- Level of funding for the Unit and its field support activities and IDP needs explicitly included in the CAP document;
- Information on IDPs world-wide made available through the Global IDP Project;
- Increased number of field-based Plans of Action, Protection and IDP Working Groups, deployed IDP Advisors; and
- Number of workshops attended and participants trained on IDP issues.



Out of Sight: Forgotten Emergencies

When something is no longer being noticed, does it cease to be? That is a good question to ask in the case of “forgotten emergencies”. With the media preoccupied with the dominant story of the day—whether Kosovo, Afghanistan or Iraq—crises in other countries go virtually unnoticed, even though the victims of these “forgotten emergencies” continue to suffer.

In Uganda, for example, more than a million people have been displaced in fighting between the Government and the insurgent Lord’s Resistance Army, but few now hear about the ghastly fate of these civilians. Girls are taken from dormitory beds by rebels and forced to become “wives”, boys are made to club other children to death and parents have no news of their long-lost children. Thousands of children – known as “night commuters” - travel every evening to the safety of major towns in northern districts to avoid abduction. The world owes them more than indifference.

OCHA has tried to highlight the plight of Uganda’s displaced. Its Regional Support Office for Central and East Africa (RSO-CEA) organised a joint donor mission to Northern Uganda and also brought opinion-makers together for an advocacy workshop to improve media coverage, thus alerting decision-makers to the scale of the crisis. OCHA has since strengthened its field presence in Uganda to raise awareness of crucial humanitarian issues at grassroots level and to coordinate the provision of relief to the victims.

In November, the RSO-CEA and Integrated Regional Information Networks (IRIN) jointly published “When the sun sets – we start to worry...” a 70 page book meant to provide a better understanding of this conflict through pictures and stories of those caught in the endless cycle of suffer-

ing. IRIN also published a multimedia web-based special report highlighting the gruesome consequences of the conflict through features, personal testimonies and video. It has also produced a mini-documentary featuring stories on camp life and the so-called “night commuters.” The film depicts the desperation of the civilians, and the helplessness of community leaders, as insecurity eats away at their society. The original raw footage has been distributed to international and regional media and has been aired by several major broadcasters.

Mr. Jan Egeland, the Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator, recently led a mission to the region and saw at first hand the plight of the night commuters in northern Uganda. “I am deeply shocked by what I have seen,” he said. “This is above all a war against children. They are abducted, abused and violated.”

As Egeland said, “Northern Uganda is one of the worst humanitarian crises in the world. This situation cannot be allowed to continue for another 17 years.” OCHA is gearing up to ensure that those who have dropped out of the media’s sight do not also slip out of people’s minds.



Photo: Yoshi Shimizu/International Federation

Policy Development

Policy Development and Studies Branch				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	5	8	2	15
General Service	–	6	1	7
Total	5	14	3	22
Staff costs (US\$)	757,368	1,717,130	431,439	2,905,937
Non-staff costs (US\$)	88,000	461,040	1,289,330	1,838,370
Total costs (US\$)	845,368	2,178,170	1,720,769	4,744,307
Funds available				776,357
Total requested (US\$)				3,122,582

The Policy Development and Studies Branch (PDSB) works to develop and promote a humanitarian policy agenda, foster coherence, structure, and consistency in humanitarian responses to crises and promote greater accountability of humanitarian action.

To develop a humanitarian policy agenda, PDSB identifies emerging trends and changes in the humanitarian environment and builds common or harmonised policy positions among humanitarian agencies based on human rights, international law and humanitarian principles. To promote this agenda and ensure respect for humanitarian law and principles among non-humanitarian actors, PDSB engages with Member States, and provides support to various organs of the UN, including the Economic and Social Council (ECOSOC), the General Assembly and the Security Council.

To foster strategic and operational coherence, PDSB crafts practical policies, guidance and analytic tools for use in the field by humanitarian practitioners. It also develops *aide mémoires* and diagnostic tools for Member States and intergovernmental bodies, as well as peacekeepers, to use during crisis management to

help ensure the consideration of key humanitarian concerns. PDSB also contributes towards the training of staff to ensure that they and other actors in emergencies are aware of key humanitarian policies and methodologies and are able to apply them flexibly, but appropriately, in varied contexts.

To promote greater accountability and improve the effectiveness of humanitarian action, PDSB initiates and manages a portfolio of studies, reviews and evaluations for OCHA and its humanitarian partners. In addition, it helps to design and implement monitoring standards and systems. These activities help measure performance and identify areas where improvements should be made in the provision of material assistance and protection. They also help identify best practices and innovative concepts that should be disseminated widely to inform and guide policy, operational decisions and crisis management.

The branch also provides a substantial range of day-to-day services for OCHA and the various UN organs and maintains a watching brief for OCHA on a range of other issues that could impact humanitarian assistance, or benefit from a humanitarian perspective.

New York				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	5	6	–	11
General Service	–	5	–	5
Total	5	11	–	16
Staff costs (US\$)	757,368	1,291,115	–	2,048,483
Non-staff costs (US\$)	88,000	415,840	–	503,840
Total costs (US\$)	845,368	1,706,955	–	2,552,323
Total requested (US\$)				1,706,955

Geneva				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	–	2	–	2
General Service	–	1	–	1
Total	–	3	–	3
Staff costs (US\$)	–	426,015	–	426,015
Non-staff costs (US\$)	–	45,200	–	45,200
Total costs (US\$)	–	471,215	–	471,215
Total requested (US\$)				471,215

During 2004, the Branch will implement four projects, including: the Humanitarian Impact of Sanctions; the Protection of Civilians; Evaluation and Studies; and a Gender Plan of Action.

Priorities in 2004

- Contribute to the development and promotion of humanitarian policy agendas on the financing of humanitarian emergencies, civil-military relations, and humanitarian access.
- Work to harmonise definitions of humanitarian assistance and develop common methodological approaches to assessing the needs of vulnerable populations.
- Develop a user-friendly, field-oriented package of transition guidance with benchmarks for determining the right planning tools to use, an *aide mémoire* of key transition issues that must be addressed during planning, and a compendium of best practices.
- Initiate and manage studies, reviews and evaluations, including a review of OCHA's Early Warning System (EWS), a review of peacekeeping and humanitarian mandates and a joint study with WFP on food versus non-food funding in humanitarian emergencies.
- Complete and begin implementing a Gender Plan of Action for Humanitarian Coordination.

Performance Assessment

- Percentage of staff that makes use of OCHA's planning products every quarter;
- Number of OCHA offices rating the transition guidelines as 'useful';
- Number of Humanitarian Coordinators using new skills and knowledge acquired during training after six months;
- Issues paper agreed and endorsed by IASC;
- Clear policy on the scope of OCHA's role in natural

- disasters, and corresponding internal divisions of labor approved by the USG/ERC;
- Number of agencies in Senior Management Group, the Executive Committee on Humanitarian Affairs and Inter-Agency Standing Committee who reach an agreed position on the relative distribution of food versus non-food funding;
- Number of OCHA field offices that have incorporated protection into staff terms of reference and

- have staff that meet the qualification profile for protection advisers;
- Number of member states incorporating Protection of Civilians elements into national policies,
- Adoption by IASC of the Plan of Action to develop, promote and implement 'pro-active, collective humanitarian security concepts' in the field; and
- Adoption and timely implementation of the OCHA Gender Plan of Action.

The Humanitarian Impact of Sanctions Project

Humanitarian Impact of Sanctions Project				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	–	–	1	1
General Service	–	–	–	–
Total	–	–	1	1
Staff costs (US\$)	–	–	194,817	194,817
Non-staff costs (US\$)	–	–	54,240	54,240
Total costs (US\$)	–	–	249,057	249,057
Funds available				249,057
Total requested (US\$)* Project fully funded for 2004				–

* The amount listed has already been fully funded, and OCHA is therefore not requesting this amount. (US \$ 249,057)

This project is part of PDSB's efforts to promote the humanitarian agenda. In 2004, this project will pilot an inter-agency methodology in the field. The methodology was developed in 2003 to analyse the humanitarian

impact of sanctions. It will also develop a clear, practical, "how-to" guide for assessing the humanitarian impact of sanctions for the field staff.

PDSB's work on sanctions will help OCHA achieve an increased and more equitable distribution of resources. It will also be used as a basis for efforts that will be undertaken by the Branch in 2004 to develop inter-agency needs assessment methodologies.

Performance Assessment

- Number of OCHA offices rating the how-to guide as 'useful'.



Photo: UNDP/IF (Eskinder Debebe)

The Protection of Civilians Project

Protection of Civilians Project				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	–	–	1	1
General Service	–	–	1	1
Total	–	–	2	2
Staff costs (US\$)	–	–	236,622	236,622
Non-staff costs (US\$)	–	–	828,290	828,290
Total costs (US\$)	–	–	1,064,912	1,064,912
Funds available				527,300
Total requested (US\$)*				537,612

* OCHA has already received XX amount and is therefore only requesting this amount. (US \$ 527,300)

This project is part of PDSB's efforts to foster strategic and operational coherence. In 2004, this project will craft guidance and tools on the protection of civilians for field staff. It will also systematically work with the Department of Peacekeeping Operations and the Department of Political Affairs to integrate protection concepts into peace-building and peacekeeping efforts, and ensure regular protection review of missions mandated by the Security Council. It will also engage with military forces to ensure familiarity with the principles underlying UN humanitarian activities in complex emergencies. These activities will help OCHA and its partners achieve greater awareness of international humanitarian law and ensure that crisis management decision-making is informed by humanitarian principles and concerns.

Performance Assessment

- Number of OCHA offices rating the guidance as 'useful';
- Number of desk offices that have attended a Protection of Civilians (POC) training course and report using the acquired knowledge and skills after six months;
- Number of member states incorporating POC elements into their national policies; and
- Frequency of coverage of OCHA's protection campaign in the international press.



Photo: OCHA

Contributing to a Culture of Protection

In recent years, an increase in the number of internecine conflicts, involving heavily armed groups, has led to deliberate targeting of civilians by belligerents. This has underlined the need to provide non-combatants with security. The Secretary-General of the United Nations has identified the protection of civilians as a major international concern, a “humanitarian imperative”, and has called upon the international community to develop a “Culture of Protection”. Working in collaboration with humanitarian partner agencies and Member States, OCHA has sought to develop a framework to promote such a culture. OCHA’s *Aide Memoire* on Protection of Civilians, for example, has been adopted by the Security Council as a tool to help ensure that the protection of civilians is recognised as an imperative in situations of armed conflict, as well as in peacekeeping operations.

OCHA has also organised a series of regional workshops to create greater awareness of the need for protection policies and to ensure their proper consideration in the decision making processes of states, particularly those that are plagued by conflict or contribute peacekeeping troops. By the end of 2004, seven regional workshops will have been held in Southern Africa, East Asia-Pacific, Europe and the Balkans, West Africa, the South Pacific, South Asia and Latin America. Others are planned for East-Central Africa, Central Asia and the Middle East.

Important as these steps are, the real test is on the ground. OCHA field offices have been actively involved in finding ways to ensure that the culture of protection does, indeed, become a reality in those countries facing conflict and violence. One such example is that of Burundi.

Under the leadership of the Humanitarian Coordinator, consultations between the UN, national and international NGOs and the Government of Burundi resulted in a *Permanent Framework for the Protection of IDPs* in 2001. It provides for

regular consultations between Government and humanitarian agencies on protection and adoption of preventive measures; creation of rapid intervention mechanisms to address protection issues, including access; initiatives to improve the effectiveness of existing structures for IDP protection; monitoring violations of human rights and humanitarian law in camps for the internally displaced; and dissemination of the UN Guiding Principles on Internal Displacement.

The Framework operates through two committees which have been instrumental in creating mutual confidence—a High Level Committee that meets on an *ad hoc* basis and includes key government ministers as well as senior UN and NGO representatives, and a working level committee that meets weekly and conducts regular field visits. The committees have helped to address specific issues of access and protection. For instance, in the Bujumbura Rural, which had been “off limits” on security grounds for eighteen months, access for the humanitarian community was restored and more than 30,000 civilians, who had been forcibly relocated, were able to receive emergency assistance. The Framework also enabled the humanitarian community to urge the authorities to redress some widely reported human rights abuses. In other cases too, a daily confidential dialogue with the authorities has enabled humanitarian workers to solve some of the urgent problems faced by IDPs.

In this way, OCHA is striving to make the Culture of Protection a reality for the people who really matter.

Evaluation and Studies Project

Lessons Learned and Evaluations Studies Project				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	–	–	–	–
General Service	–	–	–	–
Total	–	–	–	–
Staff costs (US\$)	–	–	–	–
Non-staff costs (US\$)	–	–	406,800	406,800
Total costs (US\$)	–	–	406,800	406,800
Total requested (US\$)*				406,800

The Evaluation and Studies Project is part of PDSB's efforts to promote greater accountability and improve the effectiveness of humanitarian action. In 2004, this project will initiate and manage eight studies, reviews and evaluations, including, on an inter-agency basis, a review of peacekeeping and humanitarian mandates, a joint study with WFP of the relative distribution of food and non-food funding in humanitarian emergencies and a peer review of gender mainstreaming and implementation of the IASC Gender Policy. OCHA-specific evaluation activities involve a review of OCHA's Early Warning system, an evaluation of OCHA's coordination services in a transitional context and at least two participatory lesson learning reviews with field offices. Apart from evaluation exercises the Evaluation and Studies unit will also seek to strengthen OCHA's results-oriented monitoring and reporting capacity and

develop field-oriented monitoring, reporting and evaluation guidance to field offices and the Consolidated Appeals Process (CAP) unit. These activities will help OCHA improve monitoring and accountability in emergencies and transition contexts.

Performance Assessment

- Quality of the studies and evaluations produced;
- Number of inter-agency initiatives successfully launched;
- Number of agencies in SMG, ECHA and IASC reaching an agreed position on the relative distribution of food and non-food funding; and
- Percentage of evaluation and lessons learned recommendations implemented.



Photo: OCHA

Liberia: On a Mission for Coordination

Liberia's protracted civil war has had disastrous consequences for the country's people. As the conflict grew in intensity, so did the difficulties faced by humanitarian agencies. More than seventy per cent of the country, held by rebel factions, became inaccessible. By July 2003, the fighting spread to Monrovia and its outskirts, in three exceedingly violent and destructive waves. At the time international UN and NGO humanitarian workers had to be evacuated from Liberia.

Subsequently, diplomatic efforts under the auspices of the United Nations and the Economic Community of West African States (ECOWAS) led to the departure of President Charles Taylor, the deployment of the first ECOWAS Mission in Liberia (ECOMIL), the signing of the Accra Peace Agreement on 18 August and the gradual stabilization of the situation in the capital, Monrovia. On August 11, the Deputy Emergency Relief Coordinator, Ms. Carolyn McAskie led the return of international humanitarian staff and the resumption of their activities. On 14 August, in recognition of the crisis unfolding in the country, the Secretary General appointed Mr. Ross Mountain, Assistant Emergency Relief Coordinator for OCHA, as Special Humanitarian Coordinator (SHC) for Liberia.

The scale of needs and the number of humanitarian actors called for the urgent establishment of robust coordination arrangements to promote a coherent response and effective use of resources. The SHC, therefore, established a "Humanitarian Operations Centre" hosting five inter-agency common services, reporting to the SHC. Logistics support, air transport and communications were managed by WFP and responsibility for information management and civil-military relations was assumed by OCHA. Daily meetings involving all humanitarian partners, and chaired by the SHC, ensured rapid operational responses to evolving needs and crises.

The SHC also led negotiations, in close collaboration with the newly appointed Special Representative of the Secretary-

General (SRSG), Mr. Jacques Paul Klein, with the parties to the conflict to gain access to areas under their control. These efforts were undertaken both in Liberia and in neighbouring countries with the assistance of Humanitarian Coordinators in Guinea, Ivory Coast and Sierra Leone with the support of OCHA's field offices.

During his six week stay, the SHC contributed to the initiation of cross-line and cross border humanitarian operations in Liberia, and forged close working relations with the newly established UN peacekeeping mission, besides contributing to its design to ensure that its presence would be of benefit to humanitarian activities. Other achievements of the mission included the opening up of considerable portions of the country to inter-agency humanitarian assessment missions, focused planning for the Common Humanitarian Action Plan, fund-raising efforts for the Consolidated Appeals Process 2003, streamlining security arrangements, the establishment of a special working group involving the UN and NGOs to prioritise protection of civilians, and coordination of an integrated response to the needs of the internally displaced.

Gender Plan of Action Project

The Gender Plan of Action is part of PDSB's efforts to promote the humanitarian agenda. In 2004, this project will support the finalisation of the Policy and Plan of Action on gender mainstreaming currently being elaborated. It will provide dedicated capacity to monitor, and provide guidance and support to OCHA in the implementation of the plan of action, including by compiling good practices on gender issues, developing guidelines and tools to guide OCHA staff, particularly in the field, and on analysing and addressing gender issues in emergencies.

At the broadest level, the project will help OCHA to ensure that the needs of various groups are understood and acted upon. Specifically it will enhance the quality of assessments, programme planning and implementation, training, monitoring, evaluating and reporting at both headquarters and field level. Additionally, it

will fulfill OCHA's responsibilities to ensure that a gender perspective is fully integrated into humanitarian activities and policies, as recommended by ECOSOC.

Performance Assessment

- Level of implementation of the gender policy and Plan of Action;
- Number of OCHA activities that contain a sub-programme or otherwise address gender issues;
- Number of OCHA staff rating the gender mainstreaming training, tools and guidelines as useful.

An L4/L5 post will be re-deployed from existing resources to satisfy this requirement. OCHA is therefore not requesting this amount.



Photo: OCHA

Advocacy And External Relations

Advocacy and External Relations				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	3	6	2	11
General Service	1	3	2	6
Total	4	9	4	17
Staff costs (US\$)	544,584	1,232,848	449,948	2,227,380
Non staff costs (US\$)	35,000	281,370	56,500	372,870
Total costs (US\$)	579,584	1,514,218	506,448	2,600,250
Funds available				350,000
Total requested (US\$)				1,670,666

Humanitarian advocacy is a core mandate of OCHA, and creating awareness of humanitarian issues among a wide range of audiences is a critical element in raising the necessary political and financial support for humanitarian action. OCHA's Advocacy and External Relations Section (AERS) serves this function by assisting and supporting the Emergency Relief Coordinator and OCHA senior management in advocating for effective and principled humanitarian action at the global and regional levels.

AERS facilitates coordinated advocacy approaches to key humanitarian issues. It works for the inclusion of humanitarian concerns in UN decisions and communications and ensures regular contacts between OCHA and the media. While focusing on the international press, the section recognises the need for strengthened liaison with journalists on the ground, who can play a key role in promoting conflict resolution and peace building. It has launched an initiative, together with the Department of Public Information, United Nations Educational, Scientific and Cultural Organisation (UNESCO) and other actors, to outline a framework for action with regard to support to media in areas of conflict.

AERS facilitates inter-agency strategic communications, and has developed a Communications Plan for the 2004 Consolidated Inter-Agency Appeals. It has also developed a dedicated website for the Consolidated Appeals Process (CAP) theme "Hear our Voices", which focuses on the experiences of beneficiaries in all countries and regions of concern.

In external relations, the section has established regular contact with member states, notably the Group of 77 and members of the European Union, as well as NGOs. AERS is facilitating the development of additional support tools and assets for strengthening national and UN disaster response systems through collaboration in the World Economic Forum's Disaster Resource Network.

Priorities in 2004

- Collaborate with IASC partners to conduct campaigns to promote the Emergency Response Coordinator's advocacy priorities, including forgotten emergencies.
- Establish advocacy and public information as key

New York				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	2	4	–	6
General Service	1	2	–	3
Total	3	6	–	9
Staff costs (US\$)	381,984	833,045	–	1,215,029
Non-staff costs (US\$)	35,000	231,650	–	266,650
Total costs (US\$)	416,984	1,064,695	–	1,481,679
Total requested (US\$)				1,064,695

Geneva				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	1	2	–	3
General Service	–	1	–	1
Total	1	3	–	4
Staff costs (US\$)	162,600	399,803	–	562,403
Non-staff costs (US\$)	–	49,720	–	49,720
Total costs (US\$)	162,600	449,523	–	612,123
Total requested (US\$)				449,523

functions of OCHA's field presence through training, technical support and provision of public information support materials.

- Reinforce cooperation with civil society through joint advocacy and public initiatives with NGOs, academic institutions and the private sector.
- Further improve OCHA's public information rapid response capacity through expanding the public information roster and developing a crisis communication manual.
- Further develop OCHA online to serve as the department's corporate web site.

Performance Assessment

- Increased coverage of humanitarian issues by the media, and increased public awareness;
- Appreciation by NGOs, Governments and civil society of OCHA's interaction with them;
- Extent to which OCHA Online communicates the priorities of the Department to a wide audience; and
- Quality of advice and information provided to senior management.

New Humanitarian Partnerships for West Africa

Humanitarian action must be understood in the context of the political environment. This is true everywhere and has been particularly evident in the conflicts which have spread across West Africa. The UN recognised this in the work undertaken by the West African Task Force and the establishment of the UN Office for West Africa, headed by the Special Representative of the Secretary-General (SRSG), Mr. Ahmedou Ould-Abdallah. All players recognise that political, development and humanitarian actors must work together strategically across the region on a broad spectrum of issues.

When one of the most stable countries in the sub-region, Côte d'Ivoire, was devastated by the fighting following a failed coup in September 2002, the economic, political and humanitarian repercussions were far reaching for much of West Africa. An estimated three million people were affected by the civil war in Côte d'Ivoire and in its five directly affected neighbours: Liberia, Guinea, Burkina Faso, Mali and Ghana. Other member states of the West African Monetary Union suffered economic hardships. For the UN and the donor community, for whom the primary relationship with Côte d'Ivoire was based on its advanced stage of development, it proved difficult to mount a response to what rapidly turned into a humanitarian crisis. Major changes had to be made by members of the team in its approach.

In December 2002, the Secretary-General appointed Ms. Carolyn McAskie, the Deputy Emergency Relief Coordinator, as Humanitarian Envoy for the crisis. Her mission was to raise awareness of the complex situation and its implications for the sub-region, to assess the scale of the crisis, and review coordination and preparedness capacities. However, in reviewing the situation in Côte d'Ivoire it became obvious that the various crises in West Africa were linked in a number of ways. While ultimately such crises play out at the national level and must be addressed at the national level, it is necessary to understand the regional implications and address regional issues. In

addition, it was all too evident that a new strategic partnership of donors, UN agencies, non-governmental partners and local authorities needed to be created in order to enhance the effectiveness of the response. A joint review mission brought together representatives of UN agencies, donors and NGOs to work collectively to establish a common understanding of the nature, causes and dynamics of the regional humanitarian crisis, which increasingly has been characterised as a crisis of protection, and to develop a shared regional strategic approach.



The resulting humanitarian strategy for the region will provide a vehicle to assist humanitarian actors in ensuring that the most urgent needs are prioritised, that respect for human rights and international humanitarian law is enhanced, and that humanitarian assistance can support peace building and conflict resolution. The review mission called for humanitarian coordination to be strengthened in support of the strategy. As a result, OCHA's regional office for West Africa, originally established in Abidjan, will be reconstituted in Dakar where it can work closely with the SRSG for West Africa.

Chernobyl Project

Chernobyl Project				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	–	–	2	2
General Service	–	–	2	2
Total	–	–	4	4
Staff costs (US\$)	–	–	449,948	449,948
Non-staff costs (US\$)	–	–	56,500	56,500
Total costs (US\$)	–	–	506,448	506,448
Funds available <small>Project partially funded for 2004</small>				350,000
Total requested (US\$)*				156,448

* OCHA has already raised US \$ 350,000 of this amount for the operations of this project and would only therefore request xx in OCHA in 2004..

In 1990, the United Nations General Assembly called upon the international community to help mitigate the consequences of the Chernobyl disaster. The Chernobyl project is implementing this and other resolutions on Chernobyl and is mobilising international cooperation and coordinating efforts in pursuance of their objectives.

The project focuses on the implementation of recommendations of the United Nations report, “The Human Consequences of the Chernobyl Nuclear Accident: A Strategy for Recovery”. Concerted efforts are being made to reinvigorate cooperation between organisations of the United Nations system, and to catalyse and facilitate cooperation with the World Bank, the European Commission and interested donors.

The International Chernobyl Research and Information Network (ICRIN) was launched in June 2003. Three pilot projects, prepared by the UN Country Teams in Belarus, the Russian Federation and Ukraine, are being implemented to support socio-economic rehabilitation and to improve the health of the people in the region.

At the field level, there is a continuous policy dialogue with concerned government agencies on macro and sectoral policy issues. An effort is made to integrate UN activities with local and national government initiatives

and to strengthen local partnerships with donors.

Regular meetings of the UN Inter-Agency Task Force, chaired by the UN Coordinator of International Cooperation on Chernobyl, serve as a coordination tool for the activities of all its members and standing invitees.

Priorities in 2004

- Ensure proper functioning of the ICRIN.
- Mobilise funding, in collaboration with UNDP, to address the consequences of Chernobyl and to ensure the sustainability of the ICRIN.
- Strengthen the United Nations’ capacity for advocacy.
- Organise a meeting of the ministerial-level Quadripartite Committee for Coordination to review and approve the overall direction of the United Nations involvement and international efforts regarding the Chernobyl issues.

Performance Assessment

- Increase in the number of beneficiaries of the ICRIN;
- Measurable improvement in capacity building for advocacy activities; and
- Increase in contributions received.

Information Management

Information Management				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	3	8	10	21
General Service	2	16	5	23
Total	5	24	15	44
Staff costs (US\$)	591,168	2,633,365	1,841,013	5,065,546
Non staff costs (US\$)	8,000	611,330	680,825	1,300,155
Total costs (US\$)	599,168	3,244,695	2,521,838	6,365,701
Total requested (US\$)				5,766,533

Information Analysis and Technology Sections - New York				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	3	6	–	9
General Service	2	11	–	13
Total	5	17	–	22
Staff costs (US\$)	591,168	1,746,087	–	2,337,255
Non staff costs (US\$)	8,000	410,190	–	418,190
Total costs (US\$)	599,168	2,156,277	–	2,755,445
Total requested (US\$)				2,156,277

Information Technology Section - Geneva				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	–	2	–	2
General Service	5	–	5	10
Total	–	7	–	7
Staff costs (US\$)	–	887,278	–	887,278
Non staff costs (US\$)	–	201,140	–	201,140
Total costs (US\$)	–	1,088,418	–	1,088,418
Total requested (US\$) <small>Includes Registry</small>				1,088,418

Timely and accurate information is integral to humanitarian action in both natural disasters and complex emergencies and is especially critical for effective early warning and prevention. OCHA's information management activities support humanitarian decision making and response by providing effective systems for the collection, analysis, dissemination and exchange of key information and data.

These functions are jointly performed by the Early Warning and Contingency Planning Unit, the ReliefWeb project and the Field Information Support Project. The Information Technology Section of the branch provides the information and communication technology (ICT) support that underlies information management for the field and for headquarters.

Information and Communications Technology

OCHA has great need for a solid foundation in Information and Communications Technology (ICT). This includes technical infrastructure, telecommunications facilities and day-to-day help for its staff, as well as development and maintenance of information systems, particularly for OCHA field offices. OCHA's Information Technology Section is improving connectivity for the field, as well as improving internal and external information flow by providing shared drafting tools for preparation of major publications, such as the CAP.

In 2003, the section provided technical support for redesigning "OCHA Online", which will provide access to all of OCHA's information resources. Other OCHA web initiatives, such as an Intranet and Extranet, will be incorporated under the OCHA Online umbrella in 2004.

Priorities in 2004

- Provide ICT infrastructure, including communication facilities, at Headquarters and the field.
- Provide electronic dissemination services, including registry, at HQ.
- Provide technical maintenance of the public website "OCHA Online".
- Implement an OCHA Intranet that will facilitate access to the broad range of both internal and external internet content customised for OCHA's internal users.
- Maintain and issue Field Guidelines (Web + CD-ROM).
- Develop and maintain applications (including databases and financial applications such as the Financial Tracking System).

Performance Assessment

- Provision of adequate ICT support to all staff, both at Headquarters and in the field;
- Smooth functioning of all information systems, including web services;
- Efficient flow of electronic information within the Office and with its partners; and
- Installation of web-based collaboration tools at short notice.

Information Analysis

Early Warning and Contingency Planning

The Early Warning Contingency Planning Section (EWCP) provides early warning analysis and alerts on countries at risk of a complex emergency. This includes working with UN Country Teams to develop humanitarian contingency plans for countries at risk. The EWCP's analysis and reports, including bi-weekly early warning reports and quarterly global risk analysis, inform strate-

gic decisions of OCHA's management with regard to advocacy and response coordination. The EWCP is extending its support and collaboration to sub-regional organisations through the establishment and activation of cooperation agreements. The Unit provides OCHA's input to the Unit's Framework for Cooperation Team, an interdepartmental early warning group.

Priorities in 2004

- Compile case studies on the prevention of humanitarian crises or preventive action.
- Launch a web site presenting case studies in prevention to inform decision makers about situations where prevention is warranted.

Performance Assessment

- Compilation of more than 10 case studies on the prevention of humanitarian crisis;

ReliefWeb Project

ReliefWeb is the premier online information source for the international humanitarian community. The web site is updated 24 hours a day, and information managers in Geneva, New York and Kobe post an average of 120 new documents and maps every day, covering all global humanitarian emergencies.

ReliefWeb targets decision makers at all levels, and provides information from over 1,000 sources. Site usage averages around 150,000 documents viewed per day. ReliefWeb also provides its services via e-mail, and in 2003, it sent more than 3 million e-mails. In addition to direct web and e-mail access, ReliefWeb syndicates content to partner websites, eliminating the need for duplicate posting of material.

An extensive redesign process, based on a survey of users and an analysis of how target audiences use information, has been carried out and will lead to the launch of a new version of ReliefWeb in early 2004. The new site architecture incorporates many new features and allows users to find specific information more easily, thereby combating information overload and decreasing the time required to perform common tasks.

- Integration of the prevention of humanitarian crisis as a key consideration in the Secretary-General's Prevention of Armed Conflict documents;
- Launching of the Internet Forum on Conflict Prevention and a site-visit figure of over 10,000; and
- Inclusion of humanitarian concerns and preventive measures in the integrated preventive strategies of the Framework for Coordination Team in pre-crisis situations.

Priorities in 2004

- Launch the redesigned ReliefWeb site.
- Develop the Humanitarian Information Network through a series of hands-on workshops in Europe, Africa, and North America.
- Develop the map production capacity of ReliefWeb, including the timely production of maps to support Situation Reports.
- Increase the use of syndicated content from ReliefWeb to other partner websites.
- Develop closer ties with the academic sector in order to promote humanitarian principles through dissemination of documents on policy and issues.
- Strengthen the relations with information partners in order to improve the quality and timeliness of information on emergency response.

Performance Assessment

- Successful operation of the redesigned web site;
- Improvement in the map production capacity;
- Widespread use of ReliefWeb's syndicated material; and
- Improvement in the quality and timeliness of information on emergency response.

Relief Web Project				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	–	–	7	7
General Service	–	–	3	3
Total	–	–	10	10
Staff costs (US\$)	–	–	1,227,867	1,227,867
Non-staff costs (US\$)	–	–	481,945	481,945
Total costs (US\$)	–	–	1,709,812	1,709,812
Total requested (US\$)				1,709,812

New York				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	–	–	3	3
General Service	–	–	–	–
Total	–	–	3	3
Staff costs (US\$)	–	–	379,558	379,558
Non-staff costs (US\$)	–	–	136,730	136,730
Total costs (US\$)	–	–	516,288	516,288
Total requested (US\$)				516,288

Geneva				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	–	–	3	2
General Service	–	–	2	3
Total	–	–	5	5
Staff costs (US\$)	–	–	582,972	582,972
Non-staff costs (US\$)	–	–	164,980	164,980
Total costs (US\$)	–	–	747,952	747,952
Total requested (US\$)				747,952

Kobe				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	–	–	1	1
General Service	–	–	1	1
Total	–	–	2	2
Staff costs (US\$)	–	–	265,337	265,337
Non-staff costs (US\$)	–	–	180,235	180,235
Total costs (US\$)	–	–	445,572	445,572
Total requested (US\$)				445,572

Coordination in a Global Crisis

Photo: Photo: Christopher Black/
International Federation



When organisations draw lessons from past performance they are more likely to do better in the future. OCHA learned from its experi-

ence in Afghanistan, and knew how to best address the impending humanitarian crisis in Iraq. The value of OCHA's contribution in responding to the crisis lay primarily in its role in planning coordination, formulating policy, and managing and disseminating information.

Months before the conflict in Iraq began, OCHA began preparing for possible humanitarian response, using staff from the Emergency Roster and from its field offices throughout the world. An extensive network, linking key humanitarian actors at national, regional and headquarters levels, was established. In addition to weekly conference calls with all members of the Inter Agency Standing Committee, OCHA organised several regional meetings and deployed staff to Iraq's neighbouring countries to support Resident Coordinators in strengthening operations and ensuring effective coordination. As a result, the final plan was coherent, and reflected shared assumptions and scenarios.

By mid-December of 2002, OCHA presented donors with a preliminary request for US \$37 million to enable the UN to prepare for any eventual crisis. When funding was slow to come, OCHA activated the Central Emergency Revolving Fund to help it undertake basic preparations. Flexible and dynamic, like other appeals, the request was later revised to US \$123 million. On 28 March 2003, just ten days after the outbreak of the conflict, OCHA issued the "Flash Appeal for Iraq", seeking US \$2.2 billion for a period of six months.

Well in advance of the outbreak of hostilities, OCHA organised and set up the Regional Humanitarian Coordination Office in Larnaca, Cyprus, which included staff from the entire spectrum

of UN bodies. At HQ, OCHA established an Iraq Task Force with staff from New York, Geneva, and the field, which was headed by the Assistant Emergency Relief Coordinator. He chaired a Crisis Management Group linking UN personnel and representatives of the International Committee of the Red Cross, the International Federation of the Red Cross and NGO consortia through a weekly teleconference. The taskforce also met regularly with NGOs and with donors.

OCHA provided a variety of information products and was the driving force behind the UN Briefing Centre in Amman, Jordan, consisting of professional United Nations spokespersons. During joint briefings, the spokespersons worked collaboratively to project a coherent and unified image of the UN position on humanitarian issues. The Integrated Regional Information Network sent information officers to Iraq and surrounding countries to present an accurate picture of the humanitarian implications of the conflict. The Humanitarian Information Centre (HIC) for Iraq joined the rest of the team in Larnaca before the conflict to serve as a central location for data and information resources, thus reinforcing coordination activities. Later, five HIC hubs, with the main office in Baghdad, were established in the region.

OCHA's Military and Civil Defence Unit (MCDU) provided Civil-Military Coordination Liaison Officers in the Humanitarian Operations Centre (HOC) in Kuwait and the Coalition Central Command (CENTCOM) in Doha, and later, as part of the Area Teams in Iraq, for smooth interaction with Coalition forces. OCHA also produced a key policy document, widely welcomed by UN agencies and NGOs alike, "General Guidance for Interaction between United Nations Personnel and Military and Civilian Representatives of the Occupying Power in Iraq."

OCHA's proactive role in preparing for the emergency in Iraq smoothed the way for its partners to respond rapidly to mitigate the humanitarian consequences of the conflict for those it affects most -- the people of Iraq.

Field Information Support Project

Field Information Support Project				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	–	–	3	3
General Service	–	–	2	2
Total	–	–	5	5
Staff costs (US\$)	–	–	613,146	613,146
Non-staff costs (US\$)	–	–	198,880	198,880
Total costs (US\$)	–	–	812,026	812,026
Total requested (US\$)				812,026

The Field Information Support (FIS) Project aims to promote co-ordination by strengthening the use of information and data in humanitarian operations. It prepares systems for collection, analysis and dissemination of information in the field, to facilitate co-ordination within humanitarian operations.

Humanitarian Information Centres (HIC) are now proven tools for coordinating emergency field information. In February 2003, the Inter-Agency Standing Committee (IASC) endorsed the HIC as a common service, with OCHA as its steward.

FIS supports regional, field based information management systems, including Southern Africa Humanitarian Information Management System (SAHIMS) and Western Africa Humanitarian Information Management System (WAHIMS). These facilities are for the exchange and integration of information and data at the regional level.

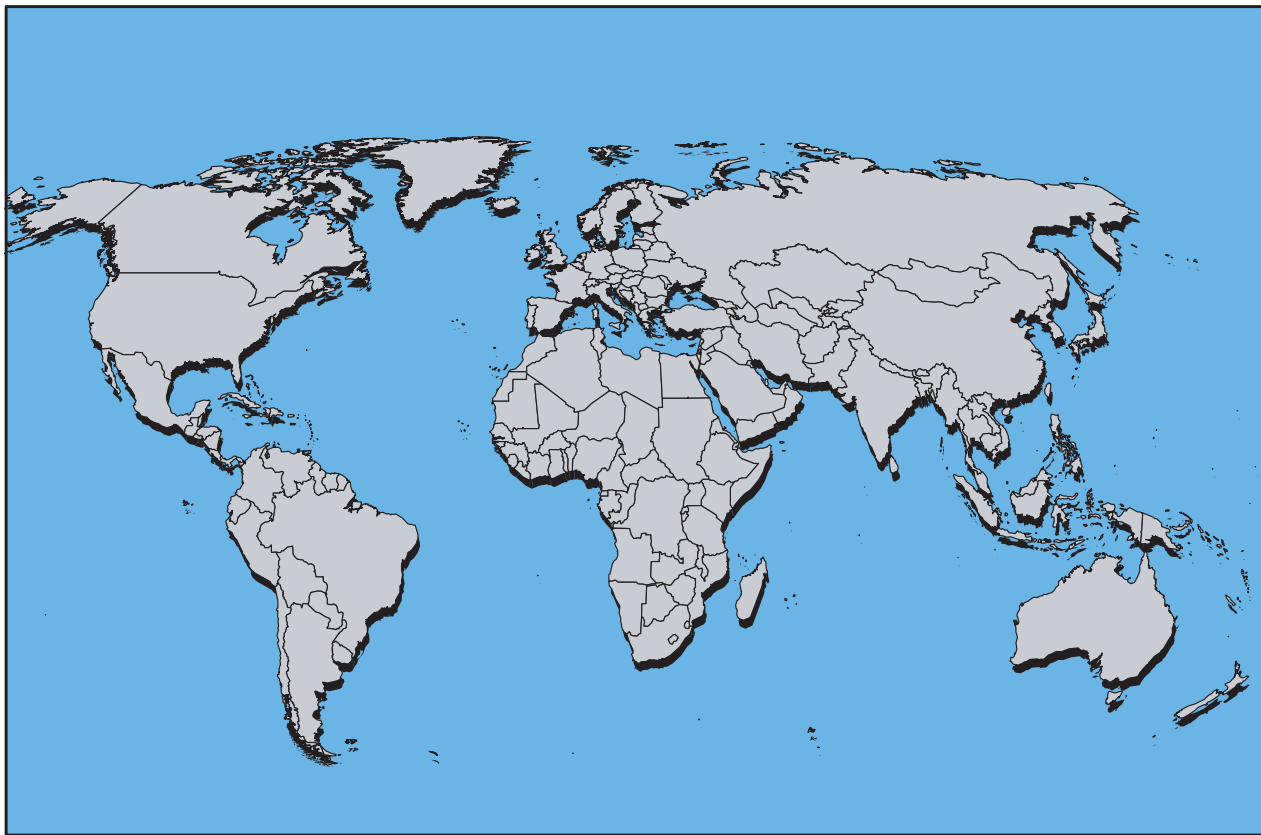
FIS manages a HIC Rapid Response Fund of \$ 300,000 provided by the Office For Disaster Assistance (OFDA) in 2003. A similar amount is being requested for 2004. Two HIC training sessions are planned with assistance from the Department of International Assistance.

Priorities in 2004

- Improve deployment and implementation methodologies for HICs.
- Develop a cadre of trained and experienced staff to strengthen OCHA's ability to deploy new HICs.
- Strengthen the capacity to provide geo-spatial data and background information on countries and areas of concern.
- Provide standardized Information Management support to OCHA field offices.
- Strengthen relations with humanitarian partners through the Geographic Information Support Team (GIST), the IASC and stand-by partners, as well as outreach activities.
- Expand the geographic repository and establish it on-line to facilitate data sharing within OCHA and with partners.

Performance Assessment

- Effective and timely deployment of new HICs.
- Implementation of at least two HIC training programmes during the year;
- Successful design and implementation in five locations of a standardised OCHA field office information management strategy; and
- Contribution by at least three new partners to the geographic repository.



OCHA Coordination Activities in the Field

7

OCHA's field activities focus on coordinating humanitarian assistance and advocating for humanitarian principles during complex emergencies and natural disasters. In addition to supporting Resident and Humanitarian Coordinators, OCHA also provides information services through the Integrated Regional Information Network (IRIN), and emergency disaster preparedness and response through the Regional Disaster Response Advisors (RDRA). In responding to emergencies, the field offices carry out coordination and support functions at the national level, while

Regional Support Offices (RSO) ensure support to individual field offices at a regional level.

OCHA sub-offices, which in most instances are supervised by the field office, support coordination functions at the local level and respond to coordination needs outside the capital.

In response to new complex emergencies such as Iraq and Liberia, OCHA field activities concentrated on surge capacity functions both at the country and

regional level. RSOs were strengthened in order to provide extensive regional support to country offices. Towards the end of 2003, a new RSO opened in Dakar taking over the responsibilities of the RSO in Abidjan, which was converted to a field office and continues to monitor the humanitarian situation in Cote d'Ivoire. The RSO in Johannesburg has been strengthened to monitor the ongoing needs of drought-affected populations, as well as vulnerable groups affected by HIV/AIDS, extreme poverty and food shortages.

In 2004, priority will be given to highlighting forgotten emergencies and broadening the advocacy for vulnerable populations and the problems of access in countries like Uganda and Burundi. With the establishment of a Government of Transition in the Democratic Republic of the Congo, access to vulnerable groups is improving. However, in 2004, OCHA will endeavour to enhance humanitarian space by increasing safer access to vulnerable populations and advocating for the right of affected populations' access to humanitarian aid.

The offices of the Regional Disaster Response Advisor (RDRA) have served to enhance coordination in natural disasters and other emergencies, and to support local preparedness. RDRA offices operate in southern and East Asia, the Pacific, southern and central Africa and Latin America. In 2003, United Nations Disaster Assessment and Coordination (UNDAC) teams were dispatched by OCHA to respond to natural disasters in Algeria, Turkey, Sudan and Sri Lanka, among other locations. In 2004, there will be greater emphasis in the RDRA in Latin America on disaster response and preparedness planning.

Support at the field level for information management mechanisms, such as the Humanitarian Information Centre (HIC) in Liberia and the Southern Africa Humanitarian Information Management System (SAHIMS) will be maintained through 2004. Information systems for West Africa will be expanded to cope with increasing information needs at the regional level.

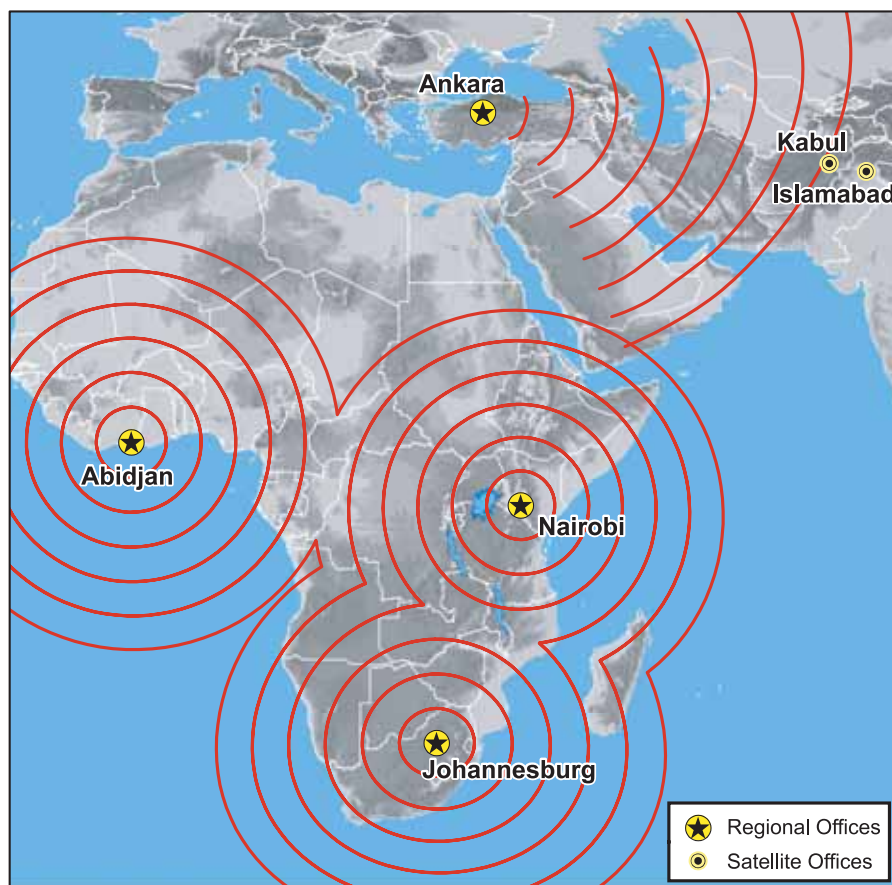
In 2003, the changing environment in a number of regions from relief to development led to closer collaboration with development partners in defining a process of transition. After 10 years in the Balkans, the OCHA office officially closed on 31 December 2003. Although OCHA no longer maintains a presence in Afghanistan, it has seconded senior advisors on IDPs and natural disaster management, as well as regional coordinators, to the United Nations Assistance Mission in Afghanistan (UNAMA) to help strengthen national capacity.

In 2004, in Tajikistan, OCHA and UNDP will create a Joint Coordination Unit to support the Resident Coordinator/Humanitarian Coordinator in efforts to coordinate humanitarian and development activities, thus avoiding a gap in transition from relief to development programmes. Planning is also underway for the phasing down of the OCHA Office in Angola in 2004. Similarly, exit strategies are under discussion for Eritrea, Sierra Leone and Georgia.

Efforts will be undertaken over the next year, in collaboration with the UN system, to strengthen security measures for field staff and offices. The lessons learned from Iraq and other field offices will be applied. OCHA will also bring the conditions of service for field staff in difficult duty stations in line with other UN agencies.



Photo: UNDP/ (Eskindr. Degebe)



Integrated Regional Information Network

Background

The Integrated Regional Information Networks (IRIN) is an independent humanitarian news service covering 46 countries in sub-Saharan Africa and eight countries in Central Asia. IRIN helps the humanitarian community to understand, prepare for, respond to and avert emergencies. IRIN was established in Nairobi in 1995 to counter misinformation and propaganda spread in the Great Lakes region of Central Africa in the wake of the Rwandan genocide. Since that time, IRIN has opened offices in Abidjan, Johannesburg, Islamabad, Ankara and Kabul.

IRIN's information services place particular emphasis on the regional aspects of humanitarian developments and include analytical reports, chronologies, interviews, daily summaries, weekly digests and PlusNews, an HIV/AIDS information service. Its reports are available by e-mail as well as on its web site. Subscribers to the e-mail service can adjust their profiles by adding or deleting new countries or themes. By tailoring its e-mail distribution service to individual needs, IRIN aims to offer a solution to information overload. It is conservatively estimated that more than 120,000 people world-wide now read this free service. The IRIN web site at <http://www.irinnews.org> is another source of

important information on humanitarian problems and averages more than 8.5 million 'hits' per month. Many readers also access IRIN articles through other web sites and in local newspapers. IRIN's radio project was launched in 2001 to provide impartial news and information to vulnerable communities.

An independent evaluation of IRIN, commissioned by OCHA and completed in March 2003, concluded that IRIN's products inform the decision-making of a wide range of stakeholders and stated, "This alone is so compelling an attribute that it places IRIN in a position of unique value and demonstrated competence as an essential element in humanitarian coordination efforts."

Priorities in 2004

- Consolidate its existing products, intensify training of staff and build its networks throughout the regions it covers; augment its existing radio services in Somalia and Burundi and expand the project to include Uganda, Democratic Republic of the Congo, Sudan, Liberia, Guinea, Cote d'Ivoire, Sierra Leone, Angola and Afghanistan.
- Strengthen provision of information to help in humanitarian decision-making and response, produce special reports focusing on "early warning" and post-conflict countries and increase coverage of "forgotten emergencies".

- Improve flow of information to victims of conflict, create greater awareness of human rights, international humanitarian law and humanitarian principles and their application.
- Include national journalists in IRIN training programmes, particularly from countries largely ignored by the mainstream media, and form additional partnerships with NGOs and community groups to enhance grassroots information exchange.

Performance Assessment

- Increased in the number of people using its services;
- Increase in quality and depth of its reporting services;
- Successful involvement of local journalists and humanitarian partners in the collection and dissemination of accurate and impartial information; and
- Increased mobilisation of resources for IRIN.

Integrated Regional Information Network			
Planned Staffing	International	National	Total
Professional	16	–	16
National Officers	–	11	11
General Service	–	14	14
Total	16	25	41
Total Staff Costs (US\$)	–	–	2,772,792
Total Non-Staff Costs (US\$)	–	–	1,580,375
Total Costs (US\$)	–	–	4,353,167
Total requested (US\$)			4,353,167



Africa and the Middle East



Angola



Angola

OCHA Offices

Luanda, Uige, Malange, Benguela, Huambo, Kuito, Luena, Lubango

Background

The humanitarian situation in Angola has improved significantly with the end of the 27-year old civil conflict. At the height of the conflict, more than two million people were barely surviving and at least three million more were receiving humanitarian assistance. With conditions stabilised and increased funds available for emergency road repair and clearing of mines, improved access has enabled humanitarian agencies to reach half a million people in critical need. Despite continued problems in some areas due to uncleared mines and poor road conditions, the acute phase of the emergency was declared over by July 2003.

According to Government figures, more than 3.8 million persons, including Internally Displaced Persons (IDPs), refugees and demobilised soldiers and their family members, have returned to their areas of origin. However, 500,000 IDPs remain in camps and temporary resettlement areas while approximately 400,000 live with host families in provincial and municipal urban centres.

Approximately 70 per cent of those returning have resettled, without any assistance from local authorities or humanitarian organisations, in areas where the pre-conditions specified in the “Norms of the Regulamento of Displaced Populations” are not yet in place.

The average rate of malnutrition has dropped from between 20 and 25 per cent to about ten per cent. However, 45 per cent of Angolan children continue to suffer from chronic malnutrition and the child mortality rate remains among the highest in the world. Most areas lack the most basic social services.

OCHA's principal goal during 2004 will be to complete the strategic and operational process for transferring core functions to the Government authorities and United Nations agencies responsible for humanitarian and transition activities.

Priorities in 2004

- Develop and implement capacity building programmes to enable authorities to carry out their institutional responsibilities and tasks once the new legal framework for coordinating humanitarian and transitional activities is approved.
- Help stabilise the living conditions in the 20 remaining critical locations, focussing on mobilising resources and expanding mine clearance activities, and advocating with the Government for emergency repairs of secondary and tertiary roads and small bridges in identified locations.
- Improve basic social services in return areas by supporting the implementation of the Provincial Transition Plans (PTPs); obtaining resources for priority activities of partners; evaluating implementation of the plans at the national and provincial levels; identification and prioritisation of social services sectors.

Performance Assessment

- Number of emergency areas stabilised;
- Successful completion and approval of the Legal Framework;
- Establishment of functioning transitional coordination fora; and
- Functions and competencies transferred to the Government of Angola and United Nations agencies.

Angola	
Planned Staffing	Extra Budgetary
Professional	11
National	4
Local (GS)	12
UN Volunteers	–
Total	27
Staff costs (US\$)	2,450,000
Non-staff costs (US\$)	560,706
Total costs (US\$)	3,010,706



Photo: Quintiliano dos Santos/International Federation

Burundi

Photo: Brent Stirton



Burundi

OCHA Offices

Bujumbura, Ruyigi

Background

The on-going civil war in Burundi has destroyed the local economy and left social services in ruin. Recent increases in armed banditry, widespread looting of households, livestock and agricultural crops by rebel factions and uncontrolled elements of armed forces, have deepened the crisis for a large part of the civilian population, particularly the displaced, often stripping them of their capacity to become self-sufficient. The most basic human rights of civilians are routinely violated. Burundians are often unaware of their own rights or the rights of the most vulnerable in their communities, including the displaced, returnees, orphans, children and female-headed households, and the Batwa minority. Their destitution and state of despair have been compounded by trauma caused by the violence they have witnessed or been subjected to, coupled with the disempowerment of repeated forced displacement due to the permanent insecurity.

Some 280,000 internally displaced persons (IDPs) continue to live in 230 permanent sites dotted around the countryside. An estimated 100,000 people flee their homes monthly, frequently at a moment's notice, as fighting plunges their villages or collines into terror. An additional 789,000 Burundians continue to reside in Tanzanian refugee camps, or remain dispersed among villages and communities, many since the early 1970s. The level of vulnerability among the general population in Burundi is one of the highest in the world with great risk of disease and destitution. The under-five mortality rate is one of the highest in the world, with one child dying every ten minutes. Sixteen per cent of children are born with a low birth weight, 57 per cent of children under five are stunted, while 45 per cent are severely underweight. Less than half of school-aged children attend school and in rural areas the problem is even more acute, with just 35 per cent going to school. In 2001, an estimated 40,000 Burundians died because of AIDS.

The primary goals of OCHA in 2004 will be to improve the effectiveness of humanitarian assistance to the victims of conflict, partic-

ularly the most vulnerable populations, and to support the Government and other belligerent parties in implementing a policy of inclusive protection of civilians and compliance to International Humanitarian Law (IHL).

Priorities in 2004

- Contribute to the achievement of objectives set in identified by the Common Humanitarian Action Plan (CHAP) 2004, including food security, protection, access to basic services and emergency response, through prompt and adequate response to emergencies, sustainable solutions to address issues affecting the most vulnerable, and food security coordination mechanisms extended to the entire country.
- Ensure provision of time-critical and reliable information for relief, logistics, funding and contingency planning; provide regular overviews and analysis of the humanitarian situation and maintain a bilingual website facilitating the daily exchange of information on the humanitarian situation.
- Advocate for the observance of international humanitarian law (IHL) in various political fora with special emphasis on the protection of internally displaced persons (IDPs) and war-affected victims.
- Promote, assist, and lead negotiations to obtain free, safe and unimpeded access to vulnerable populations and all affected areas.
- Improve monitoring and impact evaluation, analysis and planning of humanitarian issues and highlighted linkages between emergency and rehabilitation oriented operations through consultations with humanitarian partners, the Government and development-oriented agencies, analysing the strategic links between the Consolidated Appeals Process (CAP), the United Nations Development Assistance Framework (UNDAF) and Cellule Inter-Agence de Réinsertion (CIR) objectives.

Performance Assessment

- Time elapsed between declaration of emergency and beginning of response;
- Percentage of tasks implemented in existing or drafted Provincial Contingency plans;
- Average seasonal food needs coverage in each province;
- Timely and broad availability of regular monthly humanitarian updates including analytical components and risk that inform and warn all concerned bodies at national, regional and international level;
- Average number of recorded visits per month on the OCHA Burundi web site;
- Functioning monitoring system, updated indicators and analysis on commonly agreed matrix;
- Number of IDPs that remained inaccessible to both humanitarian agencies or any other reputable human rights agency for longer than a month;
- Number of zones made accessible;
- Record of advocacy activities leading to opening of humanitarian space; and
- Emphasis placed on respect for the protection of civilians and international humanitarian law included in official Agreements, Memorandum of Understanding (MoUs) and protocols agreed on by the various political parties, including rebels groups.

Burundi	
Planned Staffing	Extra Budgetary
Professional	4
National	–
Local (GS)	10
UN Volunteers	–
Total	14
Staff costs (US\$)	827,711
Non-staff costs (US\$)	555,395
Total costs (US\$)	1,383,106

Cote d'Ivoire

Background

Cote d'Ivoire has faced major political, humanitarian and protection crises since the attempted coup d'etat of September 2002. There are some 500,000 Internally Displaced Persons (IDPs) and 38,000 Liberian refugees within its borders. Basic social services in western, central and northern Cote d'Ivoire have effectively ceased to function. There are high malnutrition rates among children under the age of five years, particularly in the west of the country. Schooling has been disrupted or halted. Health services are under severe strain in government-held areas, while in other areas the absence of medical personnel and medicines continues to have a deleterious effect on the already destitute population.

The focus of OCHA's efforts in 2004 will be to mobilise and harness the collective resources of all humanitarian partners in the country to respond to the critical protection and material needs of the affected populations in a coherent, efficient and cost-effective way.



Cote d'Ivoire

OCHA Offices

Yamoussoukro, Abidjan, Bouake, Guiglo



Photo: OCHA

Priorities in 2004

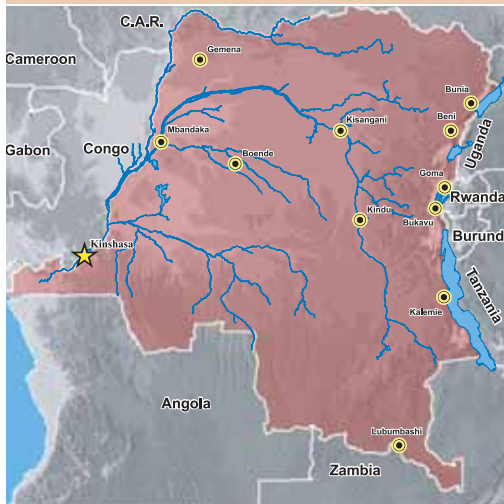
- Coordinate efforts of the State and other humanitarian partners to revitalise basic social services, strengthen sector-specific coordination, particularly at the field level, by strengthening and integrating existing management information systems that will facilitate better planning, programme implementation and effective monitoring.
- Develop standardised methodology and tools for use by partners and promptly implement agreed upon policies in-country at the inter-agency level, and create effective links between their field offices.
- Develop, discuss and agree upon a countrywide protection strategy in favour of IDPs and other vulnerable categories of civilians and advocate for their scrupulous observance by all entities, including those in authority. Activities will include a protection and communication strategy for targeted groups and the strengthening of inter-agency advocacy initiatives.
- Provide sound analytical material and oral briefings on the impact of political, social phenomena on humanitarian action, for the benefit of partners, notably donors.

Performance Assessment

- Decreased number of protection cases;
- Improved respect accorded to rights of civilians;
- Improvement in the quality and utility of the Information Management tools made available to the humanitarian community; and
- Improved effectiveness in agreed policy implementation.

Cote D'Ivoire	
Planned Staffing	Extra Budgetary
Professional	8
National	8
Local (GS)	12
UN Volunteers	2
Total	30
Staff costs (US\$)	1,398,212
Non-staff costs (US\$)	489,516
Total costs (US\$)	1,887,728

Democratic Republic of the Congo



Democratic Republic of the Congo

OCHA Offices

Kinshasa, Mbandaka, Gemena, Boende, Kisangani, Kindu, Bukavu, Goma, Beni, Bunia, Kalemie, Lubumbashi

Background

In 2003, the people of the Democratic Republic of the Congo (DRC) began to see the first concrete signs of a more peaceful future when a transitional government was created involving the main parties to the conflict, and a peacekeeping presence, the United Nations Mission in the Democratic Republic of the Congo (MONUC), was strengthened throughout the country. The strengthened MONUC mandate and increased troop ceiling is already resulting in increased humanitarian access to previously inaccessible areas. These developments provide new opportunities to increase humanitarian access and services, and to begin implementing recovery and rehabilitation activities in more secure areas.

Despite these positive developments, the security situation remains precarious, particularly in eastern DRC. Humanitarian access in many areas remains restricted by insecurity, mistrust and poor infrastructure. While some tentative improvements in access have been recorded in Ituri and North and South Kivus, and humanitarian aid has recently been delivered to areas long off limits, much more needs to be done to comprehensively address the needs in these newly accessible areas.

Appalling human rights abuses, including murder, looting, rape, forced labour with widespread recruitment and use of child soldiers persist. In South Kivu, for example, between early 2002 and March 2003, it is estimated that more than 10,000 women were raped, including 1,500 women in Kalemie alone.

The war has had a devastating impact on the population. Despite relative stability in the West of the country, the situation in the East remains volatile, where more than 3.3 million people are estimated to have died between August 1998 and December 2002. The war has led to high mortality rates and regular outbreaks of infectious diseases; malaria and cholera are endemic. HIV/AIDS is rapidly becoming one of the leading causes of death. The number of inter-

nally displaced persons (IDPs) is now estimated at 3.4 million, the second highest level in Africa. There are an estimated 287,000 refugees in DRC. In the East, 84 per cent of the population suffers from a serious shortage of food, with only 50 per cent receiving one meal every second day and 20 per cent getting one meal a day. Malnutrition among children under the age of five years ranges between 15 and 30 per cent. The public sector has been crippled and the infrastructure at the urban or provincial level is seriously damaged or destroyed, making access to vulnerable populations even more difficult.

OCHA's primary goal is to facilitate access and to advocate for the respect of humanitarian principles within the framework of the Common Humanitarian Action Plan (CHAP). The CHAP's objective is to alleviate and prevent suffering and assist vulnerable communities to lead a life with dignity and consists of three pillars: 1) preserving lives 2) reducing vulnerabilities within affected communities and 3) maximising coordination mechanisms and facilitating the transition from relief to development.

Priorities in 2004

- Facilitate a decentralised coordination of humanitarian aid while sustaining community efforts by implementing and coordinating humanitarian outreach strategies that respond to the diversity of needs.
- Promote the presence of humanitarian organisations in the most affected areas; improve support to humanitarian actors on the ground and to vulnerable populations, including IDPs.
- Strengthen and develop rapid humanitarian response mechanisms, support community efforts to reduce dependence on international humanitarian aid in post-conflict areas, and contribute to the tran-

sition from relief to development and reintegration.

- Implement integrated humanitarian programmes as a means to stabilisation, encouraging the involvement of the state in humanitarian work; and facilitating partnerships among state authorities, humanitarian workers, local communities and recipients of aid.

Performance assessment

- Regularity and intensity of interaction with humanitarian actors at all levels;
- Opening of previously inaccessible areas of greatest need;
- Regular dissemination of situation reports and analysis relevant to the concerns and activities of humanitarian actors;
- Increase in the number of vulnerable people accessing humanitarian aid;
- Increase in the number of humanitarian actions involving authorities; and
- Increased presence of recovery and development actors in post-emergency areas.

Democratic Republic of the Congo	
Planned Staffing	Extra Budgetary
Professional	18
National	16
Local (GS)	22
UN Volunteers	–
Total	56
Staff costs (US\$)	3,321,251
Non-staff costs (US\$)	2,213,853
Total costs (US\$)	5,535,104

Eritrea



Eritrea

OCHA Offices

Asmara, Barentu, Mendefera

Background

Since its border conflict with Ethiopia, Eritrea's problems have been aggravated by the severe drought of 2002, which led to an almost total failure of the harvest and resulted in acute shortages of drinking water and fodder. More than two thirds of the population was exposed to the risk of famine during 2003. Despite improvements in rainfall, the 2004 crop production is expected to be less than 20 per cent of requirements. The food shortage and the drought have resulted in increased malnutrition rates among children under the age of five years and adult women of reproductive age. Some 65 per cent of rural households do not have the minimum food consumption requirements.

The number of internally displaced persons (IDPs) is likely to remain at around 64,000 during 2004, due to a delay in the demarcation of the Ethiopia-Eritrea border and the continuing threat posed by mines and unexploded ordnances. Even if demarcation is completed, returning IDPs and refugees, and the population affected by the transfer of territory, will continue to need assistance.

OCHA's overall goals will be to support efforts to save lives and prevent famine and malnutrition, and promote the safety, return and reintegration of displaced persons. It will also assist the Government, United Nations Agencies and NGOs in the efficient utilisation of resources.

Priorities in 2004

- Ensure effective advocacy on behalf of the drought-affected population, refugees, and IDPs by creating greater awareness of the needs of the vulnerable populations and mobilising resources.
- Strengthen humanitarian coordination mechanisms by assisting the Government, UN Agencies and NGOs in coordinating

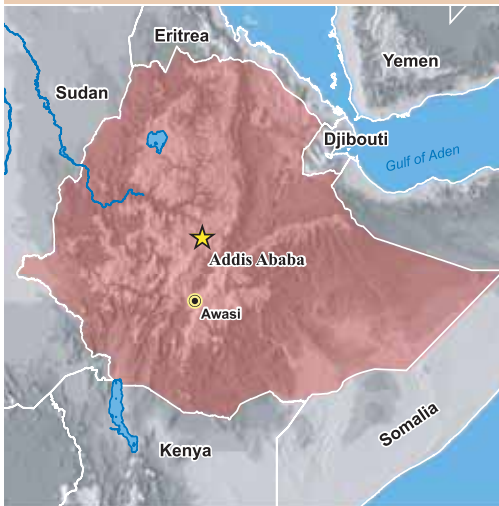
humanitarian activities at the national and field level; and facilitate the regular flow of information and data of humanitarian interest, including mapping the humanitarian situation.

- Support the strengthening of the capacity of local partners to develop geographic data standards and baseline geographic data sets through training and supporting Government institutions.

Performance Assessment

- Increased resource mobilisation;
- Decrease in morbidity and mortality rates; and
- Number of national staff trained and equipped.

Eritrea	
Planned Staffing	Extra Budgetary
Professional	2
National	5
Local (GS)	6
UN Volunteers	2
Total	–
Staff costs (US\$)	465,668
Non-staff costs (US\$)	164,189
Total costs (US\$)	629,857



Ethiopia

OCHA Offices

Addis Ababa, Awasi

Ethiopia

Background

Successive climatic shocks and their cumulative effects have made some 13 million people in Ethiopia dependent on emergency food aid, as well as non-food assistance. There is widespread hunger and social distress, increased morbidity, and a high mortality rate in children under the age of five years. Though the international response to the crisis has been strong and met many immediate needs, the longer-term impact of the crisis has not yet been fully determined.

The underlying causes of the crisis still have to be addressed and the danger of a further loss of assets, and an increase in destitution and vulnerability to even minor shocks, remains a threat. The crisis and its effects will continue into 2004, albeit with a reduction of about one third of those in need, compared to 2003. However, the completion and implementation of the Ethiopia-Eritrea border demarcation will also have humanitarian implications because of displacement and resettlement.

OCHA will aim for effective and accountable coordination in support of humanitarian activities, advocate on behalf of vulnerable populations, and help to strengthen government capacity for dealing with emergencies.

Priorities in 2004

- Gather and disseminate relevant and up-to-date information about the humanitarian crisis for all actors and increase awareness amongst the general public.
- Strengthen coordination of humanitarian activities and response by pre-planning for the future implications of the border demarcation, while continuing to report on the current critical situation.
- Ensure a swift response to quick onset emergencies. The Office

will aim for a more predictable, comprehensive and collaborative response to the needs of the vulnerable populations by collecting, preparing and disseminating information to humanitarian partners and intensifying collaboration with NGOs.

- Link emergency activities to transitional and developmental initiatives by monitoring and establishing connections between food security planning and long term improvements in livelihoods. OCHA will also aim to augment the Government's capacity for emergency response; improve the capabilities of the early warning system; and establish regional and sub-regional coordination structures. An additional aspect of OCHA's cooperation with the Government will be the establishment of a nationally owned and sustainable Humanitarian Information Centre.

- Improved media knowledge and coverage of the crisis, and the level of response by implementing agencies to the information and analysis provided by OCHA, especially on early warning; and
- Improved ability of regional offices to manage their coordinating and reporting activities, and the functional establishment and proper functioning of the Humanitarian Information Centre.

Ethiopia

Planned Staffing	Extra Budgetary
Professional	5
National	2
Local (GS)	9
UN Volunteers	–
Total	16
Staff costs (US\$)	880,916
Non-staff costs (US\$)	423,750
Total costs (US\$)	1,304,666

Performance Assessment

- Improved collaboration with United Nations Agencies, donors, NGOs and the Government;



Guinea



Guinea

OCHA Offices

Conakry, Nzerekore

Background

Guinea provides a major stabilising influence in the West Africa sub-region and has provided a safe-haven to refugees fleeing conflict in neighbouring countries. Due to cross-border attacks by rebels from Sierra Leone and Liberia, 250,000 Guineans were displaced in 2001. In 2002, the deteriorating situation in Liberia and the crisis in Cote d'Ivoire sent over 100,000 Liberian refugees into Guinea. Close to 110,000 Guinean nationals returned during that year, but no clear assessment has been made on the longer-term impact of this return. The improved situation in Sierra Leone in 2004 will result in the further voluntary repatriation of refugees, while a return home of Liberian refugees could be envisioned if the situation continues to stabilise.

The humanitarian situation in Guinea is characterised by a lack of resources to cope with a wide variety of needs due to the spill-over effects of the situation in neighbouring countries. The Government's capacity for coordination needs strengthening at all levels and respect for protection principles must be enforced. This is compounded by the insufficient integration of information and monitoring systems between Government institutions, UN agencies and NGOs. Lack of resources is another problem, particularly to meet the needs of non-refugee groups, and to support recovery and transition programmes within conflict-affected areas and among host communities that welcomed refugees and Guinean returnees.

OCHA's aim is to reinforce vulnerability monitoring in order to build a "culture of protection" among all strategic actors, and to promote greater commitment and mobilise adequate resources for better protection and assistance to vulnerable groups.

Priorities in 2004

- Establish inter-agency coordination structures at the national and local levels, monitor and report on breaches of protection principles, and expand the role of the existing Inter-Agency Vulnerability Working Group. The Office will raise awareness of humanitarian needs through various coordinating mechanisms, public information campaigns, and the use of local media. It will highlight the links between security considerations, humanitarian needs, access and opportunities for recovery programmes.
- Improve planning and accountability in emergencies and natural disaster response by providing institutional and technical support to the National Committee on Humanitarian Affairs and other fora, and committees, and assist national NGOs to become active players in implementing the national humanitarian and coordination strategy.
- Support the facilitation of a transition to development and promote a continuing dialogue between humanitarian actors, development agencies, donors and Government institutions to encourage burden-sharing initiatives.

Performance Assessment

- Improved protection, assistance and emergency relief by establishing effective and functional coordination structures through greater involvement with humanitarian partners in ensuring strategic and sectoral programming;
- Timely and coordinated response to complex emergencies and natural disasters;
- Completion of mapping and monitoring systems that integrate all aspects of vulnerability analysis; and
- Adoption of a comprehensive framework for transition to development by the Government, donors, NGOs and United Nations Agencies.

Guinea	
Planned Staffing	Extra Budgetary
Professional	3
National	1
Local (GS)	7
UN Volunteers	–
Total	11
Staff costs (US\$)	380,005
Non-staff costs (US\$)	271,866
Total costs (US\$)	651,871



Photo: Christopher Black/International Federation

Liberia



Liberia

OCHA Offices

Monrovia

Background

Despite the cessation of armed hostilities and the transfer of constitutional authority to a transitional government in October 2003, Liberia remains confronted by major humanitarian challenges. As an illustration, an estimated 1.3 million people in the capital, Monrovia, are still exposed to various diseases such as malaria, pneumonia, cholera and measles. A significant proportion of children suffer from chronic malnutrition and anaemia. Many children under the age of five years require supplementary feeding, vaccination and de-worming.

The humanitarian community continues to respond to the critical needs of the destitute in Monrovia and parts of the countryside, despite challenges posed by intermittent security and paucity of resources. Robust, substantial and timely humanitarian assistance will be an indispensable contribution to the preservation and consolidation of the fragile peace. As such, the creation, expansion and strengthening of coordination mechanisms will play a key role in the provision of humanitarian assistance to vulnerable populations. OCHA will be required to perform a critical role to ensure that all UN, NGO and other humanitarian actors respond in a coherent and complementary manner.

In 2004, OCHA's principal goals will be to continually develop and enhance coordination mechanisms and infrastructure in partnership with the transitional government and the humanitarian community within the context of the United Nations Mission in Liberia (UNMIL); support efforts for effective advocacy on behalf of vulnerable populations; and support the development of capacity within the transitional government and civil society so that they may ultimately embrace greater ownership of coordinating the humanitarian response in Liberia.

OCHA will also ensure that information exchange between the transitional government and humanitarian actors and within the humanitarian community is maintained and strengthened through

the effective management and operation of the Humanitarian Information Center (HIC). This will include providing technical support to sectoral coordination groups, producing maps and other hard-copy presentations, and carrying out analyses of data collected by humanitarian partners.



Photo: OCHA

Priorities in 2004

- Strengthen the system of humanitarian information management and related common services through the HIC, to ensure a dynamic and reliable assessment of the protection and material assistance needs of vulnerable populations.
- Mobilise all governmental, inter-governmental and other civil society entities to ensure the respect for, and scrupulous application of, international norms of human rights in favour of Liberians and other residents of the country, especially vulnerable groups such as women and children.
- Coordinate the efforts of all humanitarian actors to ensure the safe, unhindered, timely, cost-effective and efficient delivery of humanitarian assistance to destitute victims throughout Liberia.
- Pursue an integrated, vigorous communications and advocacy strategy to ensure that the humanitarian challenges in Liberia receive requisite international attention and adequate and timely support.
- Articulate the inter-relationships between security considerations, safe and secure access for humanitarian operations and funding.
- Support the national authorities and other international partners in laying the foundations for post-conflict recovery programmes.

Performance Assessment

- The HIC serves as a dynamic and reliable humanitarian information management system capable of providing accurate data on actual and potential beneficiaries;
- Reduced rate of human rights violations through better protection interventions by a wider group of actors;
- Improved, effective and safe deployment of humanitarian actors to a wider geographical area of Liberia than at present; and
- Sustained international attention and commensurate moral, material and financial support to humanitarian actions in Liberia.

Liberia	
Planned Staffing	Extra Budgetary
Professional	10
National	8
Local (GS)	14
UN Volunteers	–
Total	32
Staff costs (US\$)	1,826,767
Non-staff costs (US\$)	874,620
Total costs (US\$)	2,701,387

Humanitarian Information Centre	
Planned Staffing	Extra Budgetary
Professional	3
National	–
Local (GS)	5
UN Volunteers	–
Total	8
Staff costs (US\$)	535,935
Non-staff costs (US\$)	173,907
Total costs (US\$)	709,842

Mozambique



Mozambique

OCHA Offices

Maputo

Background

Mozambique is one of the poorest countries in the world. Nearly 70 per cent of the population lives below the poverty line. It is prone to a wide range of natural disasters—droughts, floods, cyclones, crop diseases, pests, and forest fires—which cause enormous damage. It is estimated that over the last decade some ten million people have been affected by successive natural calamities. Regions afflicted by the severe drought of 2002 had suffered due to floods in the two previous years. The worst affected regions have experienced the cumulative effect of three, and some even four, consecutive crop losses. The incidence of HIV/AIDS in the country is a major contributing factor to increased levels of vulnerability and is reducing national resilience. The situation is exacerbated by gender disparities, as well as inadequate availability of social services and information.

In 2002, OCHA established the position of the Emergency Liaison Officer to support the Resident Coordinator and the UN Disaster Management Team in providing technical support for the design of a United Nations Emergency Preparedness and Response Plan. The magnitude of the humanitarian crisis unfolding in the southern Africa region triggered the establishment of the Regional Inter-Agency Coordination Support Office in Johannesburg, while maintaining a presence in Mozambique to ensure a coordinated inter-agency response.

Priorities in 2004

- Work with the OCHA Regional Office for Southern Africa to ensure an effective field level coordination of humanitarian efforts and support the Resident Coordinator in planning, monitoring and being accountable for humanitarian action.
- Help to fine-tune the Mozambique contingency plan and support disaster management activities, in addition to providing

support to the Consolidated Appeals Process (CAP).

- Ensure the provision of information and support to the United Nations Disaster Management Team by preparing the Humanitarian Situation Monitor for Mozambique and expanding coverage of 'Who Does What Where Database'. OCHA will intensify interaction with the Southern Africa Humanitarian Information Management System (SAHIMS) to enhance data sharing standards and formats and provide inputs for the preparation of systemic papers for the Inter-Agency Standing Committee.

Performance Assessment

- Improved planning and accountability of humanitarian action at the field level;
- Enhanced awareness of the complexity of the humanitarian crisis affecting the country through

regular publication of the monthly Humanitarian Situation Monitor;

- Efficient monitoring of humanitarian efforts implemented in the field through bimonthly updates on project implementation issued by the 'Who Does What Where Database'; and
- Increased mobilisation of resources.

Mozambique	
Planned Staffing	Extra Budgetary
Professional	1
National	–
Local (GS)	–
UN Volunteers	–
Total	1
Staff costs (US\$)	137,290
Non-staff costs (US\$)	105,429
Total costs (US\$)	242,719

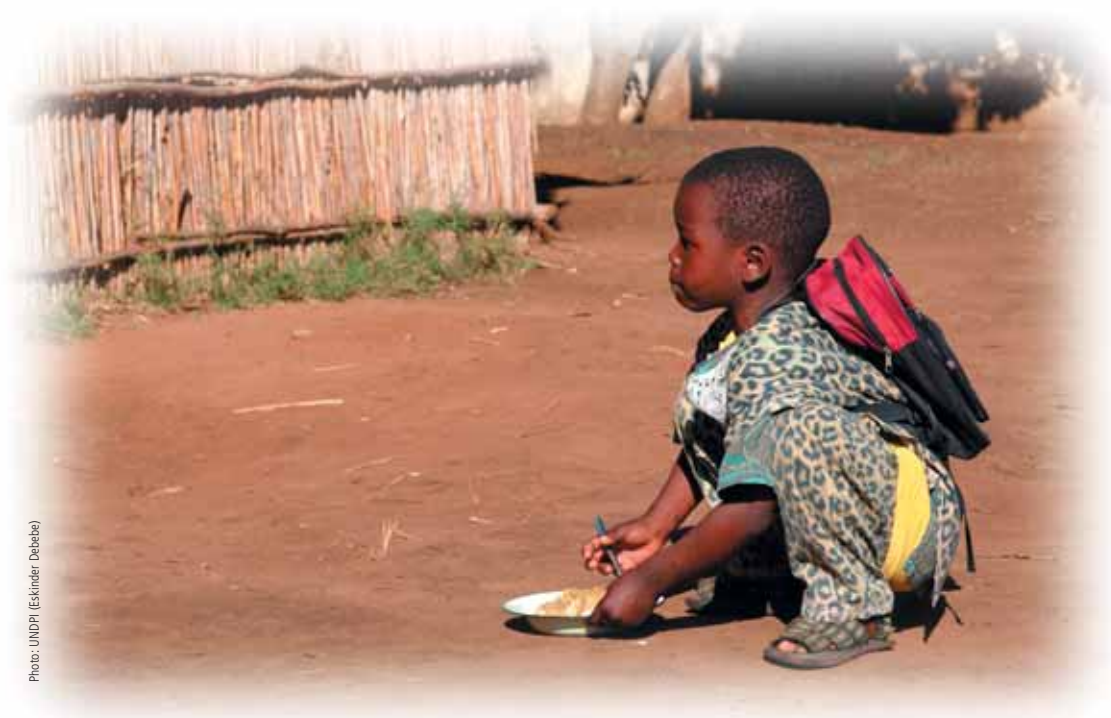


Photo: UNDP/ Eskinder Debebe



occupied Palestinian territory (oPt)

OCHA Offices

Gaza, Hebron, Ramallah, Nablus, Tulkarm, Jerusalem, Jenin, Rafah

occupied Palestinian territory (oPt)

Background

The main cause of the humanitarian crisis in the occupied Palestinian territory (oPt) is Israel's closure policy stemming from the overall security situation. The policy is enforced systematically through over 600 checkpoints and roadblocks in the West Bank and Gaza. The duration and frequency of curfews may have declined but are still regularly imposed. Settlements and bypass roads continue to expand and a 175 km "separation wall" is being built on Palestinian land. The wall juts deep into the West Bank and directly affects about 210,000 Palestinians. Israeli military forces have continued the occupation of several Palestinian localities.

Both Israel and Palestinian civilians are paying an appalling price for the ongoing conflict. Armed Palestinian groups responsible for military attacks and suicide bombings are in breach of international humanitarian law (IHL) and are unequivocally condemned by the UN and the Palestinian authority. Israel has legitimate security concerns to stop these attacks, yet its response has been disproportionate under international humanitarian law and includes policies that restrict not only the movement of people and goods, but also humanitarian access; assassinations and military operations; land confiscation; and levelling of houses.

The policy of blocking movement between villages and towns or into Israel, has crippled the Palestinian economy, and the oPt has now entered into a de-development phase. A limited transfer of Palestinian tax revenues withheld by Israel has been offset by a sharp decline in donor support. Assistance for development has been transferred to immediate relief.

As it is unlikely that closure would either be lifted or eased, massive unemployment, deepening dependency on international assistance and fragmentation of Palestinian communities will continue. The number of Palestinians unable to cope is growing, with about 60 per cent falling below the poverty line and increasing numbers

becoming food insecure or without access to health services. Water distribution networks have been damaged or destroyed and the quality and quantity of tanker and piped water have both deteriorated. Children's education performance is declining and sporadic fighting and targeted military strikes have left a deep psychological impact on Palestinian children and adults.

During 2004, OCHA will attempt to further consolidate policy and operational coordination between key agencies and sector groups in the West Bank and Gaza, as well as at the Governorate levels, and with the NGO sector. OCHA will also intensify humanitarian advocacy for the rights of vulnerable people.

Priorities in 2004

- Continue policy and operational coordination support at national, local and sectoral levels and with the NGOs.
- Strive to improve and facilitate humanitarian access for relevant agencies and address security and operational constraints.
- Advocate for an improvement in the humanitarian situation through the production of reliable and accurate information, and for adherence to, and respect for, international humanitarian law and principles.

Performance Assessment

- An adapted response by humanitarian agencies to link the needs on the ground with support to long term development and recovery needs;
- Adoption of a common strategy on security and access by UN agencies and the reduction in the number of access and security incidents on the ground;

- Number of humanitarian reports or OCHA data used and quoted by key decision makers and various sources in Israel, the oPt and abroad; and
- Adoption of a coordinated advocacy strategy, and campaigns/publications carried out for the protection of civilians and respect of International Humanitarian Law.

The occupied Palestinian territory	
Planned Staffing	Extra Budgetary
Professional	10
National	–
Local (GS)	19
UN Volunteers	–
Total	29
Staff costs (US\$)	1,725,480
Non-staff costs (US\$)	846,084
Total costs (US\$)	2,571,564



Photo: WFP / Alejandro Chihrieri

Regional Support Office for Southern Africa



Regional Support Office for Southern Africa

Countries Covered

Angola, Zambia, Mozambique, Malawi, Zimbabwe, Botswana, Namibia, South Africa, Madagascar, Lesotho, and Swaziland

Background

The Southern Africa region is prone to a variety of natural disasters including drought, floods and cyclones. Political instability, a deterioration in the socio-economic environment and the high incidence of HIV/AIDS in the region have resulted in a dramatic increase in vulnerability and a reduction in people's resilience and capacity to cope with adversity. This situation has resulted in an increasing number of countries relying on emergency assistance. Some 6.5 million people need critical lifesaving assistance, and millions more are highly vulnerable, mostly due to the devastating effects of HIV/AIDS, combined with poverty and food insecurity. Some 2.2 million children under the age of five years are malnourished, and in several countries about one third of the adult population is HIV positive.

The function of the Regional Disaster Response Advisor (RDRA), originally deployed by OCHA to Southern Africa in January 2002, was expanded into a Regional Office in September 2002 to support the coordination of humanitarian response to the crises which continues to beset the region. In addition to providing direct coordination support to the Resident Coordinator system in the region, the Office provides the backbone for the work of the UN Regional Inter Agency Coordination Support Office (RIACSO) based in Johannesburg, and to the work of the UN Special Envoy for Humanitarian Needs in the region.

The Regional Support Office (RSO) also manages and supports the Southern Africa Humanitarian Information Service (SAHIMS), which has become an integral part of coordination within the region. SAHIMS provides technical support to UN Country Teams and Resident Coordinators within the region and also serves as a regional data repository.

Priorities in 2004

- Improve planning, monitoring and accountability of humanitarian action by providing leadership on all coordination efforts; coordinating the second regional CAP; facilitating contingency planning exercises in the region; training on coordination tasks and functions; and providing additional surge capacity.
- Through SAHIMS, improve systems for regional data-sharing of timely and quality information in support of humanitarian decision-making and response; organise regional training programmes in emergency and humanitarian information management and promote best practices in collection, analysis and dissemination of data.
- Strengthen partnerships and policy response to natural disasters and environmental emergencies through collaborative mapping of United Nations country disaster management capacity.
- Institute a more collaborative, comprehensive and predictable response to the needs of the most vulnerable populations, including internally displaced persons by facilitating inter-Agency engagement with the Southern Africa Development Community and the Vulnerability Assessment Committees.

Performance Assessment

- Positive donor response to the Regional Consolidated Appeal;
- Improved impact analysis of donor responses to the crisis in the region;
- The RSO and SAHIMS provide quantified and qualified mapping of acute vulnerability;
- Number of partners regularly providing inputs to SAHIMS, the number of emergency and humanitarian information management operatives from the

region trained by SAHIMS and the number of 'hits' on SAHIMS web site; and

- Number of Resident Coordinator offices in the region subscribing to disaster management capacity support exercises.

RSO — Southern Africa

Planned Staffing	Extra Budgetary
Professional	3
National	–
Local (GS)	2
UN Volunteers	–
Total	5
Staff costs (US\$)	478,004
Non-staff costs (US\$)	184,924
Total costs (US\$)	662,928

SAHIMS

Planned Staffing	Extra Budgetary
Professional	5
National	–
Local (GS)	6
UN Volunteers	–
Total	11
Staff costs (US\$)	493,317
Non-staff costs (US\$)	294,365
Total costs (US\$)	787,682



Photo: UNDP/ (Eskinder Debebe)

Regional Support Office for Central and East Africa



Regional Support Office for Central and East Africa

Countries Covered

Sudan, Eritrea, Djibouti, Ethiopia, Somalia, Kenya, Tanzania, Uganda, Burundi, Rwanda, DRC, Congo

Background

Many of the problems of the Central and East Africa (CEA) region are not country-specific but have roots in neighbouring lands, and cross-border implications which often impact on other populations in the region.

Plagued by wars, civilian conflicts and natural disasters, the Central and East African region has approximately 9.5 million internally displaced persons (IDPs), 1.9 million refugees, and an estimated 40 million persons in other vulnerable groups and communities. In the recent past, intermittent fighting, repeated attacks on civilians, and continued population movement within countries and across borders, have intensified vulnerability and despair.

Although international awareness of the crises in the region has improved, and intervention forces have been deployed, the number of IDPs has risen and most of the affected populations live in conditions of hardship and misery. Food shortages in Tanzania have led to rations being reduced by up to 50 per cent, raising concerns about the health of the refugees. Drought has exposed millions to hunger, starvation and malnutrition. In Eritrea, humanitarian action and a more favourable climate helped reduce the number of the food insecure somewhat, but in Ethiopia, in spite of very positive international response, an estimated 13.2 million people remain food insecure.

The Regional Support Office for Central and East Africa (RSO-CEA) was established in 2000 mainly to help provide surge and training capacity at the regional level in cooperation with its Nairobi-based partners. It seeks to improve preparedness, facilitate capacity building for emergency response, disseminate information, undertake advocacy on issues of concern and to help raise funds on behalf of the region. The RSO-CEA provides *ad hoc* support to regional UN Country Teams (UNCTs) addressing humanitarian issues where there is no OCHA presence and further assists the

Special Representative of the Secretary General for the Great Lakes region by providing regular information on political and humanitarian developments in the Great Lakes region.

In 2004, RSO-CEA's goals will be to support humanitarian coordination throughout the region, and formulate coherent humanitarian planning and response for the affected populations of the CEA region.

Priorities in 2004

- Enhance coordination and emergency response capacities of OCHA Country Offices and improve skills and expertise of the staff deployed in the CEA region.
- Improve the level of information on the crises and needs, and help ensure a higher level of preparedness for dealing with the crises in the region.
- Increase awareness of the most severe crises with particular emphasis on the violation of children's rights, sexual violence, HIV/AIDS, IDPs and conflict resolution.

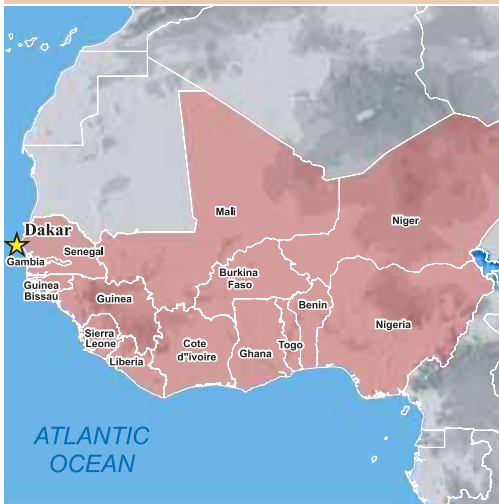
Performance Assessment

- Level of satisfaction of the country offices, other UN and international organisations and the donor partners at the regional level;
- Recognition of the appropriateness and relevance of the regional intervention of humanitarian actors to complement the work of the country offices; and
- Degree of awareness of the international community regarding the problems of the region as measured by the level of financial support and media coverage received.

RSO — Central & Eastern Africa	
Planned Staffing	Extra Budgetary
Professional	8
National	2
Local (GS)	4
UN Volunteers	—
Total	14
Staff costs (US\$)	1,338,833
Non-staff costs (US\$)	376,516
Total costs (US\$)	1,715,349

Photo: Christopher Black/International Federation





Regional Support Office for West Africa

Countries Covered

Senegal, Gambia, G. Bissau, Guinea, Sierra Leone, Liberia, Cote d'Ivoire, Mali, Burkina Faso, Ghana, Benin Togo, Nigeria, Niger

Regional Support Office for West Africa

Background

With the opening of the UN's Office for West Africa (UNOWA) in Dakar, OCHA decided to establish its West Africa Regional Support Office in Abidjan as it was judged to be closer to the main crisis area, the countries of the Mano River Union. However, the attention of that office was soon engaged by the eruption of the crisis in Côte d'Ivoire itself. The West Africa Joint Humanitarian Review mission in June 2003, which brought together donors, UN humanitarian actors and NGO partners, recommended strongly that regional humanitarian coordination be strengthened. As a result, the Regional Support Office for West Africa is being reconstituted in Dakar and the functions transferred from Abidjan. In Dakar the office will support the work of the Special Representative of the Secretary General (SRSG) for West Africa, as well as humanitarian partners in the region.

Information management services will be provided through the creation of a regional system which will serve to provide a common and accessible platform for consolidating the ongoing process of data collection within the region. The system will serve to promote compatible data, sector and location standards, as well as assessments across sectors and boundaries, all fundamental elements in ensuring effective and cost efficient response.

The office will focus on coordination of sub-regional humanitarian actions, contingency planning, resource mobilisation and advocacy, and work with UN political and development actors to ensure a coherent UN presence in the region.

Priorities in 2004

- Manage the re-establishment of the regional office.
- Establish the link with UNOWA acting as humanitarian advisor to the SRSG.

- Support UN and other humanitarian partners in implementing the Regional Strategy for West Africa.
- Contribute to a coherent multidisciplinary UN approach in West Africa.

Performance Assessment

- The regional office is up and running,
- Coordination support is provided to humanitarian partners in the furtherance of the West Africa Strategy, and
- Mechanisms are in place to ensure effective collaboration in the region with UN political, developmental and peacekeeping partners.

RSO — West Africa	
Planned Staffing	Extra Budgetary
Professional	3
National	3
Local (GS)	3
UN Volunteers	—
Total	9
Staff costs (US\$)	560,801
Non-staff costs (US\$)	257,188
Total costs (US\$)	817,989

Humanitarian Information Centre	
Planned Staffing	Extra Budgetary
Professional	1
National	3
Local (GS)	—
UN Volunteers	—
Total	4
Staff costs (US\$)	249,057
Non-staff costs (US\$)	256,284
Total costs (US\$)	505,341



Photo: Brent Sinton

Sierra Leone



Sierra Leone

OCHA Offices

Freetown, Kono, Makeni, Bo, Kenema, Kailahun

Background

Sierra Leone has made remarkable progress since the declaration of peace in 2002. Civil authority has been established throughout the country, peaceful parliamentary and presidential elections have been held, and more than 543,000 displaced persons have been re-settled. With the completion of the Internally Displaced Persons (IDPs) resettlement programme, all IDP camps were closed in early 2003. The provision of basic services is gradually improving. However, many challenges remain. The infrastructure is debilitated. The unemployment rate, particularly among the youth, is very high. Social services, in many parts of the country, are rudimentary or non-existent. There is a growing public perception that all key stakeholders have not learned the bitter lessons of the recently concluded civil war.

The regional situation also continues to pose a threat to peace and stability and could have a deleterious effect on the humanitarian situation in Sierra Leone. As was anticipated, renewed unrest in Liberia has generated an additional influx of 19,800 refugees between February and June 2003, bringing the total number of Liberian refugees in Sierra Leone to 63,650. While the Government and its partners must respond to the emergency needs of the Liberian refugees in the country, tens of thousands of Sierra Leoneans remain abroad as refugees. Given the inter-relatedness of security and stability in the sub-region, a more regional approach to humanitarian issues is required.

Over the past two years, the United Nations Assistance Mission in Sierra Leone (UNAMSIL) has been instrumental in supporting humanitarian assistance in Sierra Leone, particularly for IDPs and refugees. The planned draw-down of UNAMSIL by the end of 2004 works in tandem with the country's transition from relief to recovery and development.

In this context, OCHA will focus on preparing the transfer of some of its functions during 2004 to appropriate UN agencies and the

Government to complete its mission in Sierra Leone by the end of the year.

Priorities in 2004

- Develop a transition strategy and implementation plan for each field and satellite office. This includes the merging of field operations and transfer of Sierra Leone Information Service (SLIS) to UNDP.
- Continue to support existing coordination structures to ensure effective implementation of relief and recovery interventions.
- Produce timely and accurate information and data on relief and recovery interventions in Sierra Leone, through enhancing programme design and implementation.
- Support national authorities to take over OCHA's core coordination responsibilities.

Performance Assessment

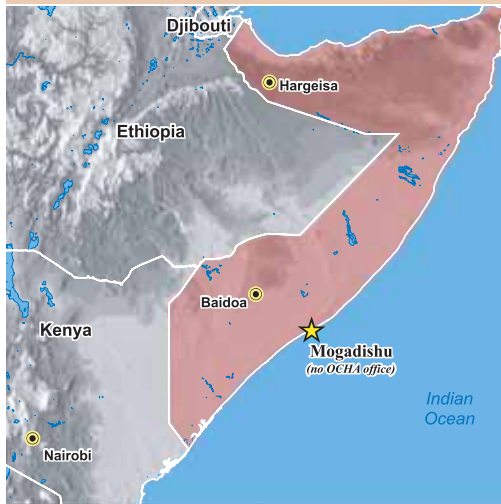
- Completion of national sector-specific work plans and the Contingency Plan;
- Completion of successful training for the prevention of sexual exploitation and abuse;
- Transfer of SLIS to UNDP during the year 2004; and
- Handover from international to national Humanitarian Information Centre Coordinator.

Sierra Leone	
Planned Staffing	Extra Budgetary
Professional	2
National	9
Local (GS)	12
UN Volunteers	–
Total	23
Staff costs (US\$)	494,121
Non-staff costs (US\$)	168,336
Total costs (US\$)	662,457



Photo: Brent Stirton

Somalia



Somalia

OCHA Offices

Nairobi, Baidoa, Hargeisa

Background

Since the early 1990s, Somalia has suffered through several phases of 'state collapse' and various types of governance structures. Thousands have died, and thousands more have been physically displaced and emotionally scarred. Conflicts have become more localised and environments with differing humanitarian conditions have emerged. Severe drought and perennial flooding, a high proportion of internally displaced persons (IDPs), returnees and chronic food insecurity are the main features of its humanitarian challenges. Southern Somalia's problems—population displacement, chronic food insecurity, vulnerability of minority clans, periodic flooding of its plains and river banks, the near absence of basic services and frequent outbreaks of preventable diseases such as cholera—are exacerbated by frequent eruptions of armed banditry.

The most vulnerable communities include IDPs, returning refugees and minority clans. Out of an estimated 350,000 IDPs, some 150,000 reside in Mogadishu, and another 15,000 in Kismaayo with very poor access to basic services and little protection. Those who returned home from Ethiopia and Kenya are slightly better off. In the Northwest and Northeast of the country, approximately 450,000 have been resettled. Minority clans, which make up approximately 20 per cent of the population, are continuously exploited and have limited access to power or protection. Between 70,000 and 100,000 militia and ex-combatants also need the attention of the international community. If not properly integrated within the society, this special category, consisting mainly of youth, runs the risk of exacerbating existing vulnerabilities. Against this backdrop, severe and chronic drought, as well as flooding, frequently disrupts farming and the seasonal migration patterns of the predominantly nomadic population.

In 2004, OCHA's goals will be to enhance the protection of, and respect for, the human rights and dignity of Somalis, especially the

most vulnerable. The Office will help the emerging governance structures, civil society groups and communities to gain the skills to function effectively and contribute to the self-sufficiency of vulnerable communities.

Priorities in 2004

- Strengthen coordination inside Somalia with the aim of fostering more common and integrated approaches to assessment and response, which contribute towards sustainable livelihoods of the Somalis.
- Help build a protective environment conducive to the respect for human rights, particularly of vulnerable groups such as IDPs, returnees and minority clans and enhance access to basic services for the vulnerable communities, especially water, sanitation, education, and health.
- Support initiatives, which aim to increase the capacity of civil society and governance structures to meet their responsibilities towards vulnerable communities and ensuring societal stability.

Performance Assessment

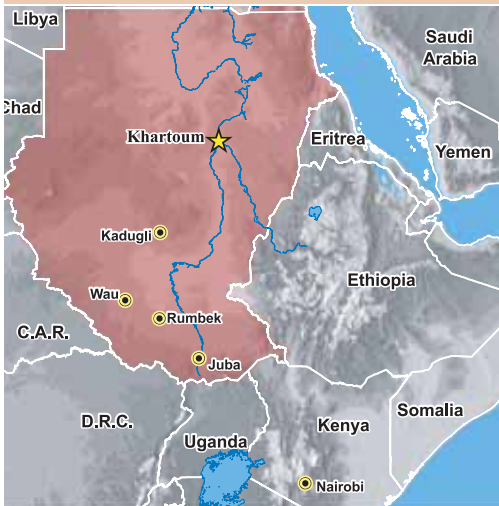
- Number of agencies working within the inter-agency operational protection framework;
- Recognition of, and adherence to, the Guiding Principles on Internal Displacement by participating authorities;
- Agreements reached on humanitarian principles and readiness by the local leadership to facilitate full access; and
- Programmes beginning to address causes rather than purely react to symptomatic needs.

Somalia	
Planned Staffing	Extra Budgetary
Professional	5
National	2
Local (GS)	1
UN Volunteers	–
Total	8
Staff costs (US\$)	1,042,764
Non-staff costs (US\$)	441,152
Total costs (US\$)	1,483,916



Photo: WFP (Debbi Morelli)

Sudan



Sudan

OCHA Offices

Khartoum, Kadugli, Wau, Rumbek, Juba, Nairobi

Background

The protracted emergency in the Sudan is a direct consequence of more than two decades of uninterrupted and widespread warfare, enforced human displacement, inaccessibility of needy populations, recurring natural disasters and progressively decreasing resources for ever increasing needs.

Notwithstanding the potential peace agreement, which could be signed by early 2004, response to humanitarian needs will remain a priority for 2004 and beyond. A peace agreement will take time to consolidate and bring about national reconciliation, mutual trust, equitable sharing of resources, personal security, and the rule of law.

Some 3.5 million Sudanese will continue to depend on international assistance for their survival, sustenance of their livelihoods or the rehabilitation of their coping mechanisms. At least two million internally displaced persons (IDPs) and approximately 500,000 Sudanese refugees will require assistance to return to their places of origin or habitual residence. Moreover, drought and floods in several parts of the country will continue to affect over 800,000 people.

In 2004, OCHA's goals will be to provide effective advocacy; to ensure effective and accountable leadership for humanitarian coordination and transitional recovery throughout the country; develop common, coherent and measurable strategies for humanitarian aid activities to complement longer-term development planning.

Priorities in 2004

- Provide effective advocacy on behalf of vulnerable populations affected by the conflict, disasters and emergencies.

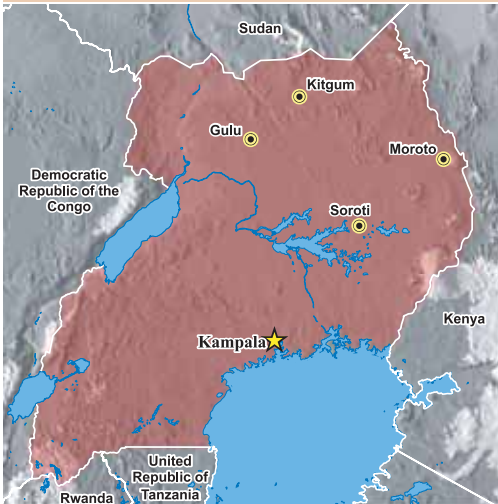
- Promote greater access to populations in need of assistance by intervening with the relevant government authorities and other counterparts to ensure that agreements reached between the Government of Sudan (GoS) and the Sudan People's Liberation Movement (SPLM) are duly implemented without exception. It will also develop specific measures to remove constraints and overcome obstacles to humanitarian delivery, including restrictions on travel, telecommunications and cross-line cooperation.
- Support the preparation of the Sudan Assistance Bulletin (SAB), regularly update the Sudan Information Gateway (www.unsudanig.org), complete and render operational the Sudan Transition and Recovery Database (STARBASE), and prepare material for public advocacy for humanitarian issues.
- Supervise and support the Area Coordinators Offices by facilitating coordination, prioritizing needs and the timely and effective delivery of assistance; improving methodology for needs and situation assessments, planning and reporting; developing common plans for the assistance programmes; and by regularly monitoring the impact of assistance provided.
- Train counterpart Sudanese authorities in humanitarian principles, Sphere Standards, Millennium Development Goals (MDGs), programme management, budgeting and reporting, response to emergencies and natural disasters, and information management.
- Support the development of a protection strategy in favour of various vulnerable groups including Internally Displaced Persons (IDPs). Activities will include improving knowledge of the humanitarian crisis, human rights and humanitarian principles, gender issues, planning with partners, conducting necessary studies and evaluations, resource tracking and monitoring, and advocacy for resource mobilisation.

Performance Assessment

- Increased number of investigated protection abuse cases and an increase in the number of reported requests for assistance on protection related matters;
- Regular updates on web sites including www.unsudanig.org; www.reliefweb.org, STARBASE and the Sudan Assistance Bulletin regarding the humanitarian situation;
- Timely and effective response to the humanitarian and transitional recovery needs in compliance with Minimum Sphere Standards, national law, human rights, international humanitarian principles and the MDGs;
- Voluntary return and re-integration of IDPs, eradication of resource-based conflicts; and reduction of aid delivery costs; decrease in the rates of morbidity, mortality and malnutrition, particularly among women and children, an increase in school enrollment, reduced gender disparity, improved security of beneficiaries as well as aid personnel and institutionalised protection of human rights; and
- Improvement in early warning, monitoring and evaluation systems and at least 50 per cent funding of the Consolidated Appeals Process (CAP) by mid-year.

Sudan	
Planned Staffing	Extra Budgetary
Professional	9
National	11
Local (GS)	15
UN Volunteers	1
Total	36
Staff costs (US\$)	1,833,213
Non-staff costs (US\$)	634,133
Total costs (US\$)	2,467,346

Uganda



Uganda

OCHA Offices

Kampala, Gulu, Moroto, Kitgum, Soroti

Background

During the past 17-year insurgency by the Lord's Resistance Army (LRA) in Northern Uganda, a series of armed internal conflicts and human rights violations have resulted in massive and enforced population displacement.

The LRA continually abducts children, forcing them to serve as childsoldiers, porters or sexslaves. Many are killed. Due to the persistent insecurity on the roads of the affected districts, it is extremely difficult to provide life-saving assistance to these war victims despite the use of military escorts. Assistance is, therefore, both irregular and restricted in time.

In early 2003, the Karamoja region experienced a major drought and currently requires substantial humanitarian assistance for some 720,000 persons.

In 2004, OCHA will continue to provide effective humanitarian coordination and advocacy on behalf of the vulnerable population affected by the drought and continuing conflict.

Priorities in 2004

- Coordinate increased delivery of life-saving assistance to conflict and drought-affected people in Uganda through improved planning, monitoring and partnership and, by reviewing existing operational capacity and the constraints of national counterparts.
- Develop training workshops on International Humanitarian Principles and Guiding Principles on Internal Displacement and prepare assessments for dissemination among humanitarian partners.
- Strengthen systems for the provision of timely and quality information in support of humanitarian decision-making and

response. The Office will also help to establish a Humanitarian Information Centre (HIC).

- Provide effective advocacy on behalf of vulnerable populations affected by disasters and emergencies and ensure their increased protection by advocating for free and unhindered access. Ensure that humanitarian principles and policies are informing decisions in the response to, and management of, humanitarian crises.

Performance Assessment

- Number of sector-specific groups reactivated, or created, as well as partners trained in International Humanitarian Principles and Guiding Principles on Internal Displacement;
- Number of camps for which regular access is obtained and IDP beneficiaries reached;
- Increase in assistance programmes applying international humanitarian law and principles; and
- Number of joint missions to locations affected by emergencies or disasters.

Uganda	
Planned Staffing	Extra Budgetary
Professional	5
National	6
Local (GS)	9
UN Volunteers	–
Total	20
Staff costs (US\$)	1,084,122
Non-staff costs (US\$)	594,470
Total costs (US\$)	1,678,592

Photo: Steve Matthews/WWF



Zimbabwe



Zimbabwe

OCHA Offices

Harare

Background

The worsening humanitarian trends in Zimbabwe are a reflection of macro-economic collapse. Hyper-inflation, accelerated industrial and agricultural decline and an absence of foreign direct investment have created an environment of mass unemployment and destitution. There is a virtual absence of development funding and national food security and agricultural recovery are seriously threatened. At the household level, the effect of these trends is evident in worsening vulnerability, increasing migration and more dangerous coping strategies. It is expected that 5.5 million people will become dependent on food aid in the first five months of 2004.

As a consequence of economic collapse, the quality and availability of public health services is rapidly declining with an increase in the incidence of malaria and cholera, morbidity and child mortality. There are serious staff shortages in the health and education sectors, and the spread of HIV is a growing menace. Investment in public health, education and agricultural recovery is urgently needed, but progress is hampered by lack of acknowledgment of the scale of the humanitarian problems. In addition, the people of Zimbabwe face the spectre of starvation in 2004 unless greater resources for food aid and public health programmes are received.

In 2004, OCHA's goal is to provide effective and accountable leadership in humanitarian coordination by ensuring coherence within the different aspects of humanitarian and recovery response and to enhance protection of highly vulnerable groups.

Priorities in 2004

- Enhance dialogue among humanitarian stakeholders, including the Government of Zimbabwe by organising regular meetings between the government authorities, donors & NGOs to dis-

cuss co-ordination, humanitarian planning and operations, and multi-sectoral co-ordination groups.

- Ensure wide dissemination of comprehensive and up-to-date humanitarian information by maintaining an operational website including a GIS mapping service and producing regular humanitarian situation reports.
- Maintain a field presence at the provincial level to improve humanitarian information collection and monitoring; and ensure the proper integration of HIV and gender issues in all sector interventions and assessments.
- Support a recovery strategy for Zimbabwe by developing recovery programmes and ensuring their funding to improve household self-reliance and ensuring that key urban structure programmes are sustained.
- Ensure access to most vulnerable groups, particularly in the former commercial farming areas.

Performance Assessment

- Inclusion of respect for humanitarian principles by all actors in the Humanitarian Action Plans;
- Establishment of multi-sectoral coordination groups;
- Improved targeting of aid by donors, Government and humanitarian agencies as a result of strategic use of the humanitarian information management system and of humanitarian monitoring work;
- Increased funding of HIV and agricultural and public health recovery programmes; and
- Enhanced protection of highly vulnerable groups.

Zimbabwe	
Planned Staffing	Extra Budgetary
Professional	2
National	1
Local (GS)	–
UN Volunteers	–
Total	3
Staff costs (US\$)	358,893
Non-staff costs (US\$)	129,498
Total costs (US\$)	488,391



Photo: Marko Kolk/International Federation



7

Asia



Democratic People's Republic of Korea



Democratic People's Republic of Korea

OCHA Offices

P'yongyang

Background

Over the past several years, the Democratic People's Republic of Korea (DPRK) has been plagued by a declining economy and reduced aid inflows. A fall in energy production adversely affected industrial capacity and agricultural production. Although shortage of food was the most visible manifestation of the emergency, the quality of basic services, including provision of water and sanitation, health services, and education, was also severely compromised. The situation was exacerbated by a series of natural disasters, affecting up to 5.2 million people.

Despite substantial gains in the ninth year of humanitarian operations in the DPRK, humanitarian assistance is still needed and continues to play a vital role in safeguarding and promoting the well-being of millions whose nutritional status and general health would otherwise be seriously compromised.

The absence of a viable solution for the political problem complicates humanitarian and development efforts and creates uncertainty about the extent to which governments, organisations and people are willing to invest in the DPRK. Enhancing household food security, ensuring access to basic social services, such as water and health, and improving basic health care remain the most pressing priorities.

In 2004, OCHA's goal will be to improve strategic planning, monitoring and accountability in response to the emergency.

Priorities in 2004

- Develop closer connections between emergency response and preparedness, prevention, rehabilitation and recovery programmes.
- Strengthen systems for provision of information to help deci-

sion-making and response and inform the humanitarian community of any developments that affect the emergency.

- Carry out effective and proactive advocacy on behalf of the affected populations and create greater awareness of the importance of human rights and humanitarian principles.
- Support Aid agencies in the DPRK to implement gender-related policies.
- Support the coordination mechanisms established among the United Nations, NGOs, and the International Federation of the Red Cross (IFRC). The Office also intends to continue the management of the NGO Funding Mechanism.

Performance Assessment

- Finalisation of the United Nations Development Assistance Framework (UNDAF) for DPRK by clearly reflecting the linkages between the humanitarian response and rehabilitation and recovery programmes;

- Endorsement and support to the Human Development Resource Centre by the organisations involved in the response as the primary facilitator for humanitarian information exchange; and
- Revision of the November 1998 DPRK Statement on Humanitarian Principles to reflect recent developments and the adoption and endorsement by aid agencies and donor communities of a rights-based approach to programming.

DPR KOREA	
Planned Staffing	Extra Budgetary
Professional	1
National	–
Local (GS)	3
UN Volunteers	–
Total	4
Staff costs (US\$)	160,016
Non-staff costs (US\$)	219,968
Total costs (US\$)	379,984



Photo: WFP

Indonesia



Indonesia

OCHA Offices

Jakarta, Banda Aceh, Palu, Ambon, Kupang, Jayapura

Background

Several internal conflicts and an economic and political crisis have had catastrophic consequences for Indonesia. In Central Kalimantan, West Kalimantan, Central Sulawesi, Maluku and North Maluku, communal conflicts have caused widespread physical destruction and displacement, while the population in Aceh continues to suffer from years of conflict between an armed separatist movement and the Government of Indonesia. Frequent bomb explosions, the threat of terrorist attacks, tension in Papua and the upcoming general elections in 2004 have heightened concerns about the security situation throughout Indonesia.

Although the majority of internally displaced persons (IDPs) have returned to their areas of origin, or resettled elsewhere in Indonesia, approximately 535,000 people remain displaced. Most of them have lost their productive assets and require continued humanitarian assistance. Security concerns and the lack of resources deter many people from returning. The prolonged conflicts and displacement have severely weakened traditional coping mechanisms and the government's capacity to provide support, especially at the local level. In the event of renewed conflict or a major disaster, international assistance will be required to meet the basic needs of the affected population, advocate for the protection of the most vulnerable, and build local capacities for improved crisis management and preparedness.

In 2004, OCHA Indonesia will continue to support the Government of Indonesia and the humanitarian actors to achieve the strategic goals as articulated in the Common Humanitarian Action Plan (CHAP). Subject to developments in the overall humanitarian situation in the coming year, OCHA is also planning to phase down its presence in the country.

Priorities in 2004

- Advocate for humanitarian access and the rights of the vulnerable, IDPs and conflict-affected populations, and develop policy strategies in coordination with humanitarian partners.
- Remain the focal point for gathering and disseminating information on the humanitarian situation and ensuring the effective and coordinated response of the humanitarian community to any given crisis. This will also be addressed by assisting the Consolidated Appeals Process (CAP) Steering Committee in monitoring and evaluating the humanitarian response and needs against the goals and objectives in the CHAP.
- Organise and lead inter-agency assessment missions in existing and potential conflict areas.
- Lead the concerted development of contingency plans for areas likely to require humanitarian assistance in case of natural disasters or conflicts.
- Facilitate linkages between humanitarian and development programmes by reinforcing the relationship with the agencies with longer-term mandates. This will be reinforced by the transfer in mid-2004 of the United Nations Project Coordination Offices (UNPCOs) run by OCHA in Central Sulawesi and Maluku to the United Nations Development Programme (UNDP).
- Ensure good working relations with local authorities.

Performance Assessment

- Wider humanitarian access to, and improved protection of, conflict-affected persons;
- Improved linkages between humanitarian and longer-term development programmes, particularly in areas in post-conflict situations;
- Improved monitoring of the CHAP/CAP 2004; and
- Agreements reached for the transfer of the UNPCOs in Central Sulawesi and Maluku to UNDP in mid-2004, and if needed, the overall coordinating functions of OCHA Jakarta towards the end of 2004.

INDONESIA

Planned Staffing	Extra Budgetary
Professional	8
National	3
Local (GS)	17
UN Volunteers	–
Total	28
Staff costs (US\$)	1,143,909
Non-staff costs (US\$)	463,074
Total costs (US\$)	1,606,983



Photo: OCHA

Regional Disaster Response Advisor Asia



Regional Disaster Response Advisor Asia

Countries Covered

Japan, China, Mongolia, Thailand, Laos, Cambodia, Viet Nam, Malaysia, Singapore, Indonesia, Philippines, Sri Lanka, DPRK, South Korea, Brunei, Myanmar

Background

During the last decade, Asia has endured nearly half of the world's major natural disasters and accounted for 91 per cent of the total population affected, 54 per cent of the deaths, and 57 per cent of the economic losses. The continent is prone to landslides, windstorms, earthquakes, volcanic eruptions and droughts, while floods cause the greatest devastation and affect more than one hundred million people each year.

Since its establishment in 2000, the Regional Disaster Response Advisor (RDRA) for Asia in Kobe, Japan, has actively supported the UN Resident Coordinators and the UN Disaster Management Teams (UNDMTs) in their response to disasters, notably in 2003 for an earthquake and floods in China and the worst floods in Sri Lanka for the past 50 years. It also assisted the UNDMTs in conducting disaster response training with representatives of Governments and NGOs. Close cooperation has been established with the UNDP Regional Disaster Reduction Advisors. Efforts have also been made to enhance awareness for disaster preparedness and promote a stronger integrated approach for disaster reduction and response in close cooperation with key stakeholders, particularly the Asian Disaster Reduction Centre (ADRC).

The RDRA for Asia covers East Asia and South East Asia as well as South Asia until such time as the RDRA for South Asia is fully in place.

Priorities in 2004

- Participate in fact-finding missions and issue regular newsletters to promote a better understanding of the region and country-specific context.
- Support the inter-agency efforts to build UN capacity at country level to manage disasters and emergencies in cooperation

with the UNDMTs and UNDP Regional Disaster Reduction Advisers.

- Promote the United Nations Disaster Assessment and Coordination (UNDAC) arrangement between OCHA and governments and assist in organising training courses, disseminating region-specific UNDAC information materials, and employing the UNDAC team more effectively.
- Support the Asian International Search and Rescue Advisory Group (INSARAG) by facilitating exercises and meetings, and support its initiatives to assist countries in establishing an urban search and rescue capability.
- Assist disaster related offices of a government, upon request, to enhance their national capacity of disaster management through advice on planning and training.
- Follow up on the regional disaster risk management initiative through further training programmes in disaster prone countries and a regional workshop in cooperation with the ADRC and the ISDR Secretariat.

Performance Assessment

- Recognition accorded to it by regional and national partners as an essential component of the response to any major disaster in Asia;

- Recognition of UNDAC teams and other OCHA emergency services in the National Disaster Plans;
- Involvement of the RDRA in training and development of National Disaster Management Agencies;
- Increase in speed efficiency of the response to disasters by the United Nations country teams;
- Satisfaction of donors with OCHA financial management, their confidence in the accountability of the office, and their readiness to maintain the existing system of providing emergency grants through the deliberation of OCHA; and
- Greater awareness among key stakeholders of the needs of vulnerable populations affected by disasters.

RDRA — Asia (Kobe)	
Planned Staffing	Extra Budgetary
Professional	3
National	–
Local (GS)	1
UN Volunteers	–
Total	4
Staff costs (US\$)	418,965
Non-staff costs (US\$)	132,402
Total costs (US\$)	551,367



Regional Disaster Response Advisor for the Pacific

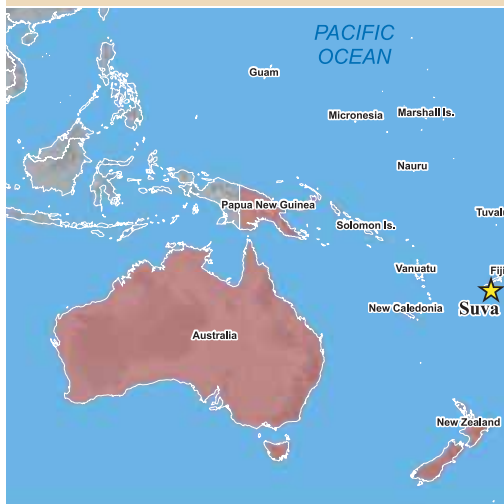
Background

Natural disasters are a major cause of severe economic distress for the 15 independent Pacific Island Countries (PICs). Other causes include international economic shocks and periodic violent conflict. Of a total PIC population of 6.5 million, 90 per cent live in the four larger Melanesian countries, which generally have the lowest development indicators and experience most of the natural disasters and conflicts in the region.

The year 2003 commenced with the intense Cyclone Zoë in the remotest Solomon Islands, and Cyclone Ami, which caused far greater losses across Eastern Fiji. Two additional cyclones struck Solomon Islands, and another hit New Caledonia. Heavy rain caused a series of landslides in Papua New Guinea, and American Samoa also suffered a disastrous landslide. Meanwhile Timor-Leste experienced drought and floods throughout the wet and dry season respectively.

Under the overall coordination of the South Pacific Applied Geoscience Commission (SOPAC), many actors are engaged in various projects to mitigate the effects of natural calamities faced by the PICs. OCHA is a key partner supporting SOPAC's Community Risk Programme, with particular emphasis on improving the countries' emergency response coordination and preparedness. The Regional Disaster Response Advisor (RDRA) for the Pacific also offers its services directly to their National Disaster Management Offices (NDMOs), and remains ready to respond to any call by the United Nations Country Teams (UNCTs).

In 2004, the RDRA for the Pacific will continue to prepare for, and respond to, any potential emergencies in the Pacific with humanitarian impact by working with, and building the capacity of, Governments, regional and civil society organisations.



Regional Disaster Response Advisor for the Pacific

Countries Covered

Fiji, Papua New Guinea, Australia, New Zealand, New Caledonia, Solomon Islands, other Pacific islands.

Priorities in 2004

- Respond quickly and appropriately to emergencies by mobilising and supporting UNDAC and other OCHA emergency missions whenever required. This will enable PICs to recognise them as a resource to enhance information management and response coordination.
- Assist OCHA to improve its information products, particularly situation reports, through a better understanding of the needs of its clients, and to effectively disburse and account for international relief funds for which it is channelled.
- Support inter-agency efforts to build United Nations capacity at country level to manage emergencies, and seek consensus on how best to reduce the vulnerability of PICs to the impact of such emergencies.
- Build effective working relationships with regional partners engaged in emergency management capacity-building, and provide assistance directly to the NDMOs when requested.
- Promote greater awareness of international humanitarian law and the application of humanitarian principles in the region, in cooperation with the Forum.
- Encourage PICs with growing urban populations to create domestic capacity to manage major urban disasters, including Urban Search and Rescue capability.

Performance Assessment

- Acknowledgement by regional and national partners of its role as an essential component of the response to any major disaster;
- Inclusion of UNDAC and other OCHA services in National Disaster Plans;
- Satisfaction of donors with OCHA financial man-

agement of relief projects, demonstrated by their willingness to maintain pre-positioned funds;

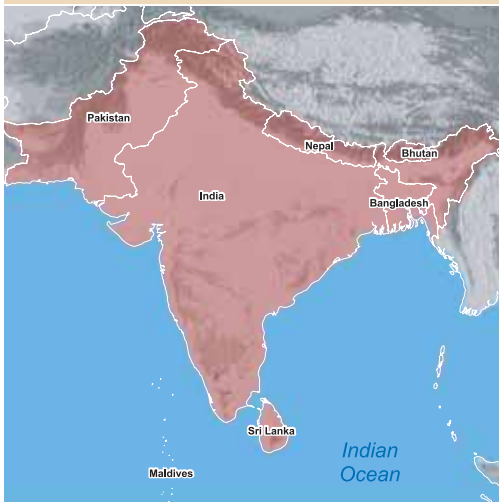
- Feedback from UNCTs about the support provided by the RDRA;
- Inclusion of the protection of civilians in armed conflict on the Forum's agenda; and
- Evidence of concrete steps that PICs take to address their vulnerability.

RDRA — Pacific (Fiji)	
Planned Staffing	Extra Budgetary
Professional	1
National	–
Local (GS)	1
UN Volunteers	–
Total	2
Staff costs (US\$)	158,604
Non-staff costs (US\$)	129,212
Total costs (US\$)	287,816



Photo: OCHA (Charles Higgins)

Regional Disaster Response Advisor South Asia



Regional Disaster Response Advisor South Asia

Countries Covered

Bangladesh, Bhutan, India, the Maldives, Nepal, Pakistan, and Sri Lanka

Background

More natural disasters strike Asia than any other continent, and South Asia is particularly prone to floods, earthquakes, volcanic eruptions and droughts. The impact of such large-scale disasters on an increasing population density can be enormous, as was demonstrated by the consequences of the earthquake that struck Gujarat (India).

In late 2003, OCHA plans to establish the office of the Regional Disaster Response Advisor (RDRA) for South Asia in order to effectively coordinate from within the region. Together with the RDRA in Kobe, the new office will cover the whole of Asia. It will focus, in particular, on the contiguous landmass of Pakistan-India-Nepal-Bhutan-Bangladesh-Myanmar, which share natural resources that affect their neighbouring countries in terms of ecological balance and impacts due to natural calamities.

The level of preparedness and response capacity varies greatly from country to country in the South Asia region, in terms of both the national and the international capacity present in each. The Office of the RDRA in South Asia will strengthen the capacity of the United Nations Country Teams (UNCTs) to assist the national authorities in coordinating response to natural disasters. The RDRA will strengthen regional cooperation covering India, Pakistan, Bangladesh, Nepal, Bhutan, Sri Lanka and the Maldives. Coverage of disasters in Central Asian countries, such as Afghanistan and Tajikistan, will be considered on a case-by-case basis.

Priorities in 2004

- Provide timely and appropriate assistance to United Nations Resident Coordinators and United Nations Disaster Management Teams (UNDMTs) in response to natural disasters and environmental emergencies in the region, bearing in mind

the regional context and specific problems in each South Asian country.

- Assist government institutions and humanitarian organisations in enhancing their national capacity for disaster management.
- Assure complementarity between the United Nations Development Programme’s (UNDP) mandate of disaster reduction, preparedness and recovery and OCHA’s mandate of disaster response and response preparedness in the region. The RDRA for South Asia will collaborate with UNDP’s Regional Disaster Reduction and Recovery Advisor (RDRRA) in New Delhi to seek a modus operandi, which takes into account the specific actors and issues in the disaster management cycle in the region.
- Organise and conduct training for national emergency services in Urban Search and Rescue, facilitate the deployment of United Nations Disaster Assessment and Coordination (UNDAC) Missions, and promote incorporation of the UNDAC team and other OCHA emergency services into National Disaster Plans.

Performance Assessment

- Recognition by regional and national partners of the Office as an essential component of the response to any major disaster in South-Asia;
- Involvement of the RDRA in training and development of National Disaster Management Agencies;
- Recognition of UNDAC teams and other OCHA emergency services in the National Disaster Plans; and
- Increased efficiency and effectiveness of the United Nations country teams in responding to disasters.

RDRA — South Asia	
Planned Staffing	Extra Budgetary
Professional	1
National	–
Local (GS)	1
UN Volunteers	–
Total	2
Staff costs (US\$)	293,515
Non-staff costs (US\$)	116,978
Total costs (US\$)	410,493



Photo: OCHA

Tajikistan



Tajikistan

OCHA Offices

Dushanbe

Background

Tajikistan is a country prone to natural disasters, including earthquakes, landslides, mudflows, floods and avalanches. Regional issues, including instability in Afghanistan, constitute major development challenges for the poorest of the former Soviet republics. It is also burdened with the consequences of a five-year civil war that officially ended in 1997, and a two-year drought that ended in 2001, and left many households in great vulnerability with limited capacity to cope.

More than 83 per cent of the population is living below the national poverty line. Of these, 17 per cent are considered to be extremely poor. Close to 30 per cent of children under the age of five years are chronically malnourished and the infant mortality rate is 89 per 1,000 live births. Forty-three per cent of the population does not have access to piped water, and regular outbreaks of waterborne and vaccine-preventable diseases overwhelm national capacities. In addition, 55,000 drug addicts have a high risk of HIV/AIDS infection.

Despite some signs of economic recovery, existing humanitarian needs remain acute and lack of local capacity means that Tajikistan is heavily dependant on international humanitarian assistance. However, there is a gradual progress towards stability and development in the country. This presents a major opportunity to shift the emphasis to sustainable development.

In 2004, OCHA plans to gradually reduce its presence in Tajikistan and pave the way for a smooth transition from humanitarian to developmental assistance in the country.

Priorities in 2004

- Establish a joint Resident Coordinator/Humanitarian Coordinator Unit to support a common strategy and coordina-

tion of humanitarian and development issues.

- Improve coordination for inter-agency planning and monitoring of activities to support the transition from relief to recovery. This will be implemented by providing support to sectoral coordination points, monitoring Consolidated Appeals Process (CAP) implementation, helping NGOs in their dealings with government authorities and arranging joint exercises with the Presidential Aid Coordination Unit for capacity building. The coordination unit web site will be maintained to provide regularly updated information on the humanitarian and development situation.
- Build domestic capacity for disaster management by instituting a harmonised approach in response and preparedness activities by all governmental, national and international Rapid Emergency Assessment and Coordination Team (REACT) partners. The Office will also help to build the capacity of the Ministry of Emergency Situations through regular joint exercises.
- Improve identification and mitigation of potential natural disaster hazards through strengthening central and regional capacities and making Geographical Information System (GIS) and hazard maps available for the most disaster prone areas.

Performance Assessment

- Recognition of the role of the coordination unit by the international community;
- Full endorsement of the planning framework;
- Smooth transition to development-focused assistance; and
- Success in making the GIS maps centrally available for the most disaster prone areas.

TAJIKISTAN

Planned Staffing	Extra Budgetary
Professional	1
National	–
Local (GS)	4
UN Volunteers	–
Total	5
Staff costs (US\$)	94,807
Non-staff costs (US\$)	119,441
Total costs (US\$)	214,248

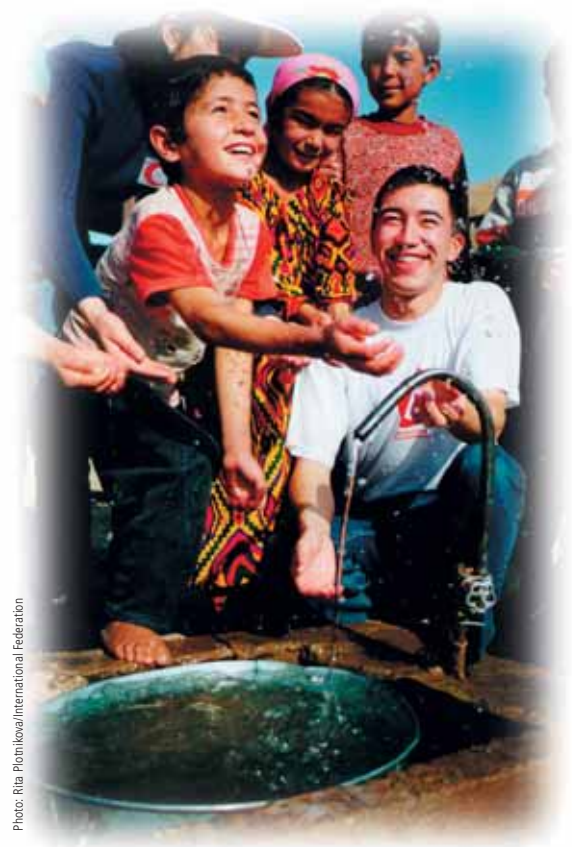
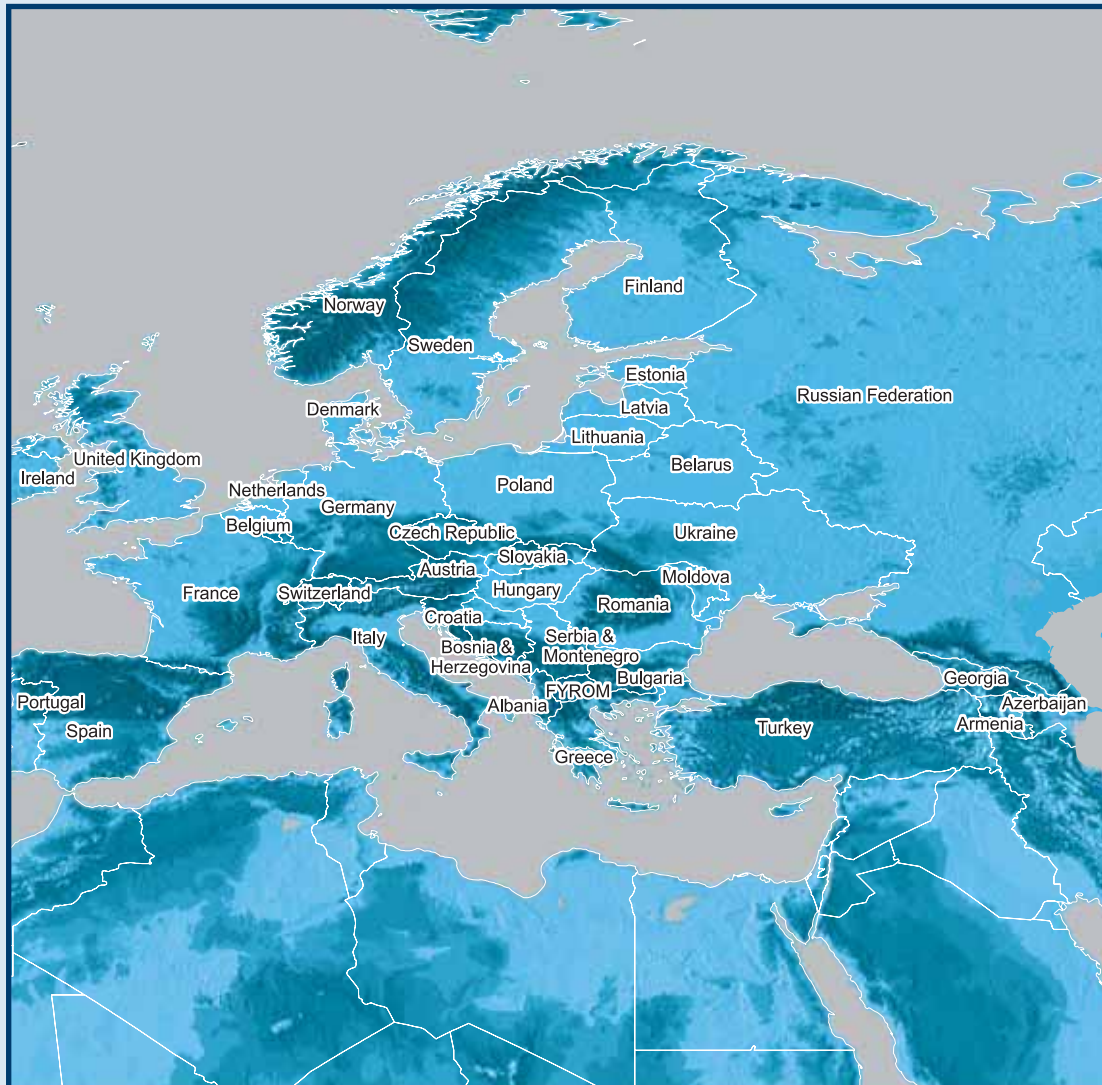


Photo: Rita Plomikova/International Federation



Europe



Georgia



Georgia

OCHA Offices

Tbilisi

Background

Since regaining independence in 1991, Georgia has suffered a series of calamities including political unrest, civil war, major natural disasters, ethnic conflicts, internal displacement of some 300,000 people and a near-total socio-economic collapse. In the early 1990s, Georgia was a complex emergency, heavily dependent on large-scale humanitarian aid. By the mid-1990s, it gradually progressed to longer-term sustainable development. However, the overall situation remained volatile and small-scale humanitarian needs for the most vulnerable groups persist, as they continue to depend on external support.

Although the international community no longer considers Georgia a humanitarian emergency, there is a continuing need for a mix of well-targeted assistance such as relief, self-help schemes systemic capacity building and reforms. Data collection and analysis need to be improved in national institutions, especially in health and social services. Civil society and NGOs need to be further strengthened in order to support and protect vulnerable populations. Development programmes are required to increase self-sufficiency among vulnerable populations and communities. A durable solution must be sought for some 250,000 Internally Displaced Persons (IDPs) whose plight needs to be addressed.

In 2004, OCHA will considerably reduce its activities. It will, however, continue its coordination, information-sharing and advocacy efforts aimed at facilitating an efficient response to the persisting immediate and longer-term needs.

Priorities in 2004

- Continue developing collaborative arrangements with UNDP and the Office of the UN Resident Coordinator in Georgia to

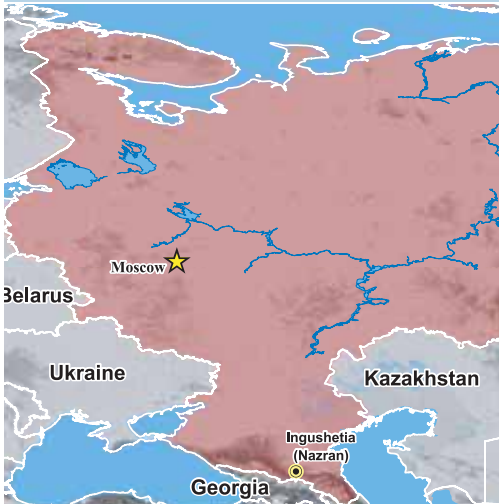
ensure a smooth transition of most residual humanitarian coordination functions.

- Provide coordinated and effective humanitarian advocacy and information sharing by submitting evidence-based humanitarian analysis, and regular publications and information on the humanitarian situation in Georgia. In an effort to strengthen its advocacy role, the Office will convene regular briefings for all concerned and follow up on the Humanitarian Action Strategy Conference held in late 2003.
- Ensure an effective and coordinated mechanism for Disaster Preparedness and Response in Georgia by augmenting the required level of UN Disaster Management Team (DMT) preparedness and response capacities. The Office will address this aspect by updating the DMT Contingency Plans; DMT Assets Inventory Database and Contacts Directory; and ensuring greater cooperation between the DMTs and the Government.

Performance Assessment

- Efficient humanitarian situation analysis and response to priorities, including timely preparation and dissemination of publications and chairing information-sharing meetings;
- DMT in Georgia is functional and international community prepared for adequate emergency response; and
- Smooth hand-over of OCHA's residual coordination and other functions to UNDP and an orderly close-down of the office at the end-2004.

GEORGIA	
Planned Staffing	Extra Budgetary
Professional	–
National	–
Local (GS)	2
UN Volunteers	–
Total	2
Staff costs (US\$)	89,993
Non-staff costs (US\$)	34,985
Total costs (US\$)	124,978



The Russian Federation

OCHA Offices

Moscow, Ingushetia (Nazran)

The Russian Federation

Background

Following a three-year reprieve, hostilities between the Russian Federal forces and separatist rebels in Chechnya resumed in 1999. Conventional warfare seems to have given way to guerilla fighting and widespread indiscriminate, abductions and killings.

Though the Russian Government has claimed that the situation in Chechnya is returning to normal, extreme violence, instability and human rights abuses persist. The situation could deteriorate and spill over into neighbouring republics. While there have been some improvements inside Chechnya and the government is investing considerable resources in infrastructure and social welfare, insecurity prevents internally displaced persons (IDPs), numbering some 150,000 in Chechnya and up to 70,000 in Ingushetiya, from returning.

Priorities in 2004

- Enhance collaboration and understanding between the international aid community and Russian authorities by keeping the Government of the Russian Federation well informed about the activities of aid agencies and encouraging it to participate in the United Nation's strategic planning, assessment, and monitoring activities, while ensuring that the international aid community is familiar with the rules and regulations established by the government regarding humanitarian activities.
- Advocate for the rights of all people in the North Caucasus and draw the attention of the Russian Government and the international community to any endangerment of these rights and enhance awareness and application of minimum standards in the North Caucasus.
- Promote and coordinate policy development on humanitarian action in the Russian Federation.
- Strengthen relations with Russian Ministry of Emergencies

(EMERCOM) and assist with disaster preparedness and response by monitoring natural disasters in the Russian Federation and informing the Government and international partners about their consequences; involve the Russian Government in the United Nations Disaster Assessment and Coordination (UNDAC) mechanism and increase EMERCOM's capacity to work with international emergency management systems.

- Application of minimum standards for humanitarian assistance in the Northern Caucasus; and
- Success in building up a collaborative relationship with Government authorities for constant monitoring of natural disasters and in supporting the UNDAC system.

Performance Assessment

- Constant and successful monitoring of the observation of human rights and humanitarian principles;
- Effectiveness of advocacy with Government, and through the mass media;

RUSSIAN FEDERATION	
Planned Staffing	Extra Budgetary
Professional	3
National	3
Local (GS)	13
UN Volunteers	1
Total	20
Staff costs (US\$)	967,958
Non-staff costs (US\$)	539,462
Total costs (US\$)	1,507,420





Americas and the Caribbean





Colombia

OCHA Offices

Bogata

Colombia

Background

For several decades, Colombia has been afflicted by an unrelenting and complex internal armed conflict that has evolved in recent years into a major humanitarian crisis. At least two major guerrilla groups, the Revolutionary Armed Forces (FARC) and the National Liberation Army (ELN), together with various paramilitary forces that oppose the guerrilla, military and police government forces, are involved in the fighting. Some 11,000 child soldiers are in the ranks of all armed groups. In addition, there is the menace of organised criminal elements of which narcotics trafficking is the best known. Massacres, assassinations and kidnappings are routine. During 2003, some of the paramilitary forces have entered into negotiations with the Government, but this has neither ended the conflict nor the suffering of the civilian population.

Constant strife has resulted in massive displacements towards urban areas and the two to three million internally displaced persons (IDPs) are reluctant to return home. Up to 80 per cent of the displaced population suffers from malnutrition and the incidence of poverty has increased, with 60 per cent of Colombians living below the poverty line. The receiving communities also suffer as the resources of the Government and individuals are stretched beyond capacity. Since September 2000, OCHA staff members have been deployed to Colombia to support the United Nations High Commissioner for Refugees (UNHCR) in its facilitator role for coordination of assistance to internally displaced persons (IDPs) in Colombia.

In addition, Colombia is prone to natural disasters, and sees major occurrences in four-to-five year cycles. While earthquakes are most feared, floods, volcanic eruptions, landslides or tsunamis have also caused great damage and suffering. Based on statistical data, Colombia will continue to be affected by natural disasters.

The United Nations system has a strong partnership role with the

Government and civil society in organising a coordinated response to both complex emergencies and possible natural disasters in Colombia. In this context, OCHA will aim to enhance a coordinated approach to humanitarian needs by effective information sharing and advocacy on humanitarian priorities.

Priorities in 2004

- Support the establishment of a comprehensive humanitarian information system; design and update a centralised database of all humanitarian organisations and their projects in progress, and provide mapping services to the humanitarian community on current status of affected populations.
- Strengthen and adapt the Humanitarian Action Plan for 2004 in response to the humanitarian crisis.
- Improve the response capacity for natural disasters.

Performance Assessment

- Review and activation of the Common Humanitarian Action Plan for 2004;
- Implementation of local humanitarian plans in three locations outside Bogota; and
- Finalisation of the inter-agency disaster response contingency plan for the UN Country Team.

COLOMBIA	
Planned Staffing	Extra Budgetary
Professional	2
National	–
Local (GS)	1
UN Volunteers	2
Total	5
Staff costs (US\$)	373,239
Non-staff costs (US\$)	116,842
Total costs (US\$)	490,081



Photo: OCHA



Regional Disaster Response Advisor for Latin America and the Caribbean, Panama

Countries Covered

RDRA (Americas Panama) includes the entire Western hemisphere except USA and Canada.

Regional Disaster Response Advisor for Latin America and the Caribbean, Panama

Background

The region of Latin America and the Caribbean covers more than 20 million square kilometres and is home to more than half a billion people. Throughout history, this region has experienced a series of catastrophes, and recently, the frequency of natural disasters has increased to make one third of the population vulnerable to their effects. The current state of preparedness, response, and mitigation capacity cannot necessarily be measured by the number of existing disaster management organisations in the region. Despite their presence and the high level of public awareness, commitment by national governments to fulfill their obligations varies from country to country. Consequently, the proliferation of actors at different levels, with varying capacities and differing mandates, is making emergency coordination exceedingly complex.

The United Nations Inter-Agency Contingency Planning Guidelines were established by the Inter-Agency Standing Committee (IASC) Working Group on Contingency Planning. In accordance with the Guidelines, the United Nations Disaster Management Teams (UNDMTs) in the region need to assess the risks in each country, to improve their own level of preparedness for disaster response, to strengthen coordination and to improve information management. Within this strategic framework, the United Nations System must play an active role in facilitating coordination, especially in highly disaster-prone countries with insufficient national response capacity.

In 2004, in pursuit of achieving its overall goal of effective and accountable leadership for humanitarian coordination, the Regional Disaster Response Advisor (RDRA) will aim to strengthen regional and in-country disaster response capacities and strengthen regional linkages from its new location in Panama.

Priorities in 2004

- Help establish, update and revise disaster preparedness and response plans of UNDMT and national disaster response agencies.
- Identify new network partners, improve regional inter-agency partnerships and ensure that the United Nations Disaster Assessment and Coordination (UNDAC) system is operational. In addition, the Office will compile baseline data for all the countries in the region for future UNDAC missions.
- Assist in coordinating disaster response and improving planning, monitoring and accountability during emergencies.
- Strengthen systems for the provision of timely and quality information in support of humanitarian decision-making and response by formulating a disaster information management system model and installing at least four such systems. In addition, redesign and launch the office's web site.

Performance Assessment

- Conclusion of three emergency preparedness plans for UNDMTs;
- Efficacy of UNDAC system in the region;
- Full functioning of four disaster information management systems; and
- Proper functioning of the office's redesigned web site.

RDRA — Panama	
Planned Staffing	Extra Budgetary
Professional	1
National	1
Local (GS)	2
UN Volunteers	–
Total	4
Staff costs (US\$)	235,773
Non-staff costs (US\$)	127,656
Total costs (US\$)	363,429

PHOTO: OCHA





Annex I

Total extrabudgetary Requirements for 2004 (Headquarters & Field Activities)

PROGRAMME/ACTIVITIES	TOTAL
1. HEADQUARTERS	32,486,766
A. Core Activities New York & Geneva	19,448,914
B. Headquarters Projects	13,037,852
Protection of Civilians	537,612
Lessons Learned and Evaluation Studies	406,800
Chernobyl	156,448
ReliefWeb	1,709,812
Field Information Support	812,026
Strengthening Donor Relations Capacity	848,427
Staff Development & Training	814,613
CAP Strengthening	1,041,449
Surge Capacity	448,836
Field Coordination Support	1,421,041
UNDAC Developing Countries Deployment and Training	400,302
Military, Civil Defense and Logistics	1,550,242
Environmental emergencies	227,978
Internally Displaced Persons Unit	2,662,266
2. FIELD	42,188,506
Field Offices	37,835,340
IRIN (Integrated Refional Information Networks)	4,353,166
TOTAL (HEADQUARTERS & FIELD)	74,675,272

Annex II

Detail of Extrabudgetary Funding Requirements for 2004

	Regular Budget	Extra-Budgetary	Project	Other Funds Available	Total HQ Budget (RB+XB+Project)	Total Requested in 2004
1. HEADQUARTERS						
Office of the Under-Secretary General and Emergency Relief Coordinator (ERC), Deputy ERC and Director OCHA New York	1,381,868	855,835	–	–	2,237,703	855,835
Strengthening Donors Project	–	–	197,755	–	197,755	197,755
Assistant ERC/Director OCHA Geneva	311,852	686,583	–	–	998,435	686,583
Strengthening Donor Relations Capacity Project	–	–	650,672	–	650,672	650,672
Executive Office	509,280	614,254	–	–	1,123,534	614,254
Administrative Office	283,396	2,271,295	–	–	2,554,691	2,271,295
Staff Development and Learning Project	–	–	814,613	–	814,613	814,613
Common Costs: New York & Geneva	1,470,950	1,113,529	–	–	2,584,479	1,113,529
IASC+ECHA Secretariat	–	713,925	–	–	713,925	713,925
Response Coordination Branch	1,402,572	4,545,138	–	–	5,947,710	4,545,138
CAP Strengthening Project	–	–	1,041,449	–	1,041,449	1,041,449
Surge Capacity Project	–	–	448,836	–	448,836	448,836
Emergency Services Branch	921,988	322,050	–	–	1,244,038	322,050
Field Coordination Support Project	–	–	1,421,041	–	1,421,041	1,421,041
UNDAC Developing Countries	–	–	400,302	–	400,302	400,302
Military Civil Defence and Logistics Project	–	–	1,550,242	–	1,550,242	1,550,242
Environmental Emergencies Project	–	–	227,978	–	227,978	227,978
Humanitarian Emergency Branch	1,812,328	1,389,222	–	–	3,201,550	1,389,222
Policy Development and Studies Branch	845,368	2,178,170	–	–	3,023,538	2,178,170
Lessons Learned and evaluation Studies Project	–	–	406,800	–	406,800	406,800
Protection of Civilians in armed Conflicts Project	–	–	1,064,912	527,300	1,064,912	537,612
Humanitarian Impact of Sanctions Project	–	–	249,057	249,057	249,057	–
Advocacy and External Relations	579,584	1,514,218	–	–	2,093,802	1,514,218
Chernobyl Project	–	–	506,448	350,000	506,448	156,448
Information Management & Technology	599,168	3,244,695	–	–	3,843,863	3,244,695
ReliefWeb Project	–	–	1,709,812	–	1,709,812	1,709,812
Field Information Support Project	–	–	812,026	–	812,026	812,026
Internally Displaced Persons Unit	–	–	2,662,266	–	2,662,266	2,662,266
TOTAL: Headquarters	10,118,354	19,448,914	14,164,209	1,126,357	43,731,477	32,486,766

Detail of Extrabudgetary Funding Requirements for 2004

	Total Requested in 2004
2. FIELD	37,835,340
Africa & Middle East	31,898,541
Angola	3,010,706
Burundi	1,383,106
Cote D'Ivoire	1,887,728
Democratic Republic of the Congo	5,535,104
Eritrea	629,857
Ethiopia	1,304,666
Guinea	651,871
Liberia	2,701,387
HIC for Liberia	709,842
Mozambique	242,719
Occupied Palestinian Territory	2,571,564
Regional Office Southern Africa and Regional Disaster Response Advisor for SA	662,928
Southern Africa Humanitarian Information Management System (SAHIMS)	787,682
Regional Support Office — Central and Eastern Africa (Nairobi)	1,715,349
Regional Support Office — West Africa (Dakar)	817,989
HIC for West Africa	505,341
Sierra Leone	662,457
Somalia	1,483,916
Sudan	2,467,346
Uganda	1,678,592
Zimbabwe	488,391
Asia	3,450,891
Democratic Peoples' Republic of Korea	379,984
Indonesia	1,606,983
Regional Disaster Response Advisor — Asia (Kobe)	551,367
Regional Disaster Response Advisor — Pacific (Fiji)	287,816
Regional Disaster Response Advisor — South Asia (Nepal)	410,493
Tajikistan	214,248
Europe	1,632,398
Georgia	124,978
Russian Federation	1,507,420
Latin America & the Caribbean	853,510
Colombia	490,081
Regional Disaster Response Advisor — Latin America & the Caribbean (Panama)	363,429
IRIN (Integrated Regional Information Networks)	4,353,166
Total: Field	42,188,506
TOTAL (Headquarters & Field)	74,675,272

Acronyms

A

ADRC	Asian Disaster Reduction Centre
AERC	Assistant Emergency Relief Coordinator
AERIMB	Advocacy, External Relations and Information Management Branch
AERS	Advocacy and External Relations Section

C

CAP	Consolidated Appeals Process
CEA	Central and East Africa
CENTCOM	Coalition Central Command
CERF	Central Emergency Revolving Fund
CHAP	Common Humanitarian Action Plan
CIR	Cellule Inter-Agence de Réinsertion
CM Coord	Civil-Military Coordination

D

DERC	Deputy Emergency Relief Coordinator
DPA	Department of Political Affairs (UN)
DPKO	Department of Peacekeeping Operations (UN)
DPRK	Democratic People's Republic of Korea
DRC	Democratic Republic of the Congo
DRS	Donor Relations Section

E

ECHA	Executive Committee on Humanitarian Affairs
ECOSOC	Economic and Social Council (UN)
ECOWAS	Economic Community of West African States
ELN	National Liberation Army (Colombia)
EMERCOM	Russian Ministry of Emergencies
ERC	Emergency Relief Coordinator
ERR	Emergency Response Roster
ESB	Emergency Services Branch
EWCT	Early Warning Contingency Planning
EWS	Early Warning System

F

FARC	Revolutionary Armed Forces (Colombia)
FCSS	Field Coordination and Support Services
FIS	Field Information Support
FTS	Financial Tracking System

G

G-77	Group of 77
GHDIG	Good Humanitarian Donorship Implementation Group
GIS	Geographical Information System
GIST	Geographic Information Systems Team
GoS	Government of Sudan

H

HC	Humanitarian Coordinator
HEB	Humanitarian Emergency Branch
HIC	Humanitarian Information Centre
HIV/AIDS	Human Immuno-Deficiency Virus/Acquired Immuno-Deficiency Syndrome
HLWG	Humanitarian Liaison Working Group
HOC	Humanitarian Operations Centre

I

IASC	Inter-Agency Standing Committee
ICRC	International Committee for the Red Cross
ICRIN	International Chernobyl Research and Information Network
ICT	Information and Communications Technology
IDP	Internally Displaced Person
IDU	Internal Displacement Unit (OCHA)
IFRC	International Federation of Red Cross and Red Crescent Societies
IHL	International Humanitarian Law
IHP	International Humanitarian Partnership
INSARAG	International Search and Rescue Advisory Group
IRIN	International Regional Information Network
ISDR	Integrated Strategy for Disaster Reduction

L

LRA	Lord's Resistance Army (Uganda)
LSU	Logistics Support Unit

M

MCDA	Military and Civil Defence Assets
MCDU	Military and Civil Defence Unit
MDGs	Millennium Development Goals
MONUC	Mission d'Observation des Nations Unies au Congo
MOU	Memorandum of Understanding

N

NDMOs	National Disaster Management Offices
NGOs	Non-Governmental Organizations

O

OCHA	Office for the Coordination of Humanitarian Affairs
OECD	Organization for Economic Cooperation and Development
OSOCC	On-Site Operations Coordination Centre

P

PDSB	Policy Development and Studies Branch
PI	Public Information
PTPs	Provincial Transition Plans

R

RC	Resident Coordinator
RCB	Response Coordination Branch
RDRA	Regional Disaster Response Adviser
RDRRA	Regional Disaster Reduction and Recovery Advisor
REACT	Rapid Emergency Assistance and Coordination Team
RIASCO	Regional Inter-Agency Support Coordination Office
RSO-CEA	Regional Support Office for Central and Eastern Africa

S

SAB	Sudan Assistance Bulletin
SAHIMS	Southern Africa Humanitarian Information Management System
SAR	Search and Rescue Team
SEO	Senior Emergency Officers
SLIS	Sierra Leone Information Services

SOPAC

South Pacific Applied Geo-Science Commission

SPLM

Sudan People's Liberation Movement

SRSG

Special Representative of the Secretary-General

STARBASE

Sudan Transition and Recovery Database

U

UN	United Nations
UNAMSIL	United Nations Assistance Mission in Sierra Leone
UNCT	United Nations Country Team
UNDAC	United Nations Disaster Assessment and Coordination
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDMT	United Nations Disaster Management Team
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNHCR	United Nations High Commissioner for Refugees
UNHRD	United Nations Humanitarian Response Depot
UNMIL	United Nations Mission in Liberia
UNOG	United Nations Office at Geneva
UNOWA	United Nations Office for West Africa
UNPCOs	United Nations Project Coordination Offices
UNSECOORD	United Nations Security Coordinator
USAR	Urban Search and Rescue
USG	Under-Secretary-General
USG/ERC	Under-Secretary-General/Emergency Relief Coordinator

W

WAHIMS	West Africa Humanitarian Information Management System
WFP	World Food Programme
WSSD	World Summit on Sustainable Development

OCHA in 2004

OFFICE FOR THE COORDINATION OF HUMANITARIAN AFFAIRS

