

# OCHA *in* 2011

OFFICE FOR THE COORDINATION OF HUMANITARIAN AFFAIRS

## Annual Plan and Budget

Responding in a  
Changing World



United Nations



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Annual Plan and Budget

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## OCHA's Mission

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

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

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# Foreword

2010 has been unprecedented. There were over 250 natural disasters during the year, starting with the devastating earthquake that hit Haiti in January. Like most years over the past two decades, global humanitarian needs continued to rise, triggered by conflicts and natural disasters. Complex emergencies such as Somalia and the Democratic Republic of the Congo demanded ongoing attention, and global forces including population growth, resource scarcity and volatile food and fuel prices compounded an already difficult situation in many countries.

Climate change played its part. Unpredictable and unprecedented weather patterns across Africa, Central America, and South and East Asia displaced tens of millions of people. As the frequency and intensity of natural disasters increase, mega-crises such as the flooding across Pakistan may well become the new normal, making us think again about the speed, scale and effectiveness of our response.

Humanitarian work has also become more dangerous. The level of threats and the number of deliberate attacks on aid organizations – our people, equipment and facilities – have risen dramatically. Reaching populations in need to deliver essential services has become more difficult. Sixty-three humanitarian workers lost their lives during the year. The core principles that guide our work – independence and neutrality of action – have become harder to maintain as many countries where we work have become increasingly volatile and insecure.

And if negotiating these challenges was not enough, the humanitarian community is also dealing with increasing financial pressure. We are being urged to do more with less not only because of the global economic downturn, but also because countries that give us support must account to their populations for the way they have spent their money.

Given the complexity of the environment in which we operate, the theme for OCHA in 2011 is “Responding in a Changing World”. Our job is to save lives and build livelihoods. More people than ever before need our help, because in the chaotic aftermath of any emergency, identifying

needs and planning effective response requires leadership, management and coordination. That is our core task.

Our agenda for 2011 is ambitious. The following pages lay out our financial plan, strategic plan and activities in the field.

We will coordinate responses, mobilize resources for the humanitarian system through international appeals, manage quick-response funds, act as a voice for victims, vigorously defend the principles that underpin our work, negotiate access to those in need, and provide critical information and analysis as crises unfold.

We will also work with our partners – over 350 aid agencies now actively participate in joint planning exercises. Thirty-nine Member States fund OCHA’s work and 120 Member States support the Central Emergency Response Fund. We will also work in partnership with others on disaster preparedness, improving the relationship between emergency response, recovery and development, and with national governments to support them in reducing risk.

In a changing world there can be no organizational status quo. In 2011, OCHA’s structure, in the field and at headquarters, will be more adaptable to the evolving nature of crises. By the end of 2011, OCHA will be a more focused organization. It will be better at managing its human resources and there will be greater clarity between the field and headquarters in terms of who does what. 2011 will also see improved leadership on the ground in affected countries.

OCHA alone cannot provide a complete solution to the challenges we face today. To achieve our aims in 2011, we are asking for US\$208 million in voluntary contributions.

The need for principled, coordinated humanitarian action is as clear today as it ever was – 20 years after the passing of the United Nations General Assembly resolution that laid the foundation for OCHA. I hope our donors (old and new) will support us. Together we can make a difference.

**Valerie Amos**  
December 2010



# Introduction

## Financial Plan Budget Requirements and Staffing Organizational Structure



Under-Secretary-General for Humanitarian Affairs Valerie Amos visits food-insecure villagers in Niger.

# Financial Plan

In 2011, OCHA requires \$208 million from donors. This figure represents under 2 per cent of the more than \$11 billion in humanitarian programming coordinated under OCHA auspices in 2010. Every 2 cents spent on supporting OCHA will stretch the value of every dollar spent on direct programmes, ensuring strategic use of funds to address humanitarian needs more effectively, with fewer gaps and duplications.

Over the past five years, Member States and humanitarian agencies have demanded higher standards from OCHA: greater leadership in coordinating field response, more high-tech information management services, more consistent support for disaster preparedness, faster disbursements from a growing cadre of field-based pooled funds, and more widespread monitoring and evaluation of needs, results and impact. These services – which are provided to and for all Member States and humanitarian actors – are dependent on voluntary contributions. Timely funding to OCHA allows the smooth provision of the services outlined in this document.

OCHA's annual plan for 2011 is based on its 2010-2013 Strategic Framework. Delivery against the annual plan is budgeted at \$250 million. An appropriation of 0.6 per cent from the global United Nations Regular Budget will cover \$13.8 million in programme requirements. Programme support charges will cover OCHA's administrative budget of \$28.3 million. OCHA is therefore appealing for \$208 million in voluntary contributions to cover its extra-budgetary programme budget (see budget requirements table).

The 2011 financial plan represents a net reduction of \$7.8 million against the 2010 Mid-Year Review budget. This reduction is the result of an exercise aimed at aligning

OCHA's financial requirements to the Strategic Framework and the level of anticipated voluntary contributions. This effort followed extensive consultations with donors throughout 2010.

The reductions are based on a streamlining of functions aimed at delivering managerial efficiencies and rationalizing OCHA's work, translating into a decrease of the extra-budgetary requirements by approximately \$18.5 million in comparison with the budget in the middle of 2010. However, following these cuts, the budget was increased by \$10.6 million due to the requirements for OCHA to scale up in response to the Pakistan floods.

The bulk of OCHA's budget covers staff costs. OCHA aims to deliver on its responsibilities in the field through 1,403 national and international staff in 2011 (see related chart). This is a net reduction of 129 posts, as compared to the middle of 2010. Many of these reductions relate to the downscaling and closure of a number of country offices in countries coming out of emergency situations.

At headquarters, OCHA has 443 national and international staff, a reduction of 38 posts as compared to the middle of 2010. All planned post reductions have been factored into OCHA's workforce planning, with the aim of mitigating the impact on staff.

OCHA's financial and resource management saw significant improvements in 2010. These efforts will be further consolidated in 2011 and will contribute to strengthening OCHA's financial position over the coming years. In a sign of confidence in OCHA's Strategic Framework and the increasing professionalism of its resource mobilization, OCHA raised over \$20 million more in 2010 than in 2009, including an additional \$15.7 million in fully unearmarked funds (see related graphic).

In addition, eight multi-year funding agreements have been concluded, laying the foundation for more predictable financial support. Four additional Member States made contributions to OCHA in 2010 as compared with 2009. Overall, 39 Member States provide financial support to OCHA.

In 2011, OCHA's resource mobilization strategy will focus on the following: 1) securing increased – and more predictable and flexible – funding from existing donors; 2) broadening OCHA's funding base from a wider range of Member States and more varied sources of income; 3) steering a coherent and strategic OCHA-wide approach to fund-raising.

Thanks to improvements in budgeting, resource mobilization and financial management, OCHA expects to fully cover projected expenditure from voluntary contributions for the first time in four years (subject to currency fluctuations). Any major budgetary increases demanded by new emergencies may also adversely affect the achievement of this goal.

## OCHA's 1,876 staff members by region\*

<b>807</b> West, Central and Southern Africa*	<b>350</b> Middle East, North Africa and Central Asia	<b>244</b> Headquarters, Geneva	
	<b>146</b> Latin America and the Caribbean	<b>130</b> Asia and the Pacific	<b>199</b> Headquarters, New York

\*Field figures include United Nations Volunteers

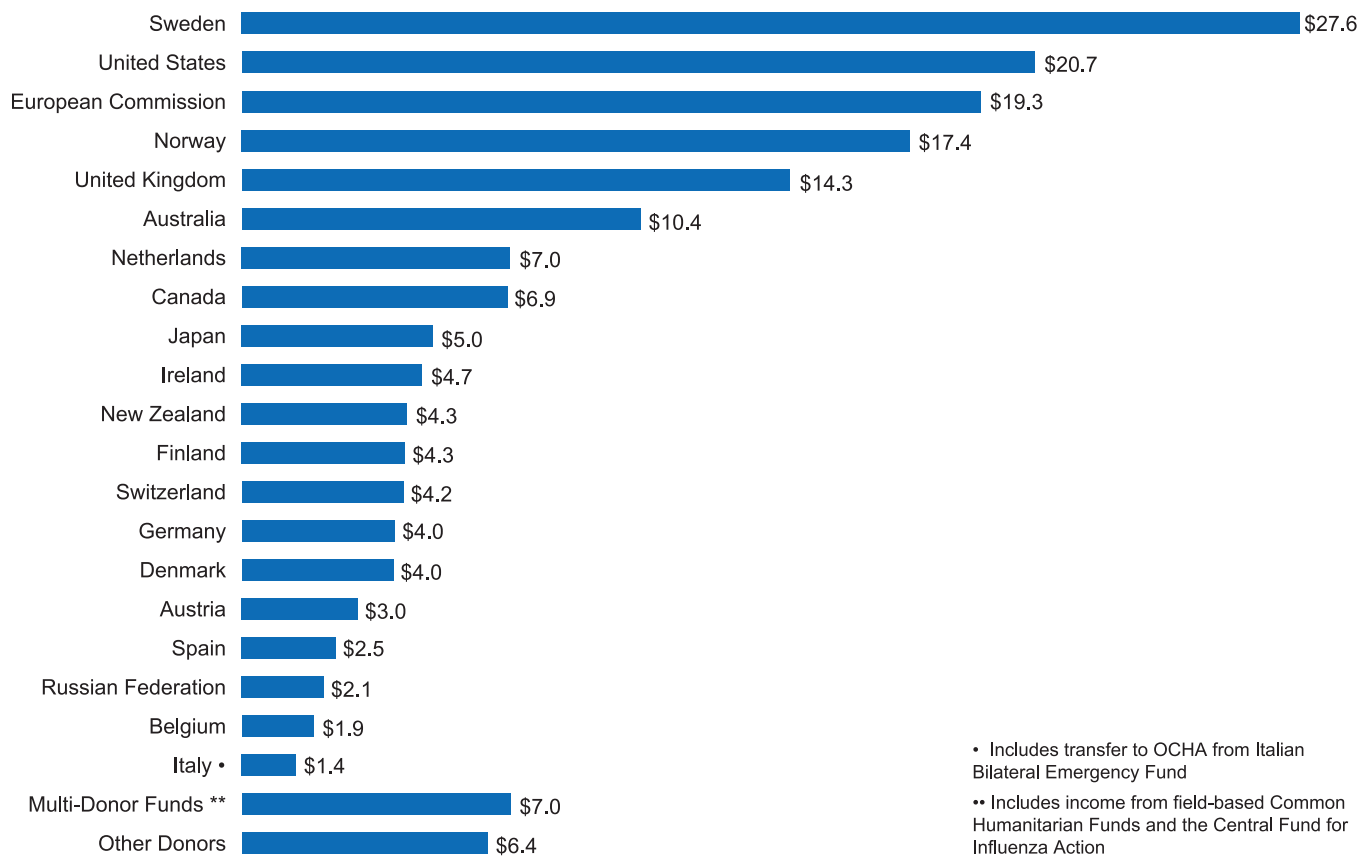
OCHA currently anticipates a lower closing balance for its programme activities at the end of 2010, resulting in fewer funds available to support its field operations in the first months of 2011. More than in previous years, OCHA will be particularly reliant on early disbursements to ensure continued smooth operations in the field.

With significant humanitarian coordination challenges ahead, Member States are asked to disburse their contributions as early as possible in the first quarter of 2011. Member States are also requested to continue demonstrating their commitment to good humanitarian donorship principles by unearmarking their funding. ■

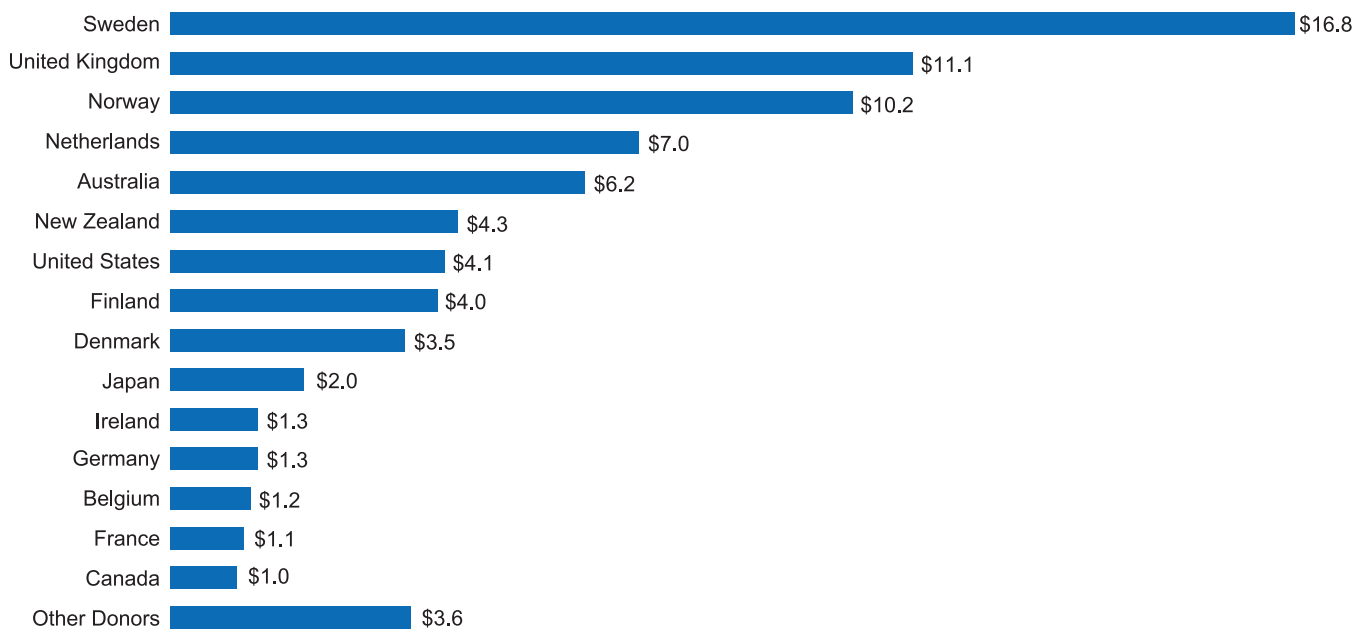
Budget Requirements for 2011 (US\$)	Regular Budget (RB)	Extrabudgetary Budget (XB)		Total Budget (RB and XB)
	(Funded from assessed contributions)	Programme Budget (funded from voluntary contributions)	Administrative Budget (funded from programme support charges)	
Executive Management	4,424,350	9,596,373	19,745,802	33,766,525
Emergency Response Coordination	7,033,600	27,172,096	1,867,252	36,072,948
Policy Development	849,250	8,698,724	–	9,547,974
Communications and Information Services	1,519,750	14,663,363	1,059,296	17,242,409
Integrated Regional Information Networks	–	7,786,066	645,996	8,432,062
Regional Offices	–	24,961,993	907,980	25,869,973
Country Offices	–	114,909,265	4,170,751	119,080,016
<b>Total</b>	<b>13,826,950</b>	<b>207,787,880</b>	<b>28,397,077</b>	<b>250,011,907</b>

Staffing for 2011	International	Local/National	Total
Headquarters Staff funded from Regular Budget	53	17	70
Headquarters Staff funded from Extra Budget	210	163	373
Field Staff funded from Extra Budget	375	1,028	1,403
<b>Total</b>	<b>638</b>	<b>1,208</b>	<b>1,846</b>

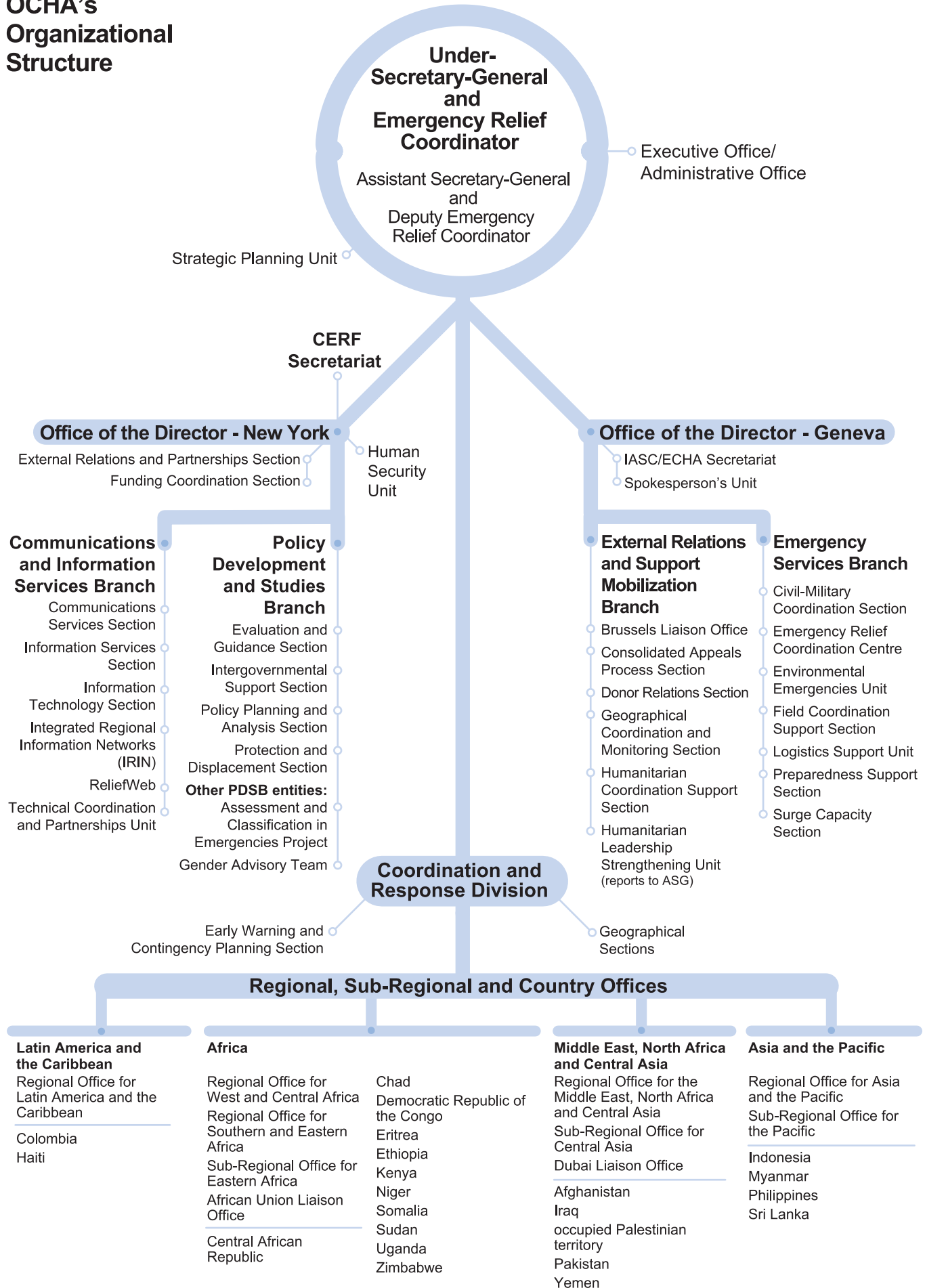
## Voluntary contributions to OCHA annual appeal in 2010, as of 6 December, in millions



## Unearmarked contributions to OCHA, as of 6 December 2010, in millions



# OCHA's Organizational Structure



# Strategic Plan

Introduction

Strategic Framework

Objectives 1.1 - 3.3



OCHA staff members visit children at an IDP camp in Chad.

# Introduction

In 2011, OCHA will build on progress made towards achieving the three goals articulated in its 2010-2013 Strategic Framework: more effective delivery of OCHA services, building greater constituencies of support for humanitarian work, and strengthening OCHA's performance management and administration.

The challenge of responding to the Haiti earthquake and the Pakistan floods in 2010, combined with budgetary constraints and senior management turnover resulted in further prioritization of OCHA's activities during the first year of implementing the framework. Significant progress was made, particularly in strengthening surge capacity and filling field vacancies through a new roster system. OCHA achieved further discipline in its budgetary process and took a more strategic approach to resource mobilization. The organization also made advances in preparedness, and in more tightly aligning its needs assessment work with its resource mobilization and allocation efforts.

OCHA has established cross-organization Management Task Teams (MTTs) to further drive implementation of the Strategic Framework. The MTTs provide a practical mechanism for bringing headquarters, regional and country offices together around each strategic objective to plan and monitor performance. They help to strengthen accountability, ensure organizational coherence, integrate learning from evaluations and promote innovative approaches to OCHA's work.

In July 2010, the MTTs carried out a comprehensive mid-year review of OCHA's strategic plan, leading to further prioritization and budget adjustments. The MTTs were also used to develop more focused strategies and performance frameworks for 2011. These are summarized in the following pages.

Budget constraints in 2011 mean focusing even more strongly on core functions, including the provision of effective leadership to the international humanitarian community and advocacy on behalf of the vulnerable.

In 2011, OCHA will work to implement the recommendations from the second phase of the Inter-Agency Standing Committee Cluster Evaluation. It will strengthen its inter-cluster coordination role and support improved system-wide accountability. OCHA will also continue to

strengthen management of the common humanitarian programme cycle at the field level, primarily through the clusters. It will do this by improving needs assessments and analysis; providing a more efficient platform for joint planning, prioritization, resource mobilization and allocation; and finding practical solutions to support real-time programme monitoring by clusters.

Humanitarian financing will continue to become an increasingly important coordination tool to bolster aid efficiency. More Member States are providing the Central Emergency Response Fund (CERF) and locally managed country-based pooled funds with the resources needed for more equitable and timely funding. In 2010 alone, across the globe, OCHA provided the programmatic support required to allocate over \$405 million from the CERF and more than \$360 million from country-based pooled funds (all figures as of the end of November 2010). OCHA also coordinated common humanitarian action plans and consolidated and flash appeals whose combined value in 2010 was more than \$11 billion.

OCHA will sharpen its support to country-based preparedness, and play an active role in inter-agency efforts to strengthen national contingency planning in five pilot countries. It will begin rolling out packages of preparedness support tailored to the needs of disaster-prone countries. OCHA will focus on its specific added-value expertise in preparedness, ensuring that country-based humanitarian teams have the basic competence to quickly establish coordination mechanisms, such as clusters; trigger international humanitarian response services, tools and financing mechanism; and have clearly articulated plans for working with national partners. OCHA's support will be coordinated with and complement the support provided by other inter-agency partners.

At the end of 2011, OCHA will be halfway through an ambitious four-year framework. Throughout the year, OCHA will continue to monitor its performance and adjust its plans accordingly. It will introduce more sophisticated tools to facilitate online monitoring and reporting, and begin developing standardized performance frameworks for headquarters and field activities. ■





Women from an IDP camp in north Darfur, Sudan, venture out to collect firewood.

© UN PHOTO/ALBERT GONZALEZ FARRAN

## OCHA Strategic Framework 2010-2013

### **Goal 1: A more enabling environment for humanitarian action**

OCHA will engage with a larger and more diverse group of stakeholders to address the humanitarian impact of global challenges. OCHA will build strong constituencies of support for humanitarian action among a wider group of Member States and regional organizations. It will further strengthen its operational relationships with partners involved in humanitarian action. OCHA will show demonstrable leadership on critical issues that are shaping humanitarian action. To achieve this goal, OCHA will use its unique convening role within the international humanitarian system.

### **Goal 2: A more effective humanitarian coordination system**

OCHA strives for constant improvement in the delivery of its services. This includes leadership and accountability at all levels of the new coordination architecture; well-defined inter-cluster support by OCHA before, during and after an emergency; and an evidence base to underpin planning and resource allocation. OCHA will facilitate more effective coordination of principled, timely and efficient humanitarian assistance and protection. It will support coordination mechanisms and approaches that are predictable, accountable, inclusive and led by effective leaders, ensuring appropriate an OCHA presence to match the coordination needs of each emergency.

### **Goal 3: Strengthened OCHA management and administration**

To support effective humanitarian coordination, OCHA will employ an adaptive management framework. The OCHA human resources system will more rapidly recruit, deploy and maintain qualified and diverse staff, and establish improved career-development support. OCHA will strengthen internal and external surge coordination, ensuring a continuous and appropriate presence. It will seek to improve performance through results management, enhanced accountability, and organizational learning that feeds into the programme cycle.

# OCHA Strategic Framework





## Objective 1.1 – Member States and Regional Organizations

Extraordinary demands were made on the humanitarian community in 2010 as it responded to two large-scale disasters: the earthquake in Haiti and the floods in Pakistan. These emergencies demonstrated the strengths and weaknesses of humanitarian assistance and coordination, and highlighted the importance of OCHA's strong engagement with Member States and regional organizations in support of humanitarian action.

During the Economic and Social Council (ECOSOC) Humanitarian Affairs Segment in July 2010, OCHA raised Member States' awareness of some of the major challenges the humanitarian system faces. In-depth discussions were held on humanitarian assistance operations in highly hazardous or insecure and unsafe environments, and on strengthening preparedness for humanitarian response to vulnerable populations.

Looking ahead, humanitarian coordination will face further challenges as the humanitarian caseload is expected to increase. The financial, fuel and food crises are increasing the number of vulnerable populations. This is in addition to the already high level of needs caused by sustained and protracted complex emergencies, and the increasing frequency and severity of natural disasters, due in part to climate change.

In financial terms, the cost of operations may also increase. As of October 2010, the combined value of response programmes coordinated by OCHA and presented in consolidated appeals reached a record \$11.5 billion, up from \$9.7 billion in 2009 and \$7 billion in 2008. This represents a 39 per cent increase over three years. Stronger partnerships with Member States and regional organizations will be essential to meet these increasing needs and ensure smarter use of funds. OCHA will also utilize its outreach efforts to Member States for pooled funding mechanisms, such as the CERF and country-based emergency response funds, not only to increase funding but also as a means to expand awareness of humanitarian issues.

2011 marks the twentieth anniversary of General Assembly (GA) resolution 46/182 on strengthening the United Nations coordination of humanitarian emergency assistance. OCHA will use the anniversary as an opportunity

to deepen Member States' engagement on key issues, such as preparedness, response to major disasters and accountability. OCHA will also make effective use of planned Member States' events in 2011, such as the ECOSOC Humanitarian Affairs Segment in July, the Global Consolidated Appeal launch in November and the High-Level Meeting of the Central Emergency Response Fund in December, to stimulate debate on issues faced by the humanitarian community, and foster support to make humanitarian aid more effective and timely.

In advance of these meetings, OCHA will complete a white paper which will lay out the key issues the humanitarian community will likely face in the next several years, based on a review of the changes in the humanitarian context since GA resolution 46/182. OCHA will strengthen its engagement with traditional donor countries and other Member States on policy issues to ensure that a balance of issues and perspectives are addressed.

OCHA will also use the occasion of four planned regional partnership meetings to seek greater engagement with Member States on humanitarian issues in their region. Agendas will be tailored to each region and are likely to include using regional capacity to respond to large-scale crises, strengthening preparedness, and increasing national ownership and participation. OCHA will prioritize its engagement with the regional organizations that have been most helpful in supporting humanitarian action in operations, policy or finance.

As the scale and frequency of disasters grows, it is increasingly important to encourage disaster-prone countries to participate in inter-governmental response mechanisms such as the United Nations Disaster Assessment and Coordination (UNDAC) system and the International Search and Rescue Advisory Group (INSARAG). Becoming an INSARAG member enables more earthquake-prone countries to request, prioritize and integrate international urban search-and-rescue assistance (see related case study). Joining UNDAC helps disaster-prone countries to understand how to request and receive international assistance when coordinating the response to sudden-onset disasters. ■

### Key Outputs and Indicators

<b>Output:</b> CERF fully funded by an increased number of Member States.	<b>Indicator:</b> One hundred per cent of 2011 fund-raising goals met with 10 new and/or returning Member State donors from 2009.
<b>Greater Member State engagement in country-based pooled funds.</b>	Number of CHF donors increased from 12 to 15. At least 15 per cent of ERF funding from non-traditional Member State donors.
<b>Twentieth anniversary of GA resolution 46/182 commemorated by white paper and key awareness-raising events.</b>	A white paper detailing key challenges and recommendations for the humanitarian system published by mid-2011. Key events (e.g. ECOSOC, global CAP launch, CERF High-Level Meeting) serve as forums to highlight major humanitarian issues and trends identified in white paper.
<b>Increased Member State participation in key inter-governmental response mechanisms.</b>	Four new countries/organizations brought into UNDAC and/or INSARAG systems.

# When Partnerships Save Lives

The swift, careful and coordinated efforts of search-and-rescue workers following the Haiti earthquake led to record-breaking achievements. Some 60 international Urban Search and Rescue (USAR) teams rescued 132 people trapped under collapsed buildings (see graphic). They also provided life-saving medical treatment to hundreds of people before medical organizations and field hospitals arrived.

As the world was absorbing the breaking news of the devastating quake, the Icelandic USAR team was the first to reach Haiti. It landed within 24 hours of the disaster and established the first on-site coordination mechanism.

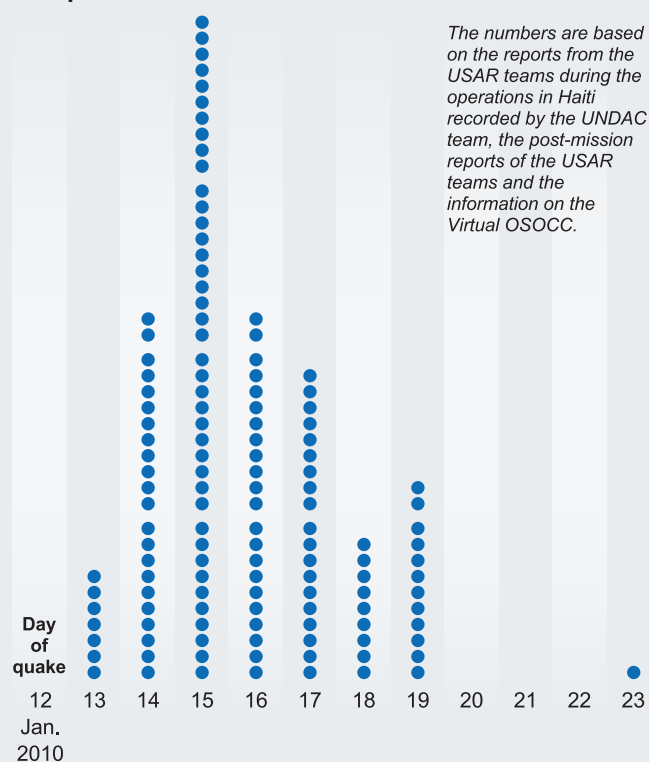
Amid the chaos and destruction, USAR teams worked tirelessly. They partnered with local Haitian search-and-rescue teams that had low capacity but vital local knowledge. Team work saved 25-year-old Natalie, who was trapped in the rubble of a supermarket for seven days. In an exhausting 12-hour effort, Haitian, French, American and Turkish USAR teams worked together to save her.

As the search-and-rescue requests diminished, the search-and-rescue teams continued saving and improving lives. They provided urgently needed medical assistance and ambulance services, distributed relief goods, built temporary shelters and removed dead bodies.

## Partnerships

Alerting USAR teams to a disaster and managing them on the ground takes a huge behind-the-scenes effort. Part of that effort is the work of a 20-year partnership between

### ● Represents one of the 132 USAR rescues in Haiti



OCHA and the International Search and Rescue Advisory Group (INSARAG).

INSARAG is a global network of USAR teams that establishes guidelines for coordination in disaster response. These guidelines ensure that when INSARAG teams from different countries arrive at a disaster site, they speak the same technical language and understand the correct procedures to follow.

INSARAG was created following the chaotic response to the Armenia earthquake in 1988. USAR teams responding to this disaster worked haphazardly because there was no system to direct teams to search areas that matched their expertise.

To rectify this problem, an international search-and-rescue workshop was convened by the United Nations Department of Humanitarian Affairs (now OCHA). The INSARAG inaugural meeting took place in 1991 and the INSARAG mandate was established. Over the years, guidelines were developed and adopted as a General Assembly resolution in 2002. A classification system with verifiable humanitarian operational standards was implemented, making INSARAG a leader in the humanitarian community in this respect. More than 20 international USAR teams have now been certified through the INSARAG classification system. This is being used as a model for the ongoing discussions of establishing a certification process of humanitarian organizations.

Today, when a disaster strikes that may cause structural collapse, the OCHA-INSARAG partnership comes into effect. The INSARAG Secretariat is operated by the OCHA Field Coordination Support Section (FCSS) in Geneva, which also manages the United Nations Disaster Assessment and Coordination (UNDAC) system and OCHA technical partnerships. FCSS staff member Jesper Holmer Lund was the UNDAC Team Leader in Haiti, coordinating USAR efforts.

“This was the biggest and most complex USAR operation that we’ve ever had,” explained Jesper. “But it was also a great example of how well the INSARAG methodology works on-site and how the INSARAG-classified teams make a difference. INSARAG was there before any other international humanitarian organization. It started the on-site coordination mechanism, worked in line with the guidelines, saved many lives, provided humanitarian assistance beyond the rubble, completed its mission and returned home.”

2011 promises to be a productive year for INSARAG. Its annual meeting in Costa Rica will focus on improvements to the system and security for possible emergencies in increased-risk environments, such as an earthquake in Kabul. ■

## Objective 1.2 – Operational Partners

A growing number of actors are involved in humanitarian action, each with differing degrees of knowledge about existing humanitarian coordination systems and tools. To coordinate humanitarian action in increasingly chaotic environments and enhance effectiveness on the ground, OCHA must engage with an expanding number of key stakeholders involved in humanitarian preparedness and response.

OCHA's operational partnerships serve to bridge a plurality of policy and operational agendas, focus advocacy efforts, and overcome constraints to humanitarian action. OCHA sustains existing relations with partners, such as Inter-Agency Standing Committee (IASC) organizations, and engages strategically with actors within the United Nations Secretariat, such as the Department of Peacekeeping Operations (DPKO), the Department of Political Affairs and the Department of Safety and Security. To improve service delivery and influence humanitarian outcomes, OCHA also works with other relevant actors, including militaries operating in the humanitarian context, development banks and the private sector.

In 2011, OCHA will support more effective strategic partnerships between United Nations peacekeeping and political missions and United Nations Country Teams, both in the field and at headquarters. OCHA will be a member of field-level mechanisms that support integrated United Nations field presences, and ensure attention to humanitarian concerns. OCHA will raise awareness throughout the United Nations system and among critical partners, including States, donors and operational partners so that integration arrangements uphold humanitarian principles, protect humanitarian space and facilitate effective humanitarian coordination.

OCHA will reach out to peacekeeping and national and international military forces to better inform them of humanitarian operations. In partnership with IASC agencies, OCHA will provide targeted civil-military support packages to country and regional offices and national militaries, which will include tailored guidelines, staff training and forward planning exercises. OCHA will broaden its engagement with DPKO, with a focus on pre-deployment training for civilian



© OCHA/MIKO HARAYAMA

A United Nations Humanitarian Air Service helicopter in Haiti.

and military actors. It will also deepen its engagement with peacekeeping forces through peacekeeping training centres in Asia and the Pacific and Latin America.

OCHA will establish more consistent and focused collaboration on humanitarian issues with international organizations, including the World Bank, the International Monetary Fund and the Organisation for the Economic Cooperation and Development. It will work more collaboratively with academic institutions and think-tanks to help develop a common policy agenda for humanitarian action. With the shift from shock-triggered to vulnerability-driven responses and the impact of emerging global trends, OCHA partnerships will prove crucial for strengthening preparedness and ensuring more comprehensive approaches for addressing vulnerability.

Regarding the private sector, OCHA will bolster its existing partnerships with entities directly involved in humanitarian response, such as DHL on airport logistics and Ericsson on emergency telecoms. It will explore new opportunities, notably in communication and information technology. Public-private partnerships for humanitarian action will be established as long-term, trust-based relationships, with clear agreements on roles and responsibilities rather than through ad hoc arrangements made during the relief operation phase. ■

### Key Outputs and Indicators

<b>Output:</b> HC efforts to facilitate strategic partnerships between UN peace operations and HCTs supported. Humanitarian principles upheld and humanitarian concerns addressed.	<b>Indicator:</b> Humanitarian principles and relevant priorities reflected in all UN Integrated Strategic Frameworks. Distinctions between UN political and humanitarian workload clarified.
<b>Humanitarian civil-military coordination capacity of OCHA country offices strengthened.</b>	Two UN-CMCoord support packages delivered to prioritized countries.
<b>Strategic partnerships formalized with private sector actors to support humanitarian response.</b>	At least two new strategic partnerships established with the private sector for improved services in humanitarian response.
<b>Relationships with academic institutions/think-tanks structured for complementary policy positions and research agendas.</b>	Two partnerships structured through formal agreements; harmonized policy research agenda developed.



## Objective 1.3 – Preparedness

Readiness to respond when a disaster occurs can make a difference in saving lives and limiting the number of people affected. OCHA makes an important and specific contribution to national and international readiness to quickly scale up an effective and well-coordinated humanitarian response.

Through General Assembly and United Nations Economic and Social Council resolutions, Member States have, for many years, requested more concerted United Nations support for preparedness, particularly capacity development for national actors. Recognizing that preparedness is the responsibility of many humanitarian and development organizations, in 2010 the Inter-Agency Standing Committee (IASC) – chaired by OCHA – focused on how to improve system-wide support to national preparedness, making better use of each organization’s mandate and comparative advantage. Building on IASC agreements reached in 2010, OCHA will contribute its expertise to IASC-coordinated national contingency planning exercises in five pilot countries throughout 2011.

OCHA recently clarified its internal policy on preparedness. This paves the way for greater focus and alignment of preparedness activities in the field and at headquarters. The policy provides a coherent approach to preparedness across the organization and clearer expectations of OCHA’s role vis-à-vis national and IASC actors.

In 2011, OCHA will begin rolling out packages of preparedness support tailored to the needs of disaster-prone countries. OCHA will focus on country-level response preparedness, capitalizing on its expertise in coordination, information management, advocacy and humanitarian financing. OCHA’s support will be coordinated with and

complement the support provided by other inter-agency partners.

OCHA’s preparedness actions will focus on creating conditions that are favourable for positive response outcomes. Experience suggests that humanitarian response can be more efficient when country-based partners have pre-defined roles and responsibilities and understand how to quickly establish coordination mechanisms. It is also critical to understand how to trigger international humanitarian response services, tools and financing mechanism and to have clearly articulated plans for working with national partners. OCHA will support United Nations Resident and Humanitarian Coordinators and humanitarian country teams to ensure that these practical elements are in place and tested through simulations.

Demonstrating the impact of preparedness on improved humanitarian outcomes is not straightforward. It is difficult, but not impossible, to link preparedness efforts to lives saved. The Inter-Agency Real-Time Evaluation of the Haiti Earthquake Response offers evidence that contingency planning and experience with the cluster approach during the 2008 hurricane season made it easier to establish cluster coordination and launch the Flash Appeal in the initial days of the earthquake, thereby expediting the response.

Based on learning from evaluations and good practice, OCHA will pilot an approach in 2011 to measure the impact of preparedness work on response outcomes. By identifying measurable deliverables and reporting more consistently on these, OCHA aims to build a more compelling case for the predictable financing of preparedness work. ■

### Key Outputs and Indicators

Output:	Indicator:
<b>Resident and Humanitarian Coordinators in selected countries are supported to assist governments in the development and implementation of national contingency plans (as per the IASC WG action points from the 7-9 July 2010 meeting).</b>	Effective OCHA support provided to RC/HCs in five countries by end 2011.
<b>IASC collection and dissemination of lessons learned and good practices supported at the regional level to enhance knowledge of emergency preparedness.</b>	Support provided by OCHA regional offices for the compilation of a report on good practices by the SWG as a contribution to the next Global Platform of the Hyogo Framework for Action in Q2.
<b>Support to ensure that minimum preparedness measures are in place is provided by OCHA ROs to priority countries identified through the Global Focus Model.</b>	Three to five countries supported by each regional office to ensure minimum preparedness measures are in place. Concept of preparedness operations consistent with Policy Instruction piloted by two regional offices and adapted to the country office context.
<b>A more coherent approach to preparedness achieved across OCHA, consistent with the new OCHA Policy Instruction.</b>	Internal guidance by Q2 on how OCHA will discharge its role in preparedness and how OCHA HQ will interact with field entities on preparedness activities/issues.



## Objective 1.4 – Analysis and System-Wide Learning

Increasingly interrelated global challenges are creating a more complex humanitarian operating environment. For OCHA to adapt to this changing world, it must understand the drivers and foresee the consequences of increased humanitarian need and vulnerability. It must be able to identify the trends across time and compare the impact of events across regions. OCHA must also be able to use all of this information to help anticipate and forecast what will happen in the future so that it can mitigate risk and prepare for new crises. This analysis should inform its global policy agenda and its everyday work to influence and guide humanitarian response.

OCHA has been working to strengthen its analytical capacity. Initiatives such as OCHA’s internal risk assessment model – the Global Focus Model – and the access monitoring and reporting framework provide analysis, but their use has often been limited to specific offices. The work of Objective 1.4 is largely to integrate this analysis and make it more accessible so that it can broaden understanding and inform decision-making across the entire organization.

In late 2009, OCHA analysed the impact of emerging global challenges, including the confluence of climate change, the food and financial crises, water scarcity, energy security, population growth, migration and urbanization. As a result, there is increasing awareness of the need to shift from shock-driven humanitarian response to vulnerability and needs-based responses in slow-onset and traditional development contexts. More recent analytical efforts, inter-linking humanitarian and development concerns and implications, have helped galvanize coordinated preparedness and response efforts in Tajikistan, Kenya, Niger and Yemen.

In 2011, OCHA will further investigate tipping points from chronic to acute humanitarian vulnerability through a review of current humanitarian responses in slow-onset situations. Operationally, adequate tools that accurately measure tipping points need to be identified.

A global consultative network with OCHA staff and external partners will be established to share knowledge on specific challenges, trends and upcoming humanitarian priorities. This network will contribute to setting a humanitarian policy agenda and informing OCHA’s programme planning.

In 2009 and 2010, OCHA piloted country strategies for its offices in transition. In 2011, each OCHA office will have a clear strategy that analyses the humanitarian situation and matches the size and composition of the OCHA office accordingly. The strategies aim for a better understanding of what changes in human resources and logistical requirements may be required over the strategy’s three-year time frame. The analytical basis for the country strategies will be strengthened to better inform senior-level decision-making.

OCHA will also build a foundation for its analysis by developing a concept and plan for a centralized data repository. Data is critical for analysis and in many cases, the types of analysis that can be conducted is constrained by data availability. OCHA currently uses multiple datasets to inform its reporting and information management work but this data is often held by individual field offices limiting its potential to inform global trends. OCHA will undertake a data audit to see what data it has across all offices and where and how it is being stored. It will assess whether the right data is being collected and will look at what further data is required to support analytical priorities. In addition, data partnerships will be explored with humanitarian and development partners.

IRIN will continue to supply analysis to OCHA and the humanitarian community at large on countries or regions of concern and on themes such as food security, humanitarian policy, climate change and HIV/AIDS. Leveraging its network of field-based freelance journalists and specialist staff reporters covering more than 70 countries, IRIN will ensure that at least 15 per cent of its coverage in 2011 will be broadly analytical.

In terms of system-wide learning, OCHA will continue to support relevant inter-agency evaluations, and help manage external evaluations on behalf of the IASC. These are likely to include real-time evaluations of new large-scale emergencies and impact-oriented evaluations. OCHA will also aim to ensure that the follow-up to key recommendations is undertaken by relevant parties and key stakeholders. ■

### Key Outputs and Indicators

<b>Output:</b>	<b>Indicator:</b>
OCHA Country Office strategies underpinned by analysis.	Country Office strategies reviewed by Q4.
Concept for centralized data repository defined and agreed.	Data audit completed; data requirements defined; analysis priorities defined; data partnerships explored; SMT agreement on concept and plan by Q4.
Enhanced understanding of appropriate response to acute vulnerability induced by global challenges.	Study to review lessons learned and best practices of current humanitarian response to acute vulnerability conducted and communicated by Q4.
Global network established to identify humanitarian trends and research gaps.	Survey on priority trends by Q2. Humanitarian trends and gap analysis report completed by Q4.



## Objective 2.1 – Accountable Humanitarian Coordination Leaders

Humanitarian reform, initiated over five years ago, focused on improving predictability, accountability and partnership in the management of humanitarian crises. The coordination architecture is now firmly in place allowing OCHA and its partners to focus on humanitarian system performance. Large-scale humanitarian operations in Haiti and Pakistan and the release of the Inter-Agency Standing Committee Cluster Evaluation Phase II report (see related case study) have provided the system with better evidence of and new impetus to implement lessons learnt and ensure more accountable humanitarian leadership.

OCHA and its partners have agreed on activities to implement the cluster evaluation’s proposed recommendations. These activities include further enhancement of the coordination system, filling critical normative gaps, and dissemination and training on existing guidance. This involves producing guidance on inter-cluster coordination, the role of clusters in transition, and how clusters work with pooled funds, integrated missions and national authorities. OCHA will work with partners to develop and roll out this guidance, which, along with previously endorsed IASC guidance, will provide the basis to assess performance and define accountabilities.

OCHA will develop an overarching framework to strengthen accountability of humanitarian coordination leaders and Humanitarian Country Teams (HCTs). At the global, regional and country level, OCHA will lead efforts to benchmark performance for humanitarian leaders. With the concurrence of OCHA’s partners, accountability will subsequently be extended to include humanitarian actors at all levels.

Support will be provided to enable Resident Coordinators and Humanitarian Coordinators (RCs/HCs) to monitor the performance of clusters and cluster lead agencies. OCHA will help finalize a tracking tool to identify where performance needs to be improved. OCHA will strengthen the way it holds HCs accountable through more stringent monitoring of the ERC-HC compacts and more regular

interaction. OCHA will also work with partners to review its own performance against clear benchmarks.

OCHA has continued strengthening the humanitarian coordination leadership function, whether performed by RCs, HCs or Deputy Humanitarian Coordinators (DHCs). Greater consultation with the IASC membership on HC and DHC designations has been achieved through an IASC HC Panel comprising six United Nations and six non-United Nations Emergency Directors. This allows for IASC consultation on the most suitable HC model and candidate when a new HC/DHC function is established or becomes vacant.

In 2011, OCHA will focus on four tracks to strengthen HC leadership: updating existing and developing new guidance on the humanitarian coordination leadership function; enhancing the knowledge and skills of HCs and HC Pool members; increasing the HC Pool to ensure it reaches optimal size and is effectively utilized; and improving the way humanitarian coordination leaders are supported and managed.

To address performance issues in priority countries, the IASC Task Team on Coordination deployed inter-cluster support missions, at the request of HCTs. Missions to Colombia, Nepal and Pakistan supported HCTs in identifying coordination challenges and developing inter-agency plans to address them. In 2011, OCHA will participate in five planned global cluster missions to provide country-specific support.

Accountability towards partners will also be supported through OCHA’s work on the Global Humanitarian Platform’s initiative on “providers of first resort” emphasizing the role of local NGOs and communities in emergency preparedness and response. OCHA will support country-level studies to collect evidence of local NGOs’ impact as first responders and how their efforts can be further integrated and strengthened. ■

### Key Outputs and Indicators

Output:	Indicator:
System-wide accountability of humanitarian actors clarified and codified.	Submission of mutual accountability framework to the IASC by Q4.
Key IASC operational guidance finalized.	IASC Task Team priority guidance completed including national authorities, inter-cluster and transition by end of Q2. Pooled fund and integrated missions by end Q2.
Performance monitoring of in-country coordination system improved.	Inter-cluster performance framework launched and pilot reviews conducted by Q3. One hundred per cent of OCHA country offices monitored through internal reviews. One hundred per cent of HCs engaged in a comprehensive performance-management process.
The IASC HC Pool reaches optimal size and is effectively utilized.	Ten new applicants recruited into the HC Pool. Seventy-five per cent of vacant humanitarian coordination leadership positions have at least one HC Pool member proposed.



# The Cluster Evaluation Phase 2: Findings and Next Steps

## Introduction

When the Inter-Agency Standing Committee (IASC) introduced the cluster approach as part of humanitarian reform in 2005, it also requested an evaluation of its implementation. The evaluation was carried out in two phases. Phase 1, finalized in 2007, focused on processes related to implementation. Phase 2 focused on the outcome of the cluster approach on improving humanitarian assistance. The Phase 2 evaluation comprises six country reports and one global synthesis report.

Over two years, an independent team of eight experts visited Chad, the Democratic Republic of the Congo, Haiti, Myanmar, the occupied Palestinian territory and Uganda. They analysed the implementation and performance of each cluster at the country level based on a common evaluation framework. The analysis across these diverse countries helped identify common findings, which resulted in the comprehensive overview found in the global synthesis report.

OCHA managed the evaluation process with the support of a multi-agency steering group and bilateral donors (Belgium, Canada, the European Commission, Norway and the United Kingdom). Funding was provided by Germany, the European Commission, Belgium and Finland.

## Findings and Recommendations

The evaluation team leader, Dr. Julia Steets, explained: “Implementing the cluster approach has required a pretty significant investment of resources, not only financial resources but also effort and people’s time. But this investment is beginning to pay off.”

In all six countries evaluated, clusters have helped to improve the coverage of humanitarian needs, identify gaps in the response, reduce duplications and provide more predictable leadership.

- In DRC, leadership was strengthened through the designation of cluster leads for all sectors at the national and provincial levels, and the clear definition of lead agencies’ responsibilities.
- In Uganda, almost all interviewees emphasized that the introduction of the cluster approach had strengthened relationships between United Nations agencies and international NGOs or international organizations.
- In Haiti, the clusters often assumed the role of mediator between different stakeholders (NGOs, the Government and United Nations agencies), helping to resolve conflicts and improve communication.
- In Myanmar, clusters defined common cluster strategies and workplans, and worked to develop standards with the Government.

Key challenges of the cluster approach include poor cluster management and facilitation, exclusion of local actors, potential conflicts with national coordination efforts, and limited integration of cross-cutting issues. Effective coordination is undermined by the lack of clear guidance on activation and exit strategies for clusters, and on how clusters should interact with financing mechanisms and integrated missions.

The evaluation team made the following six recommendations to improve and fully benefit from the cluster approach:

1. Identify existing preparedness, response and coordination mechanisms and capacities, and complement them where appropriate.
2. Strengthen cluster management and implementation modalities.
3. Strengthen the quality of humanitarian response in cluster operations and activities.
4. Increase resources for the cluster approach at the local level.
5. Provide sufficient funding and define adequate ways for linking clusters and financing mechanisms.
6. Resolve outstanding policy issues at the global level.

## Next Steps

As Dr. Steets explained: “These recommendations must be implemented as soon as possible in order to realize the potential of the cluster approach.” The IASC is now focusing on this. During the IASC Working Group meeting in April 2010, it was agreed that a Task Team on the Cluster Approach be established, initially for one year. Its immediate priority is to develop a plan to address the recommendations. The plan will identify the main actors and the action needed to implement the recommendations within a set time frame.

In the meantime, OCHA has used the evaluation findings to inform its 2011 planning. It will focus on strengthening system-wide accountability and honing its inter-cluster role. It will also facilitate the resolution of remaining normative issues on clusters working with national actors and in integrated settings. ■

### Link to the reports and a short video

[www.humanitarianinfo.org/iasc/pageloader.aspx?page=content-products-common&tempid=99](http://www.humanitarianinfo.org/iasc/pageloader.aspx?page=content-products-common&tempid=99)



An IDP camp in the Buner District of Pakistan's North West Frontier Province.

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## Objective 2.2 – Scaling Up and Drawing Down Operations

Every year, OCHA is requested to respond to an increasing array of new emergencies around the world against a backdrop of limited resources. This requires the organization to take a practical and methodical approach to where and how it responds. Support at the country level needs to be appropriate to the context on the ground, flexible enough to quickly adjust to evolving situations, and provide partners with a clear understanding of OCHA's engagement.

OCHA must have clear indicators to determine when to increase its preparedness and response activities. It must also have a standardized process to monitor the phases of its operations. OCHA already has in place a clearly articulated process for transition and a standardized framework for planning its phase-down and exit in a predictable and deliberate manner. An example is the joint planning being undertaken in Uganda as the OCHA Country Office transitions to a Humanitarian Support Unit by mid-2011. This approach permits a smooth transfer of relevant roles

and responsibilities, and affords better management of staffing and resources.

In 2011, OCHA will build on these initiatives to identify a simple but robust set of criteria (or planning indicators) for phasing in, phasing out or adjusting the scale of OCHA country operations, providing partners with a clear rationale for OCHA engagement, particularly for new crises. Within days of a new emergency, humanitarian partners will have a better understanding of how OCHA will structure its presence, what tools and services will be provided and how it will be staffed appropriately.

In locations where OCHA country operations are already established, progress against planning indicators will be monitored as part of a broader Country Office strategy. The strategies will sharpen the focus of OCHA's engagement, stimulate longer-range analysis and risk management, and reflect broad consultations with OCHA operational partners. ■

### Key Outputs and Indicators

#### Output:

A pilot set of well-defined triggers for decision-making on phasing in, phasing out and scaling up field operations.

Multi-year strategies developed at the country level, in consultation with partners, outlining OCHA long-term engagement.

#### Indicator:

Existing information, tools and methods for reviewing situations, discerning tipping points, and deploying resources reviewed and synthesized into a set of indicators by the end of Q1.

Standard Operating Procedures developed for OCHA Country Office strategies by Q2.

At least 20 Country Office strategies completed and monitored by Q3.



## Objective 2.3 – Tools and Services

OCHA is committed to providing its partners with consistent support during each phase of a response, regardless of the size and scale of the disaster. The organization has incrementally put in place a broad set of tools and services in support of its coordination mandate. These include inter-cluster support services, managing the UNDAC system, supporting the Humanitarian Coordinator, civil-military liaison, issuing situation reports and providing Web platforms for information exchange.

The 2010 “Policy Instruction on OCHA Country Offices” defines five operational priorities at the country level: building a shared situational awareness; building a common approach; building a common strategy and plan; facilitating implementation and monitoring; and developing shared lessons learned. This provides a framework for reviewing and better defining the support OCHA should provide its operational partners.

OCHA must be able to make adjustments to its suite of tools and services, ensuring they are appropriate and standardized but also scalable to meet varying contexts. In 2010, reviews were completed of OCHA’s role in emergency preparedness and the tools and services managed by the Emergency Services Branch. As a result, several services were either consolidated or phased out, including pandemic preparedness and the central registries. A detailed review of the UNDAC system is planned for early 2011. The review is aimed at ensuring UNDAC is better integrated with the rest of the humanitarian system, including search-and-rescue coordination and needs assessments.

In 2011, OCHA will initiate a comprehensive mapping of all existing tools and services and assess them against the five operational priorities. The findings will determine what should be continued, updated or phased out and what should be newly offered in the future. The review will be informed by recent real-time evaluations in Haiti and Pakistan, the

Cluster II Evaluation, country-level innovations, and systematic feedback from partners through surveys and consultations. A revised suite of OCHA tools and services will provide the basis for a standard set of performance indicators, against which all country offices will be subsequently assessed.

OCHA will also work to strengthen several specific initiatives. The previously piloted access monitoring and reporting system will be upgraded and rolled out in all conflict countries, providing humanitarian leaders with the data and analysis they require for better advocacy. As part of OCHA’s overall strategy to improve gender equality in its work, it will ensure that key tools used by country offices, such as contingency planning and reporting, are informed by sex- and age-disaggregated data and other gender analysis.

Although the *OCHA Product Catalogue* is now available to help readers find the information they need, OCHA will improve its distribution mechanisms so that all products are shared through easily accessible communications channels. A new ReliefWeb platform will be launched, providing easier access, lower bandwidth, more intuitive navigation and more relevant information to partners. To help improve information sharing and analysis in crises, ReliefWeb will also identify and integrate new Web-based services, such as an interactive mapping tool and supporting a networked environment for aid workers.

IRIN will continue to deliver to the humanitarian community, the media and the general public a tailored range of original information products aimed at developing humanitarian awareness, understanding and principled action. Over 3,000 reports, along with photos and related video material, will be produced in 2011 in English, French and Arabic, based on the inputs of freelance contributors and the work of experienced staff reporters and editors. ■

### Key Outputs and Indicators

Output:	Indicator:
Greater clarity on: a) existing tools and services currently deployed in country offices and humanitarian support units; b) new tools and services that could be adopted; c) how these relate to agreed country-level priorities for OCHA.	All OCHA tools and services mapped out and prioritized in advance of 2012 planning.
Access monitoring and reporting established as an OCHA service yielding actionable policy and practical recommendations.	At least five country offices producing regular reports on access trends and their humanitarian consequences.
Distribution systems for all field and global information products clarified and refined.	Options for effective distribution systems reviewed, governance of distribution defined and technical solution implemented by end 2011.
Launch of upgraded ReliefWeb platform.	New platform launched in January 2011. Increase in Web-traffic results, subscription levels and positive client feedback.

# OCHA and Social Media: Helping Make Connections

Social media has transformed how humanitarian organizations communicate about and respond to emergencies. People around the world used Twitter to raise funds after the massive earthquake in Haiti. Collaborative platforms linking mapping and mobile phone technology like Ushahidi show great potential for disaster-affected populations to share critical information with aid workers. Multimedia sites can provide a near-real-time glimpse of life on the ground: UNHCR provided an intimate understanding of life in a refugee camp through YouTube, Flickr and Google Earth; the Red Cross used Facebook to warn thousands of people in the Philippines about approaching Typhoon Megi.

Many media users now expect to be part of the conversation, to “like”, to “follow” and to contribute to news and emergencies as they unfold. They share what they have done with their friends online and expect them to care offline. Social media has quickly become the first place where millions get information about large-scale emergencies.

OCHA has embraced social media as an important resource for connecting with key target audiences: from donors and beneficiaries to aid workers and the “just curious”. In 2010, OCHA launched its official Facebook page to mark World Humanitarian Day, attracting over 2,600 followers in the first three months. OCHA has since established its own channel on YouTube and a photo-sharing platform on SmugMug to showcase its humanitarian multimedia products to a much wider audience.

In 2011, OCHA will expand its social media activities to include Twitter feeds. It will work with selected country and regional offices to set up or expand their own dedicated social networks. OCHA will also continue using social media to highlight important humanitarian issues and engage directly with audiences to solicit input and debate. Central to this will be using social media to strengthen the voice of the new Emergency Relief Coordinator, enabling her to influence the public agenda, build support and galvanize action, when needed.

Two of OCHA’s key websites, IRIN ([www.irinnews.org](http://www.irinnews.org)) and ReliefWeb ([www.reliefweb.int](http://www.reliefweb.int)), have also found social media and social networking invaluable to reaching a broader audience. Their followers range from the general public interested in humanitarian and development issues to humanitarian workers, media, donors and partner organizations across the world. In 2011, ReliefWeb will use social media to share more targeted information and analysis with aid workers worldwide.

Ben Parker, Director of IRIN, explained: “IRIN gets more visitors arriving from Facebook than from any other website, including Google. Twitter referrals have more than doubled this year, too. People are increasingly relying on social media to determine their media diet. They don’t ‘browse’, their news ‘finds’ them through recommendations and links from colleagues, friends, and friends of friends.”

The stats as of November 2010:

- **OCHA**  
Facebook: 2,617 people like the OCHA page
- **IRIN**  
Facebook: 2,567 people like the IRIN page  
Twitter: 2,182 people follow IRIN
- **ReliefWeb**  
Facebook: 3,638 people like the ReliefWeb page  
Twitter: 2,442 people follow ReliefWeb
- Follow us on:  
[www.facebook.com/UNOCHA](http://www.facebook.com/UNOCHA)  
[www.facebook.com/IRINnews](http://www.facebook.com/IRINnews)  
[www.facebook.com/reliefweb](http://www.facebook.com/reliefweb)  
[www.youtube.com/ochafilms](http://www.youtube.com/ochafilms)  
[www.youtube.com/IRINFILMS](http://www.youtube.com/IRINFILMS)  
[www.twitter.com/unocha](http://www.twitter.com/unocha)  
[www.twitter.com/irinnews](http://www.twitter.com/irinnews)  
<http://ocha.smugmug.com> ■

World Humanitarian Day 2010 was commemorated much more widely than in 2009, with events in over 50 countries. This was in large part due to social media, as well as productive partnerships established to promote the day globally. The World Humanitarian Day (WHD) website ([www.worldhumanitarianaday.info](http://www.worldhumanitarianaday.info)) received a large number of unique visitors, with Facebook the third highest driver of traffic to the site. Thousands of “tweets”

were streamed on Twitter from organizations and individuals, and more than 1,500 people linked their Facebook pages to the WHD website. The WHD film received more than 100,000 views through Web and social media platforms such as Facebook and YouTube. For 2011, OCHA will seek to further leverage social media to promote WHD to an even broader global audience. ■



## Objective 2.4 – The Humanitarian Programme Cycle

Demonstrating aid effectiveness is critical in the current climate of increasing beneficiary caseloads and tightening budgets. A better-coordinated inter-agency approach to the common humanitarian programme cycle – embedded in a well-functioning cluster system – is a prerequisite to effectively targeting and resourcing assistance.

For some time, OCHA has been working with partners to strengthen needs assessments and monitoring, and tie these more closely to common planning. OCHA has advanced the development of cross-sector needs assessments and has developed a conceptual framework for consolidating assessments and other core humanitarian information for decision makers. Key humanitarian indicators have been agreed by the Inter-Agency Standing Committee Needs Assessment Task Force and now form part of the needs analysis for each Consolidated Appeal Process (CAP).

Progress will continue in 2011, including the development of a common methodology for joint multi-cluster assessments in the early stages of a crisis and an agreed data-consolidation tool (the Humanitarian Dashboard). A pool of qualified OCHA and cluster staff will be trained and available for rapid deployment to support assessments in the field. OCHA will also further develop its country and regional staff to better integrate programme cycle management functions into their inter-cluster coordination role.

Following the revision of the CAP guidelines in 2010, OCHA will continue supporting RC/HCs and humanitarian partners to better prioritize actions within and outside inter-agency appeals. Top-priority projects in CAPs should comprise no more than half of the appeal's total funding request so that the most essential projects are conspicuous to donors. While nearly all OCHA offices will support in-country prioritization based on clear criteria, OCHA will



United Nations partners assess damage over Sindh Province in Pakistan.

pilot enhancements in at least two countries during the fourth quarter of 2011, for the 2012 CAPs.

Among the criteria applied in prioritization will be the degree to which gender perspectives are integrated into programme design. This will be assessed using the gender marker tool, an IASC developed mechanism that helps rate gender issues in programme development and CAP project submissions. The tool was piloted in 11 countries and lessons will be applied as it is rolled out in all CAP countries in 2011. It will also be utilized in related CERF and CHF funding allocations.

There has been significant progress in system-wide monitoring. In most major crises, clusters are monitoring and reporting on cluster outputs against the targets expressed in CAPs. In 2011, monitoring and reporting for CAPs will be synchronized with the monitoring of pooled fund grants managed by OCHA. CAP monitoring will also expand to better track strategic humanitarian indicators, complementing the previously established monitoring of cluster outputs. ■

### Key Outputs and Indicators

<p><b>Output:</b> NATF tools and guidance used to support a coordinated approach to assessments and are revised based on lessons learned.</p>	<p><b>Indicator:</b> NATF guidance package is operationalized to support assessments and analysis in at least four new emergencies. Eighty per cent of OCHA country offices in protracted crises with CAPs have HCT-endorsed operational plan for needs assessments.</p>
<p>An enhanced tool and guidance to assist RC/HCs and humanitarian partners to better prioritize humanitarian activities within and (where necessary) outside CAPs.</p>	<p>Tool piloted in at least two countries by Q4. Eighty per cent of country offices prioritizing all CAP projects in accordance with agreed criteria.</p>
<p>Strategy for better-aligned country-level monitoring systems for pooled funds and CAPs.</p>	<p>Mapping of existing country-level practices with recommendations for better-aligned monitoring systems by Q4. Selection and monitoring of strategic-level humanitarian indicators conducted in 50 per cent of CAP countries.</p>
<p>Support the use of a gender-tracking tool in humanitarian crises with a CAP.</p>	<p>CERF and CHF allocations tracked against gender-marked projects in all CAPs that have piloted the gender-marker system by Q4.</p>
<p>Role of OCHA field staff defined in programme cycle management. Training and other necessary support implemented.</p>	<p>OCHA guidance implemented in 2011, specifying role and quality standards of OCHA field staff vis-à-vis the programme cycle by Q4.</p>



## Objective 3.1 – Funding and Financial Management



European Commission-provided grain at the Bosasso migration camp in Somalia.

Sound financial management is essential for OCHA's effectiveness. OCHA funding and financial management practices guarantee that contributions to the organization are budgeted and allocated for effective and efficient delivery

of coordination services. To enable such delivery, OCHA must continuously review and adapt its internal financial monitoring, and promote and safeguard accountability.

Recent enhancements to OCHA's accounting systems, including automated reports, aim to foster greater discipline in management practices. Through ongoing customization and integration, OCHA financial analysis is becoming more timely and accurate in support of decision-making. Stronger budget-control mechanisms are sharpening cost planning and monitoring, and facilitating necessary adjustments.

OCHA adopted several recommendations from the 2010 external review of its administration and management. It will continue to implement the recommendations in 2011. In particular, OCHA will further improve financial management and monitor cost-efficiency by updating existing systems and working towards full automation of reporting. OCHA will reinforce cash-management practices, including on cash reserves and project accounts.

In 2011, OCHA will seek higher and more predictable levels of contributions from a broader range of donors. A specific effort will be made to increase the level of contributions as early in the year as possible. OCHA will have achieved a more equitable spread of earmarked funds in 2010 compared with the previous year, where over 70 per cent of earmarking was for the top 10 high-visibility offices. In 2011, OCHA will continue to seek more balanced earmarking from a larger pool of donors. Additional sources of income will be pursued concurrently, including through a more systematic retention of new donors.

Under its new policy, OCHA is committed to a more professional and systematic approach to resource mobilization and financial management that provides consistent and high-quality services to the international humanitarian system. Given its clients' high expectations, OCHA will again count on donors to be equally predictable with their generous contributions. ■

### Key Outputs and Indicators

<b>Output:</b> Flexibility of OCHA funding increased.	<b>Indicator:</b> Unearmarked funding increased from \$70 million to \$75 million.
Donor base for OCHA broadened.	Five new donors in 2010 retained as regular contributors in 2011.
Country-level donor engagement addressing OCHA priorities and funding needs increased.	All regional and country offices provide local donor briefings once per quarter.
Resource management and allocation systems strengthened.	Priority recommendations of external review implemented by Q2.
Programme managers in receipt of timely income and expenditure reporting for better financial planning and more effective fund-raising.	Monthly financial reports generated using integrated OCT-FAS data by end of 2011.
Timely disbursement for OCHA-managed pooled funds (ERF and CHF).	Disbursements made within 15 days of receipt of signed agreement (implemented starting June 2011).



## Objective 3.2 – Surge and Staffing Solutions

The Haiti earthquake in January and the Pakistan floods in July tested OCHA's ability to rapidly deploy qualified personnel on an unprecedented scale. The organization's response to these and other crises demonstrated the tremendous value of recent efforts to develop effective surge and staffing solutions for emergencies (see related case study).

In the first two months following the Haiti earthquake, OCHA deployed 87 emergency personnel, averaging less than five days from request to presence on the ground. OCHA has also improved the speed of filling vacancies. From vacancy announcement to final selection, OCHA significantly reduced the average recruitment time for longer-term field positions from 140 days in 2008 to less than 75 days in 2010. OCHA's workforce is managed more proficiently, lowering the field vacancy rate from 15 to 10 per cent over the course of 2010.

OCHA will continue to utilize its field roster to fill an annual average of 150 professional field vacancies. The roster has been operational since mid-2010. It includes over 600 humanitarian affairs, information management, public information, administrative and finance officers. To continue to expedite recruitment, a priority list of external candidates will be identified for pre-clearance. Incorporating lessons from the 2009 pilot roster, OCHA will replenish the roster through targeted outreach to suitable candidates available for hardship locations. In addition, a candidate skill-set database will be developed to assist with internal management of the roster.

In 2011, OCHA will improve the transition of staff from surge to longer-term staff. It will alleviate gaps in existing operations through mechanisms such as the newly introduced Associates Surge Pool. OCHA will focus on



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OCHA staff in Léogâne, Haiti.

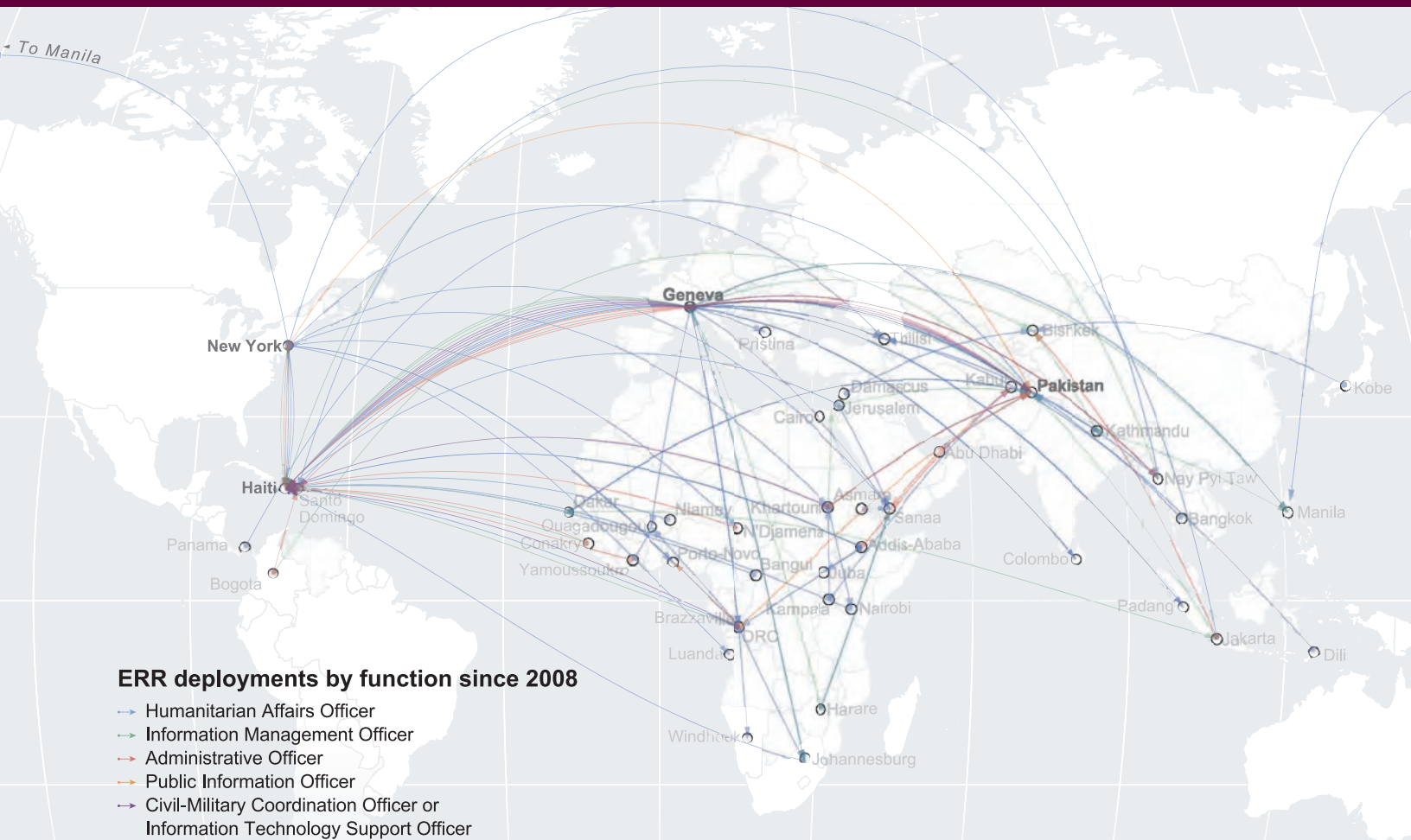
pre-deployment preparedness and post-mission care to enhance surge management and its effectiveness. Another priority will be maintaining the flexibility of surge solutions irrespective of financial constraints, ensuring that a leaner OCHA can continue to scale up and reduce operations as required.

Staffing and surge solutions will be bolstered by integrating workforce planning, rotation and performance management. By carefully managing relocations, OCHA will improve competency and performance, while mitigating the foreseen negative impact of necessary staff movement.

With the completion of a 2010 external review of OCHA's administrative functions, the organization will strengthen its senior administrative capacity to further improve services to the field, and to tighten overall OCHA performance and accountability. ■

### Key Outputs and Indicators

<b>Output:</b> Sustained capacity for surge deployments.	<b>Indicator:</b> At least 75 per cent of regional office surge support provided within 48 hours of request. Eighty-five per cent of surge deployments within one week (ERR) and one month (SBPP and ASP).
<b>Continuity across the surge-staffing spectrum through improved coordination and planning.</b>	Specialized advance-planning capacity dispatched in 80 per cent of major crises. In 75 per cent of new crises, surge starts to phase out at the three-month mark due to arrival of regular staff.
<b>Staff movement between most severe hardship and less severe hardship duty stations increased.</b>	Internal deployments between hardship and non-hardship duty stations increased from 40 to 60 per cent.
<b>Effective workforce management through adequate and timely recruitment and deployment of staff.</b>	Field vacancy rate reduced to 10 per cent (from 15 per cent target in 2010). Time between advertisement of position and deployment of candidate maintained at 120 days.
<b>Replenishment of roster by targeting outreach at candidates interested to serve in hardship locations.</b>	Roster interviews conducted by Q3. Cases submitted to CRB by Q4.
<b>Accountability in staff management/performance increased.</b>	All staff complete performance appraisal process (e-PAS).



**ERR deployments by function since 2008**

- Humanitarian Affairs Officer
- Information Management Officer
- Administrative Officer
- Public Information Officer
- Civil-Military Coordination Officer or Information Technology Support Officer

## Training OCHA’s First Responders with FIRST

A cold, remote lake town in northern Sweden is about as far from the epicentre of most humanitarian crises as one can imagine. But that is exactly where many OCHA staff will go in 2011 to attend a new training programme that aims to strengthen their emergency-response skills.

The Field Response Surge Training Course (FIRST) focuses on building coordination skills at the onset of an acute crisis. Emergency responders from headquarters, country and regional offices converged upon Kristinehamn, Sweden, from 28 November to 4 December 2010 for the inaugural FIRST. The venue, donated by the Swedish Civil Contingencies Agency – a long-time OCHA partner – provides space well suited to simulations.

Following experiences of ramping up response efforts in Haiti, Pakistan and Yemen, members of the OCHA Emergency Services Branch (ESB) in Geneva went back to the drawing board to develop the course.

“We realized we needed to do something to better prepare OCHA staff for these environments,” said Paul Handley, a Humanitarian Affairs Officer with the Surge Capacity Section in ESB. “It’s really meant to be about what happens when you go into a new emergency and you must not only coordinate, but also set up or expand the office and get what you need from headquarters in those first couple of days.”

FIRST is expected to train the majority of participants on OCHA’s Emergency Response Roster (ERR). The roster, compiled twice a year, comprises OCHA staff members who volunteer to be deployable over a six-month period. Once deployed, they can be on mission from six weeks to three months. FIRST training will be offered to each new roster rotation.

Since the first ERR deployment in January 2008, more than 200 full-time OCHA staff have joined the roster. Each roster consists of around 30 members with varying backgrounds and skill sets, including humanitarian affairs officers, information management officers and public information officers. To date, 118 OCHA staff have deployed to reinforce OCHA responses across the globe (see map).

To help devise FIRST, OCHA looked to contractor John Telford, the facilitator of UNHCR’s successful Workshops for Emergency Managers. FIRST achieves its effectiveness through practical emphasis on issues, case studies and scenarios from actual deployments. Mr. Telford explained that the programme is unique due to its “focus on the roster members and their potential functions and deployment scenarios.”

Organizers expect the results will help OCHA meet the challenges of new disasters in 2011 with a strong, flexible and experienced ERR that is ready to coordinate humanitarian response from the responders’ first moments on the ground. ■





## Objective 3.3 – Organizational Learning for Results

To provide high-quality service and support to its clients, OCHA must be capable of applying lessons learned and instituting good practice. Its staff must be flexible and adapt to the dynamic and complex nature of humanitarian action.

OCHA learning rests on four pillars: evaluation, internal policy and guidance development, staff development and training, and strategic planning. The pillars support organizational coherence, better performance, and the development of OCHA staff into competent professionals and leaders in humanitarian coordination.

One year into the 2010-2013 Strategic Framework, these corporate support services are paying dividends. OCHA has a solid basis to forward plan, set clearer performance measures, monitor progress and provide a more sound evidence basis for its performance reporting. This will strengthen OCHA's ability to tell a more compelling story about its work and impact.

### Evaluation

OCHA has finalized its internal evaluation policy along with a four-year implementation strategy to assess performance and impact. Two evaluations were carried out in 2010: OCHA's corporate response to the Haiti earthquake and the organization's implementation of its gender-equity policy. The findings of the latter were used to develop a standard set of OCHA-wide performance indicators on gender equity. These were included in OCHA's 2011 workplanning process and will enable more rigorous monitoring of the organization's performance in this area (see related box on gender equality). In 2011, OCHA plans to conduct at least two evaluations focusing on OCHA's corporate response to the flooding in Pakistan and OCHA's global civil-military coordination capacity.

### Key Outputs and Indicators

<b>Output:</b> Monitoring and reporting of OCHA performance standardized and improved.	<b>Indicator:</b> Standard performance framework for country offices developed and rolled out for 2012 planning cycle.
Learning from evaluations and other relevant audits and reviews integrated into programmes.	SMT agreed management-response matrices for all internally and externally mandated evaluations within three months of completion. Two analytical reports highlight key learning from evaluations and other relevant audits and reviews, and feed into OCHA planning cycle. Fifty per cent of outstanding audit recommendations closed by end of 2011.
Development of learning strategy.	Learning strategy endorsed by Q3. At least one new training module designed based on learning strategy priorities.
OCHA field staff trained on site and distance-learning methodologies.	At least 100 staff trained through the Humanitarian Field Coordination Programme and 30 staff trained in client services programme, reflecting geographical and gender balance.
Active dissemination of existing OCHA policy guidance.	Dissemination strategy developed by Q1, with two regional and six country offices covered by Q4.

### Internal Policy and Guidance Development

OCHA has finalized policies on preparedness, transition and the role of regional and country offices to better define and govern its operations before, during and after an emergency. With these policies in place, OCHA can develop clearer benchmarks to monitor regional and country office performance in 2011 and identify areas for improvement.

### Staff Development and Training

OCHA training programmes focus on developing core competencies in humanitarian coordination, client orientation and management, and are mostly geared towards field staff. A corporate induction programme was piloted and is in the final phase of development. It will offer staff the fundamentals to provide consistent, high-quality support and services across all of OCHA's functional areas. In 2011, OCHA will develop an organizational learning strategy that will define what staff need to learn to perform their role and how various parts of the organization work together to optimize learning opportunities.

### Strategic Planning

OCHA has launched a rigorous approach to implementing its Strategic Framework. Planning and monitoring have been enhanced through the creation of cross-OCHA Management Task Teams for each of the 11 strategic objectives. Led by senior managers, the teams undertook a comprehensive mid-year review of OCHA's performance framework, leading to more focused strategies and a more realistic performance framework for 2011. The teams will ensure that experience from implementing the objectives feeds back into annual planning and further policy development. ■

# Gender Equality: Putting Learning into Action

Gender inequity undermines the ability of women, girls, boys and men to exercise their rights and play an active role in humanitarian preparedness and response. Addressing gender inequity ensures that humanitarian response equally benefits all affected people and avoids putting some at greater risk.

Following the establishment of OCHA's internal Gender Equity Policy in 2005, certain advances, such as improved inter-agency guidelines, have ensured that the differential impact of disasters on males and females is better understood and integrated into humanitarian response. Services such as the Gender Standby Capacity Project (see annex for more details) provide practical hands-on support to Humanitarian Coordinators and Humanitarian Country Teams on issues related to gender inequality and protection from sexual exploitation and abuse.

Partners have high expectations of OCHA to support gender equity in humanitarian programming. However, the parameters of OCHA's role are not always clear. In 2010, OCHA reviewed its Gender Equity Policy to clarify its particular added value and to assess its strategies for achieving gender equality. The review also assessed staff knowledge of gender-equality concepts and staff commitment to gender principles. Preliminary findings suggest that OCHA can still strengthen gender mainstreaming and ensure more active senior management leadership on the issue.

OCHA has identified an initial set of concrete deliverables (see table), which have been incorporated into all OCHA country office workplans for 2011.

- OCHA will ensure that several of its key field-based tools (contingency plans, consolidated appeals and

situation reports) use sex- and age-disaggregated data more consistently to highlight the respective needs of women, men, boys and girls throughout the humanitarian programme cycle. OCHA will also promote the collection and use of disaggregated data to improve needs analysis and programming.

- OCHA will increase the proportion of projects in consolidated and flash appeals that strengthen gender equality. A new Inter-Agency Standing Committee (IASC) tool, the Gender Marker, will integrate practical gender equality measures into proposals and appeals. It will provide a code, on a 0-2 scale, measuring whether or not a humanitarian project is designed well enough to ensure that the specific needs of women, girls, boys and men are being addressed.

In 2011, OCHA will launch a complete action plan to implement the accepted recommendations from the review of its Gender Equity Policy. The policy will be updated and additional standard corporate gender indicators will be established to further embed gender equity into all aspects of OCHA's work.

OCHA will also continue to pay special attention to gender balance and representation in staff recruitment, both at headquarters and in the field. To support gender parity, OCHA will continue enabling staff to engage in flexible working hours within the applicable United Nations regulations. OCHA will also improve staff awareness of gender issues through the IASC E-Learning Course. ■

## Key Outputs and Indicators

Objective:	Output:	Indicator:
2.3	Data collection to address different needs of women, girls, boys and men.	At least 75 per cent of country offices using sex- and age-disaggregated data in priority OCHA tools.
2.4	Assessment and strengthening of gender equality in the humanitarian programme cycle.	All country offices utilizing gender marker coding in funding mechanisms (CAP, ERF, CERF).
3.2	Increased awareness by OCHA staff of gender perspective/issues.	One hundred per cent of staff complete the IASC E-Learning Course on the Gender Handbook and other mandatory trainings.
3.2	Improved gender parity in staffing (in accordance with 2011 Human Resources Management Priorities).	Fifty per cent of female staff within each office/branch/section.

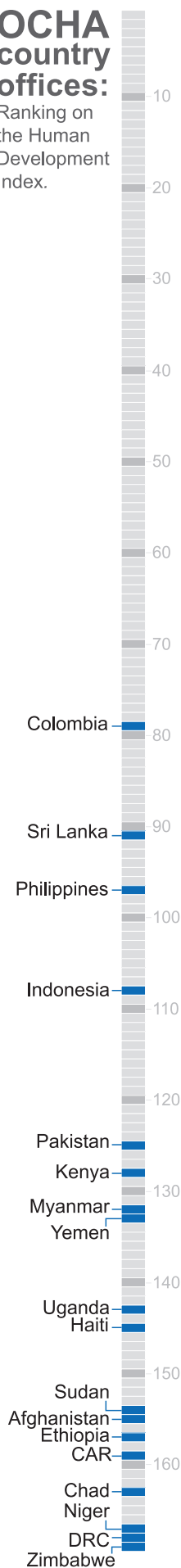
# Activities in the Field

Introduction  
Regional Offices  
Country Offices

OCHA staff member Andrew Alspach facilitates an inter-cluster meeting at the airport in Port-au-Prince, Haiti

## OCHA country offices:

Ranking on the Human Development Index.



## Introduction

The increasing vulnerability of populations and the growing magnitude of emergencies mean that OCHA's global presence must be flexible and adaptable to the ever-changing demands on the humanitarian system. To coordinate, lead and improve humanitarian action, OCHA must operate where natural disasters and conflicts occur. It has to respond quickly and effectively and then depart as the affected country moves from crisis to recovery.

OCHA has planned for field operations in 47 countries in 2011, subject to evolving global humanitarian needs. At the start of 2011, this number will include 22 country offices, five regional offices, three sub-regional offices, three liaison offices and 14 humanitarian support units. Country offices in Iraq, Kenya and Uganda are expected to transition to support units during 2011. This represents a year-on-year decrease in OCHA's field presence since 2008 (see related chart). OCHA formally reviews its field presence at least twice a year and makes adjustments accordingly.

OCHA country offices will continue to be located in the world's least developed countries, as ranked by the UNDP 2010 Human Development Index (HDI). All country offices are located in countries in the bottom half of the HDI; five country offices are in the bottom 10 (see graph). OCHA has offices in the Democratic Republic of the Congo, Niger and Zimbabwe, all of which are ranked lowest on the HDI due to a combination of factors such as life expectancy and adult literacy, and daily caloric intake and access to health services. Due to insufficient data, no HDI figures exist in four places where OCHA has country offices: Eritrea, Iraq, the occupied Palestinian territory and Somalia.

In 2010, OCHA brought consistency to its global presence by defining roles and responsibilities for its field operations. A framework now exists to govern OCHA operations before, during and after an emergency. Guidance has been issued on the role of regional offices and country offices, and on OCHA's role in preparedness and transition.

The breakdown of OCHA's response in any given emergency is as follows: in a new emergency, regional offices are the first line of response. If a country becomes locked in a protracted crisis, OCHA will establish a longer-term presence. OCHA will only phase out

when conditions improve to the extent that the immediate threat of crisis is gone, leaving the affected population and Government better equipped to face the next emergency.

Regional offices are located strategically in areas of humanitarian significance. They have become increasingly vital in countries with no OCHA country office. Regional offices typically focus on preparedness, support to emergency response and the development of regional coordination networks. Sub-regional offices allow regional offices to extend their coverage to areas with concentrated humanitarian needs.

Country offices support the Humanitarian Coordinator in leading the response to a humanitarian crisis, with sub-offices located in the vicinity of populations of concern. Country offices have five operational priorities: building a shared situational awareness; building a common approach; building a common strategy and implementation plan; facilitating implementation and monitoring; and developing shared lessons learned.

Humanitarian support units exist in places where a fully fledged country office is not justified, but where there are risks of relapsing into crisis. OCHA's policy on transition has resulted in a more predictable and better-managed process to phase down OCHA operations from country offices to support units, in consultation with partners.

In 2011, OCHA faces the challenge of adapting its field operations to growing needs in a global context where the resources available to the humanitarian system are already stretched, and where humanitarian access is shrinking due to security and bureaucratic constraints. Country offices in the Democratic Republic of the Congo and Sudan will remain OCHA's largest operations, followed by Afghanistan and Haiti.

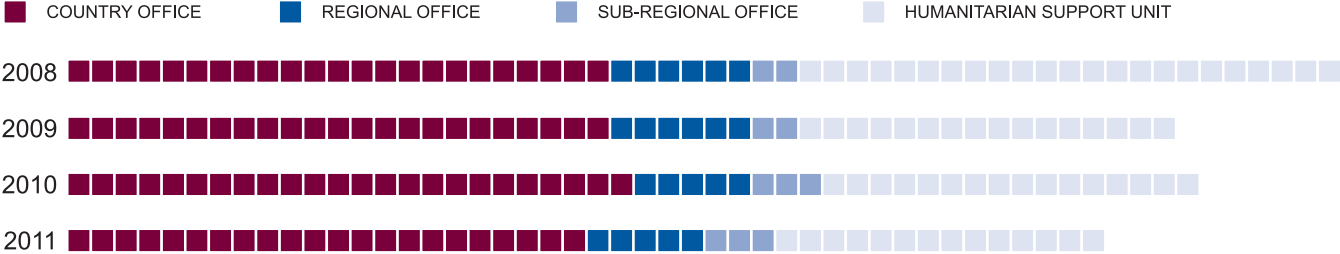
OCHA will continue to fulfill its mandate by seeking to put in place an enabling and effective humanitarian coordination system that addresses evolving challenges. It will focus on strengthened humanitarian leadership, more accountable humanitarian country teams, more effective cluster coordination, and quicker and more predictable funding tools tied to need.

At the regional and country level, OCHA will find new ways of working with partners, particularly governments and development

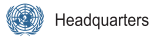
actors, to tackle chronic vulnerability and save lives. OCHA staff in the field will be working to ensure that humanitarian responses are not a collection of disjointed efforts, but are

context specific, integrated and needs based in support of action by national governments. ■

### OCHA Presence 2008-2011



# UNITED NATIONS OFFICE FOR THE COORDINATION OF HUMANITARIAN AFFAIRS



Headquarters



Regional Office



Sub-Regional Office



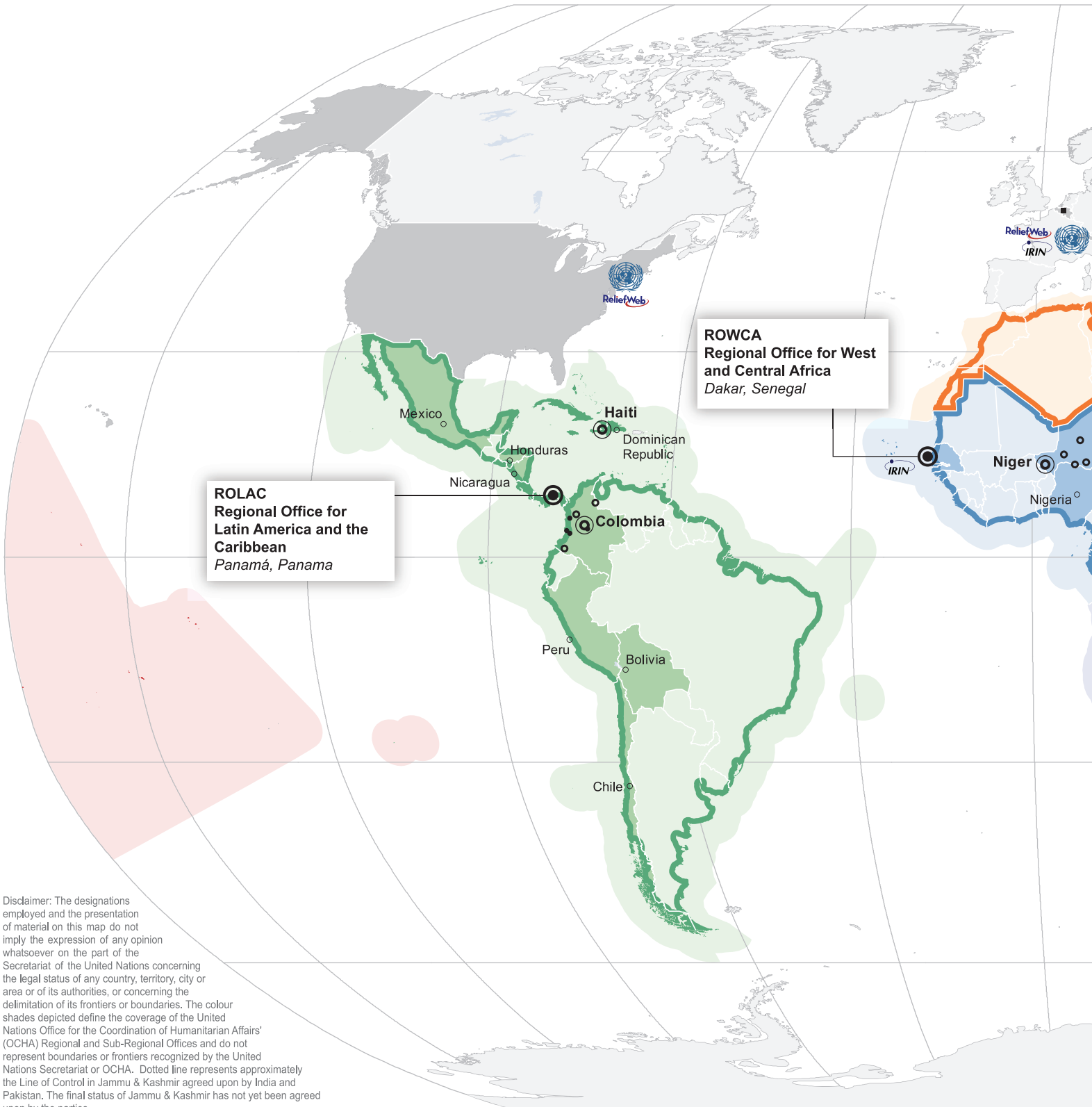
Country Office



Sub-Office



Antenna Office



**ROLAC**  
Regional Office for Latin America and the Caribbean  
*Panamá, Panama*

**ROWCA**  
Regional Office for West and Central Africa  
*Dakar, Senegal*

Disclaimer: The designations employed and the presentation of material on this map do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries. The colour shades depicted define the coverage of the United Nations Office for the Coordination of Humanitarian Affairs' (OCHA) Regional and Sub-Regional Offices and do not represent boundaries or frontiers recognized by the United Nations Secretariat or OCHA. Dotted line represents approximately the Line of Control in Jammu & Kashmir agreed upon by India and Pakistan. The final status of Jammu & Kashmir has not yet been agreed upon by the parties.

# 2011 PRESENCE

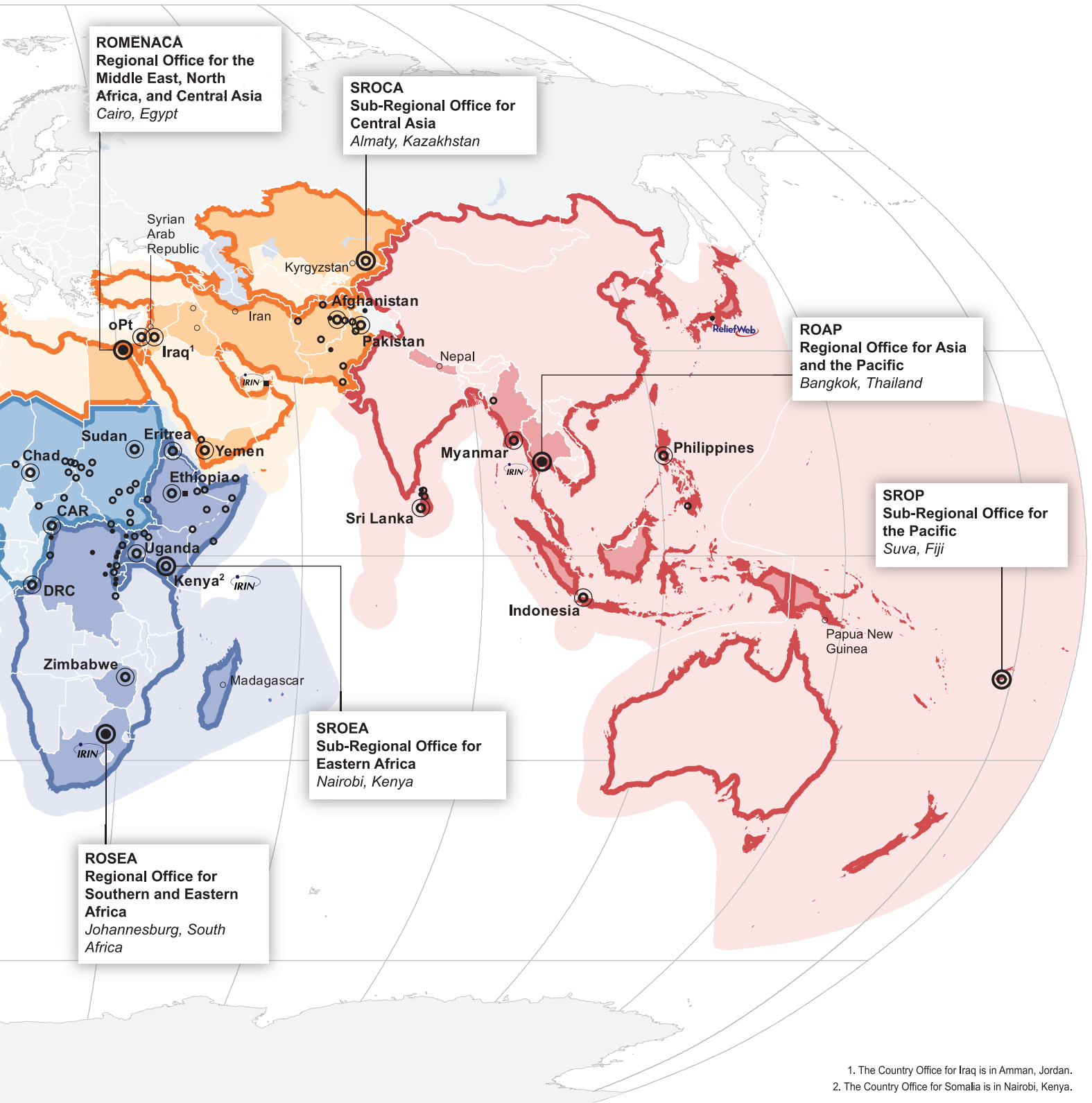
○ Humanitarian Support Unit

■ Liaison Office

IRIN IRIN location

ReliefWeb ReliefWeb location

Regional and Sub-Regional Office coverage limits



1. The Country Office for Iraq is in Amman, Jordan.  
2. The Country Office for Somalia is in Nairobi, Kenya.

# Regional Office for Asia and the Pacific

## Key Facts

- Between 2000 and 2009, 40 per cent of all registered disaster events occurred in Asia and the Pacific.
- In 2009, over 75 per cent of people killed by natural disasters worldwide were in Asia and the Pacific. In 2008, that figure was 98 per cent.
- Asia and the Pacific also accounted for one third of the world's ongoing conflicts in 2009 – the highest of any region.
- There are roughly 4.3 million Internally Displaced Persons throughout the region.

Total Staff	Professional	National	General Service	General Temporary Assistance	United Nations Volunteers	Total
Regional Office	12	5	–	10	1	28
Sub-Regional Office for the Pacific	3	–	–	1	–	4
<b>Total</b>	<b>15</b>	<b>5</b>	<b>–</b>	<b>11</b>	<b>1</b>	<b>32</b>

Total Costs	Staff Costs	Non-Staff Costs	Total
Regional Office	3,746,353	1,084,712	4,831,065
Sub-Regional Office for the Pacific	680,698	258,865	939,563
<b>Total</b>	<b>4,427,051</b>	<b>1,343,577</b>	<b>5,770,628</b>
<b>Total Requested (US\$)</b>			<b>5,770,628</b>

The Regional Office for Asia and the Pacific (ROAP) is based in Thailand. It covers 36 countries and 14 territories. ROAP oversees the Sub-Regional Office for the Pacific in Fiji (see box), and OCHA's Humanitarian Support Units (HSUs) in Nepal and Papua New Guinea. The HSU in Nepal remains focused on humanitarian needs, in particular natural disasters, food insecurity and political instability that regularly causes displacement. Located on the Pacific Ring of Fire, the HSU in Papua New Guinea will continue to focus on disaster preparedness with national authorities.

The Asia and Pacific region was beset by disasters in 2010. A 7.1-magnitude earthquake struck China's Qinghai Province. Serious flooding affected China, Sri Lanka, Papua New Guinea and the Democratic People's Republic of Korea, and extreme winter conditions devastated Mongolia. Tropical

cyclones affected the Philippines and several Pacific Island nations. ROAP's support for preparedness yielded tangible response outcomes for these crises. Preparedness activities were a key element in local-level responses by Humanitarian Country Teams (HCTs).

ROAP plays a central role in providing coordination support to HCTs in areas without a local OCHA presence. In collaboration with humanitarian partners, ROAP reinforces preparedness and emergency response action. In practical terms, this involves supporting Resident Coordinators/Humanitarian Coordinators (RCs/HCs), national governments, regional organizations, Inter-Agency Standing Committee partners and other stakeholders. ROAP also backstops OCHA country offices in Indonesia, the Philippines, Myanmar and Sri Lanka by providing surge capacity, training and technical support.

## Sub-Regional Office for the Pacific

The Sub-Regional Office (SRO) for the Pacific in Fiji ensures that regional responders work together to deliver timely and appropriate humanitarian assistance to affected people across the Pacific. In 2010 alone, Fiji and the Pacific Islands faced emergencies that included five tropical cyclones, two volcanic eruptions and one tsunami.

The SRO in Fiji supports coordination between partners through the Pacific Humanitarian Team (PHT), which covers 14 Pacific Island countries. The PHT includes 150 organizations that undertake relief, early recovery and protection activities. Members are based in 27 countries and have been active in seven clusters. These regional clusters remain on standby to respond to emergencies and strengthen preparedness.

Building on recent inter-agency contingency planning exercises in Vanuatu, Cook Islands and Tonga, OCHA will

target two additional countries in 2011 with contingency-planning workshops. These are likely to be Fiji and the Solomon Islands. The workshops will strengthen working relationships between humanitarian agencies and national authorities, and build a common understanding of national and international disaster-response architectures.

In 2011, OCHA will lead and support the review of joint national and international multi-sector rapid assessment methodologies in Fiji, Papua New Guinea, Solomon Islands and Vanuatu. OCHA will also foster relationships with national networks on the ground, including women's associations, to speak out on their behalf and ensure their regular inclusion in response planning. ■



ROAP responds to the region's frequent sudden-onset disasters. It maintains trained staff who can deploy within 24 hours as part of the first wave of OCHA response and at the request of governments and RCs/HCs. Once on the ground, ROAP staff members offer a suite of services in support of cluster coordination and the use of humanitarian financing tools, such as the Central Emergency Response Fund, and flash and consolidated appeals. ROAP also assists with information management, reporting, public information and civil-military coordination.

ROAP developed the OCHA Global Focus Model in 2007 to identify risk in the region. The model has been expanded to other regions and is now updated annually as

part of OCHA's workplanning cycle. ROAP currently focuses on 13 countries that combine high exposure to hazards, high vulnerability and low capacity, and where an international humanitarian response may be necessary in medium- or large-scale emergencies.

In 2011, ROAP will address preparedness needs by providing HCTs in priority countries with a comprehensive package of support that can be tailored to each country. To strengthen preparedness and response capacity, ROAP will also build on evolving partnerships with regional entities such as the Association of Southeast Asian Nations, the South Asian Association for Regional Cooperation, and the Secretariat of the Pacific Community. ■

## Regional Office for Latin America and the Caribbean

### Key Facts

- Countries in the region are generally middle income yet have high levels of income inequality. This causes significant pockets of vulnerability.
- Approximately 100 natural disasters occur in the region annually. Of these, 80 per cent are weather related.
- Six significant hurricanes and three major earthquakes have occurred in the region in the last three years.
- Following the Haiti earthquake in January 2010, the Regional Office deployed 25 per cent of its 24 staff for more than 300 combined staff days.

<b>Total Staff</b>	Professional	National	General Service	General Temporary Assistance	United Nations Volunteers	Total
Regional Office	8	7	–	18	–	33
<b>Total</b>	<b>8</b>	<b>7</b>	<b>–</b>	<b>18</b>	<b>–</b>	<b>33</b>

<b>Total Costs</b>	Staff Costs	Non-Staff Costs	Total
Regional Office	2,752,128	1,220,400	3,972,528
<b>Total</b>	<b>2,752,128</b>	<b>1,220,400</b>	<b>3,972,528</b>
<b>Total Requested (US\$)</b>			<b>3,972,528</b>

The Regional Office for Latin America and the Caribbean (ROLAC) is based in Panama. It covers 35 countries and 23 territories and provides surge support to all countries in the region, including those with OCHA country offices (Haiti and Colombia). Despite two decades of continued democratic development and the existence of several middle-income countries, the region continues to exhibit high levels of vulnerability due to an increase in the frequency and severity of natural disasters.

ROLAC's response capacity is greatly enhanced by its network of national disaster-response advisers (NDRAs) who work in seven of the most disaster-prone countries: Bolivia, Chile, Dominican Republic, Honduras, Mexico, Nicaragua and Peru. NDRAs support Resident Coordinators (RCs) and the United Nations system in-country by improving emergency response and disaster-preparedness capacity.

ROLAC provides RCs with in-country training and advice on the disaster response and preparedness tools and services at their disposal. It also supports the creation and continuous training of United Nations Emergency Technical Teams, which comprise emergency specialists from United Nations

agencies who support national authorities during a crisis.

At the regional level, ROLAC facilitates the work of the Regional Risk and Emergency Disaster Task Force (REDLAC), which is comparable to a regional Inter-Agency Standing Committee structure. REDLAC promotes coherence for inter-agency preparedness and response measures from the regional to the country level. The active participation of regional cluster leads in REDLAC ensures a coordinated inter-agency approach to implementing and further developing the cluster system. This work benefited the response to the disasters in Chile and Haiti in 2010.

ROLAC staff members are deployable to any emergency in the region within 24 hours. Continued training ensures that 80 per cent of ROLAC staff members, international or national, can be deployed. Immediately following the earthquake in Haiti in January 2010, ROLAC staff members were deployed and led the initial OCHA response with the United Nations Disaster Assessment and Coordination team. Following the Chile earthquake in February 2010, ROLAC immediately deployed four staff to support in-country international partners.

ROLAC has forged networks and partnerships with the disaster-management community throughout the region, advocating humanitarian issues through the capacity-building of governments, United Nations and NGO counterparts, and improving understanding of the respective roles of the international humanitarian system and actors. Since 2007, ROLAC has also facilitated the organization of annual Regional Humanitarian Partnership meetings with the governments of Argentina, Brazil and Mexico. These meetings bring together key stakeholders to exchange best practices and promote coordinated approaches to disaster response and preparedness.

In 2011, ROLAC will continue maintaining a highly flexible workforce. Through training, it will increase the number of staff members deployable to any emergency in the region from 80 to 100 per cent. The office will develop a more standardized approach and strategy towards supporting governments and authorities, enabling them to play a more active role as partners in international assistance. ROLAC will also enhance the use of innovation and modern technology to promote capacity-building among stakeholders and partners in the region. ■

## Regional Office for the Middle East, North Africa and Central Asia

### Key Facts

- From 2000 to 2009, 422 natural disasters occurred in the region, killing over 120,000 people and affecting around 70 million people.
- Due to the colossal flooding in Pakistan, the number of people affected by disasters in the region is expected to rise significantly in 2010.
- The region hosts nearly 4.5 million Internally Displaced Persons. It is home to the world's three largest refugee populations: 4.7 million from the occupied Palestinian territory, 2.8 million from Afghanistan and 1.5 million from Iraq.

Total Staff	Professional	National	General Service	General Temporary Assistance	United Nations Volunteers	Total
Regional Office	9	4	–	9	–	22
Sub-Regional Office for Central Asia	5	3	–	6	–	14
<b>Total</b>	<b>14</b>	<b>7</b>	<b>–</b>	<b>15</b>	<b>–</b>	<b>36</b>

Total Costs	Staff Costs	Non-Staff Costs	Total
Regional Office	2,671,393	830,195	3,501,588
Sub-Regional Office for Central Asia	1,136,238	546,069	1,682,307
<b>Total</b>	<b>3,807,631</b>	<b>1,376,264</b>	<b>5,183,895</b>
<b>Total Requested (US\$)</b>			<b>5,183,895</b>

The Regional Office for the Middle East, North Africa and Central Asia (ROMENACA) covers 28 countries and territories. These range from resource-rich to middle-

income countries with a medium response capacity, to low-income countries that either need, or are at high risk of needing, international humanitarian assistance.

### Sub-Regional Office for Central Asia

The Sub-Regional Office (SRO) for Central Asia in Almaty reinforces the response capacity of local disaster-management mechanisms in a region that consistently experiences small- to medium-scale disasters.

In 2010, OCHA supported the establishment of an inter-governmental centre for disaster response. After nearly two years of negotiations, funding was secured when the governments of Kazakhstan, Kyrgyzstan and Tajikistan adopted a framework regulating the centre's legal status. OCHA will continue collaborating with the centre on issues such as risk assessment, contingency planning and cross-border emergency response.

The SRO in Almaty will work to strengthen local capacity and maximize partnerships with regional entities.

Member States from the Commonwealth of Independent States are increasingly playing a role in international humanitarian response in the region, as are the Shanghai Cooperation Organization, the Organization for Security and Co-operation in Europe and development banks.

Following ethnic violence in Kyrgyzstan, the office facilitated humanitarian coordination in the country and in neighbouring Uzbekistan. It will remain responsible for humanitarian coordination needs in Kyrgyzstan, including facilitating transition planning and phasing down operations in 2011. ■



A young girl in Pakistan's Swat Valley.

© WHO/JAN G. BROUWER

The region is suffering from the severe humanitarian consequences of global trends such as climate change, the financial crisis, food insecurity and rapid urbanization. It has some of the world's most intractable and longest-running conflicts, and is affected by recurrent natural disasters. Countries throughout the region remain highly vulnerable to intensified humanitarian crises that combine elements of social unrest, political instability and chronic under-development. Sudden-onset emergencies frequently emerge against a backdrop of high vulnerability.

ROMENACA provides rapid-response capacity at short notice. The main office in Cairo and the Sub-Regional Office in Almaty (see box) maintain a pool of staff who can deploy within 24 hours of the onset of a new emergency. In 2010, ROMENACA staff members were the first to be deployed to acute crises in Yemen and Kyrgyzstan.

OCHA is strengthening partnerships with an array of regional bodies including the League of Arab States, the Organization of Islamic Conference and, in Central Asia, the Organization for Security and Co-operation in Europe,

which consists of 56 states from Europe, Central Asia and America. The regional United Nations Development Group is an important forum that assists OCHA in promoting contingency planning and preparedness at country level.

OCHA has a comparative advantage in identifying preparedness gaps in the region. It provides response preparedness services to Resident Coordinators and monitors situations of concern in countries prone to natural hazards, such as earthquakes, floods and droughts. Early-warning methods, tools and analysis are made available to humanitarian stakeholders.

In 2011, OCHA will continue to work towards realizing the organization's strategic goals in the region. It will do this through sustained partnership-building, public and private advocacy, the provision of technical support services, and support to governments and United Nations Country Teams. The office will also maintain its capacity to react to and support humanitarian response with a pool of multi-skilled and multilingual staff. ■

# Regional Office for Southern and Eastern Africa

## Key Facts

- Some 4 million people in Southern Africa and 17 million in Eastern Africa are routinely food insecure.
- Cholera is becoming increasingly endemic in both regions.
- In Eastern Africa, there are more than 5 million Internally Displaced Persons and more than 1 million refugees.
- Southern Africa is the global epicentre of the HIV/AIDS pandemic.
- In the last three years, both regions have seen consecutive failed rainy seasons and unprecedented drought.
- Armed conflict continues in eight countries in the region, restricting access to 55 per cent of the Horn of Africa.

Total Staff	Professional	National	General Service	General Temporary Assistance	United Nations Volunteers	Total
Regional Office	12	1	–	8	–	21
Sub-Regional Office for Eastern Africa	2	4	5	–	–	11
<b>Total</b>	<b>14</b>	<b>5</b>	<b>5</b>	<b>8</b>	<b>–</b>	<b>32</b>

Total Costs	Staff Costs	Non-Staff Costs	Total
Regional Office	2,998,907	775,951	3,774,858
Sub-Regional Office for Eastern Africa	950,610	392,781	1,343,391
<b>Total</b>	<b>3,949,517</b>	<b>1,168,732</b>	<b>5,118,249</b>
<b>Total Requested (US\$)</b>			<b>5,118,249</b>

The Regional Office for Southern and Eastern Africa (ROSEA) covers 24 countries in Eastern and Southern Africa, nine of which are experiencing a humanitarian crisis or transitioning to development. Of these countries, only seven have full OCHA country offices: DRC, Eritrea, Ethiopia, Kenya, Somalia, Uganda and Zimbabwe. ROSEA is the first line of emergency preparedness and response support to the remaining 18 countries in both regions. These countries are supported from Johannesburg and a Sub-Regional Office in Nairobi (see box).

Preparedness and flood response, especially in countries sharing the Zambezi River Basin, have been a priority for OCHA given the almost annual recurrence of significant flooding. Mozambique and Madagascar are also particularly

prone to cyclones and massive tropical storms. More work is needed to strengthen regional disaster risk reduction frameworks, and to improve the quality of national and regional preparedness and response plans and capacities. The instability created by armed and social conflict continues to thwart efforts in regional cooperation, and sustained regional- and national-level preparedness.

OCHA adds value throughout the region by bringing together the United Nations and other international partners around agreed priorities. OCHA can leverage this cooperation in support of intergovernmental regional bodies and through the Resident Coordinator/Humanitarian Coordinator system. As an active member of the United Nations Regional Director's Team for East and Southern Africa, OCHA

## Sub-Regional Office for Eastern Africa

The Sub-Regional Office (SRO) for Eastern Africa in Nairobi covers two sub-regions: the Horn of Africa and the Great Lakes. The volatility of the East African region will continue to require a particular focus due to protracted instability in Somalia, the peace process in Sudan, ongoing instability in the Eastern part of DRC, and continued tensions between Ethiopia and Eritrea. Elections planned for 2011 in DRC, Sudan and Uganda may also trigger social unrest and cross-border displacements. The situation in Burundi remains fragile, following tensions experienced during the recent presidential and parliamentary elections.

To support OCHA's presence in these countries, the SRO in Nairobi will facilitate multi-country preparedness

and planning consultations, and act as the secretariat to the Regional Humanitarian Partnership Team, which is a senior-level Inter-Agency Standing Committee forum. Surge capacity will be provided as needed to OCHA country offices in the sub-region and to countries with little or no OCHA presence. This includes Burundi, Djibouti, Rwanda, Tanzania and, by the middle of 2011, Uganda. It will also work to strengthen collaboration with regional bodies, especially those working with emergency preparedness and response such as the Intergovernmental Authority on Development. ■

supports and mobilizes the system to act on humanitarian priorities with greater predictability and accountability.

As the custodian of Inter-Agency Standing Committee emergency response tools and services, OCHA supports inter-agency humanitarian partnerships and action in the region and ensures the buy-in of all key stakeholders. Additionally, its information-management capacities are among the few that can provide multi-sectoral analysis to humanitarian decision makers.

In 2011, OCHA will assist regional actors and governmental bodies to identify gaps in regional disaster risk reduction strategies, particularly response preparedness, and to coordinate international action to address these gaps. OCHA will undertake a comprehensive risk analysis of 11 countries to strengthen planning and data preparedness for multiple threats. It will support sub-regional planning efforts to increase disaster preparedness in communities along the

Zambezi River Basin, and continue promoting the use of the cluster approach in preparedness and response.

With hubs in Johannesburg and Nairobi, OCHA staff members in the region are among the primary providers of preparedness and surge response to countries in crisis. Given the comparative lack of government and partner resources in this region, OCHA is called on to respond to nearly every small- to medium-scale crisis. From 2007 to 2010, ROSEA responded to 28 emergencies in 10 countries in Southern Africa alone.

ROSEA will maintain a senior, full-time presence in Madagascar for half of 2011, as the drought in the South and the fragile political situation threaten to exacerbate acute vulnerabilities. Additionally, by the second quarter of 2011 ROSEA will assume management of the Humanitarian Support Unit in Uganda, as the OCHA Country Office phases down. ■

## Regional Office for West and Central Africa

### Key Facts

- Floods are increasing in frequency and impact in West and Central Africa. They affected 1.5 million people in 2010.
- Over 10 million people are at risk of food insecurity in the Sahel belt.
- An estimated 40 per cent of children suffer from chronic malnutrition in both regions.
- In West and Central Africa, 44 per cent of the population does not have access to a safe water source and 53 per cent live on less than \$1.25 a day.
- The 2010 Consolidated Appeal for West Africa requested \$725 million, of which \$323 million (44 per cent) was received.

Total Staff	Professional	National	General Service	General Temporary Assistance	United Nations Volunteers	Total
Regional Office	13	4	18	–	–	35
<b>Total</b>	<b>13</b>	<b>4</b>	<b>18</b>	<b>–</b>	<b>–</b>	<b>35</b>

Total Costs	Staff Costs	Non-Staff Costs	Total
Regional Office	3,535,215	1,212,359	4,747,574
<b>Total</b>	<b>3,535,215</b>	<b>1,212,359</b>	<b>4,747,574</b>
<b>Total Requested (US\$)</b>			<b>4,747,574</b>

The Regional Office for West and Central Africa (ROWCA) is based in Dakar and covers 24 countries. The region's people remain confronted with many threats to livelihoods and protection, ranging from food insecurity to political volatility, chronic poverty and the longer-term impacts of climate change. These trends affect the coping capacity of states, communities and families.

ROWCA deployed staff on 16 surge-capacity missions in 2010. This included deployments to Niger for the food crisis, and to Benin and Pakistan for floods. In Niger, the situation was so severe that an Emergency Humanitarian Action Plan (EHAP) was launched in April to provide assistance to 7.1 million food-insecure people. An EHAP requesting \$46.8 million was also created for Benin in the last quarter of 2010 to address food insecurity and flooding.

ROWCA has developed and strengthened partnerships with regional organizations including the Economic Community of West African States (ECOWAS) and the Permanent Inter-State Committee for Drought Control in the Sahel. As part of ROWCA efforts to build capacity, it worked with ECOWAS and the Government of Mali on an agreement to establish the first ECOWAS regional humanitarian stockpile in Bamako, Mali.

The office provides capacity-building support to governments across the region. Most recently, it collaborated with the governments of Ghana and Sierra Leone to develop their national contingency plans. Training on rapid needs assessments was provided to the governments of Mauritania and Guinea. The curriculum was based on a regional-risk methodology developed by OCHA's Regional Office for

Latin America and the Caribbean. Benin, Cape Verde, Guinea Bissau and Togo will take part in similar training in 2011.

OCHA's presence in the region is undergoing realignment. The Humanitarian Support Units (HSUs) in Ghana, Togo, Côte d'Ivoire and Guinea have closed due to the improved capacity of the governments of Ghana and Togo, and the implementation of OCHA's phase-out strategy for Côte d'Ivoire and Guinea. A new HSU will be established in Abuja, Nigeria, to support coordination and response to nutrition, food and natural disasters. In 2011, only six

of the 24 countries that ROWCA covers will have an OCHA presence (country office or HSU): CAR, Chad, Niger, Nigeria, Senegal and Sudan.

In 2011, ROWCA will strengthen surge capacity for countries in the Gulf of Guinea and the Delta, and strengthen partnerships with ECOWAS and the Government of Nigeria. It will focus on reinforcing regional and national coordination capacity to better prepare for and respond to the crises that affect highly vulnerable countries in the region. ■

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## OCHA Liaison Offices

### African Union Liaison Office

The OCHA African Union Liaison Office (AULO) was created in 2008. It is part of the United Nations 10-Year Capacity-Building Framework with the African Union (AU), which ensures coherence of the United Nations engagement with the AU. OCHA works with three AU Commission (AUC) directorates: Political Affairs, Peace and Security, and Rural Economy and Agriculture. The primary focus has been with the Peace and Security Directorate.

In 2010, OCHA signed a memorandum of understanding with the AUC, based on jointly identified areas of partnership. These areas include policy development and the protection of civilians; emergency response coordination; advocacy and information management; and resource mobilization. A two-year plan is being developed by both parties to guide implementation.

OCHA supports the AUC with expertise in elaborating guidelines for evolving AU processes, structures and normative protection tools. These include the protection of civilians guidelines for the African Standby Force, and the AU Convention for the Protection and Assistance of Internally Displaced Persons in Africa (the Kampala Convention). Through joint initiatives with the Department of Peacekeeping Operations and the AUC Peace and Security Department, OCHA also facilitates civil-military coordination training in support of AU peacekeeping operations.

### Brussels Liaison Office

The OCHA Brussels Liaison Office was established in 2007 to promote humanitarian policies and strengthen partnerships with regional institutions including the

European Union (EU), NATO, and the Secretariat for the African, Caribbean and Pacific Group of States. It focuses on policy matters such as the protection of civilians, civil-military coordination and disaster preparedness. It also helps OCHA to identify funding opportunities.

In 2011, OCHA will strengthen the working relationship between OCHA and the EU Civil Protection Mechanism to implement agreed frameworks of cooperation. It will regularly brief the United Nations head of agencies Brussels team on relevant humanitarian policy issues. It will also prepare and disseminate a humanitarian information update focused on the analysis of humanitarian trends, and EU- and NATO-related topics.

### Dubai Liaison Office

The OCHA Dubai Liaison Office was established in 2009 when the Regional Office for the Middle East, North Africa and Central Asia relocated from Dubai to Cairo. The office facilitates staff movement and provides logistics support to OCHA country offices and Humanitarian Support Units in the region. It also maintains and expands partnerships with Gulf Cooperation Council (GCC) countries, including Bahrain, Kuwait, Oman, Qatar and Saudi Arabia.









In 2011, OCHA will continue raising the profile of humanitarian work with GCC partners through promoting humanitarian issues. It will provide surge capacity support and organize trainings and workshops. The office will also assist in launching humanitarian appeals and promote GCC countries' engagement in humanitarian action through the Consolidated Appeal Process and the Central Emergency Response Fund. ■

# Country Offices: Africa

- Central African Republic
- Chad
- Democratic Republic of the Congo
- Eritrea
- Ethiopia
- Kenya
- Niger
- Somalia
- Sudan
- Uganda
- Zimbabwe



## LEGEND

- Headquarters 
- Regional Office 
- Sub-Regional Office 
- Country Office 
- Sub-office 
- Antenna office 
- Humanitarian Support Unit 
- Liaison Office 

1. Country Office for Iraq is in Amman, Jordan.  
 2. The Country Office for Somalia is in Nairobi, Kenya.  
 2. The Country Office for Kenya is in Nairobi.

Disclaimer: The designations employed and the presentation of material on this map do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries.

# Central African Republic



## Key Facts

- The Central African Republic (CAR) is rated 159 out of 169 on the Human Development Index.
- The population is 4.5 million. Up to 36 per cent of the population is directly affected by conflict.
- There are 192,000 Internally Displaced Persons in CAR and 162,000 Central African refugees in Cameroon and Chad.
- CAR hosts 31,500 refugees, mainly from DRC and Sudan.
- The 2010 CAP requested \$145 million in 2010, of which \$64 million (44 per cent) was received.

## Planned Staffing

Professionals	7
National Officers	3
Local General Service	16
General Temporary Assistance	–
United Nations Volunteers	–
<b>Total</b>	<b>26</b>

## Total Costs

Staff Costs	1,844,064
Non-Staff Costs	475,437
<b>Total Requested (US\$)</b>	<b>2,319,501</b>

OCHA operates within a complex, volatile and evolving environment in CAR. Despite improved political dialogue between feuding parties, Central Africans still face chronic vulnerability due to sporadic conflicts. In some regions of the country, signs of early recovery include the safe return of Internally Displaced Persons (IDPs) to their villages of origin. In other regions, renewed violence threatens an already dire humanitarian situation.

OCHA has been instrumental in consolidating the humanitarian coordination system to address these recurrent threats. It has advanced and supported nine fully functioning clusters, including updating strategies and implementation plans. When faced with new humanitarian emergencies, OCHA takes the lead in coordinating rapid responses by establishing ad hoc operational task forces. It also leads advocacy efforts with national forces and non-state actors to promote respect for International Humanitarian Law. In 2009, OCHA-led negotiations secured a humanitarian corridor between north CAR and the Chadian border, allowing food assistance for 19,000 refugees.

In 2011, OCHA will work to reinforce coherence between humanitarian action and early recovery, peace consolidation and development initiatives. It will improve the quality of the Consolidated Appeal Process (CAP) by expanding and enhancing consultations with the Government, national and international NGOs, United Nations entities and donors.

The scheduled January 2011 presidential and parliamentary elections should encourage the further return of IDPs and refugees. OCHA will support the development of

an IDP strategy to enable safe and voluntary movements. Villages have been attacked by the Lord's Resistance Army, which originally based itself in south-east CAR but is now in the north-east. In response, the Humanitarian Country Team (HCT) has requested OCHA to lead negotiations with non-state actors on humanitarian access. This will include those yet to join the peace process.

The cluster system will also benefit from improved leadership and stronger ownership in 2011. OCHA will support the Humanitarian Coordinator in leading the humanitarian system through continuous engagement with cluster leads and co-leads. Through its tools and services, OCHA will support the inter-cluster framework and ensure a consistent approach to cross-sector issues.

OCHA will also organize inter-agency assessments in areas affected by violence. Results from assessments will be summarized and analysed by the respective clusters, and will feed into an updated Needs Analysis Framework. In consultation with the HCT and the inter-cluster forums, OCHA will review the prioritization criteria applied to CAP projects and used during the Common Humanitarian Fund and the Central Emergency Response Fund allocation process. ■

# Chad



## Key Facts

- Chad is ranked 163 out of 169 on the Human Development Index.
- The population is 11.5 million. Approximately 1.6 million Chadians are affected by the food-security crisis in the Sahel belt.
- The worst cholera epidemic in a decade has affected over 2,000 people and caused over 200 deaths.
- Chad hosts 314,000 refugees from Sudan and CAR. There are 170,000 Internally Displaced Persons in the country.
- The revised 2010 CAP requested \$544 million, of which \$332 million (61 per cent) was received, with significant inequalities among the sectors.

## Planned Staffing

Professionals	12
National Officers	10
Local General Service	–
General Temporary Assistance	18
United Nations Volunteers	–
<b>Total</b>	<b>40</b>

## Total Costs

Staff Costs	3,085,751
Non-Staff Costs	1,382,477
<b>Total Requested (US\$)</b>	<b>4,468,228</b>

The humanitarian situation in Chad includes several challenges: malnutrition and food insecurity in the west and the centre; the continuing but slow return of Internally Displaced Persons (IDPs) and the prevalence of vulnerable





Children carry kitchen sets to their school in Sirimon village, Sudan.

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households in the east; the continued presence of refugees in the east and south; and the imminent departure of the United Nations Mission in the Central African Republic and Chad (MINURCAT) before the end of 2010. The number of security incidents has substantially decreased, but the nature and gravity of recent incidents continue to be a great concern.

The food crisis in western and central areas affects the Sahel belt, specifically in Kanem, Bahr El Gazal, Guera and Batha regions. In eastern Chad, some IDPs are slowly returning to their places of origin or settling at third locations. However, the majority remain at the IDP sites and are still dependant on humanitarian aid.

OCHA is supporting the development of a return strategy for IDPs, taking into account their specific needs and reviewing the criteria for receiving humanitarian aid. It is critical that sustainable solutions form an integral part of the response plans for IDP assistance, and that the role of early recovery in the strategy is reinforced and supported.

OCHA provides support to the Humanitarian Country Team and the humanitarian community through the appeal-development process and subsequent resource mobilization,

including through the Central Emergency Response Fund. With the departure of MINURCAT, OCHA should strengthen its coordination of humanitarian actors, national security forces and the Bureau de Sécurisation et des Mouvements. Inter-cluster coordination should be reinforced and the cluster approach strengthened with improved links to Government structures.

In 2011, OCHA will continue speaking out on behalf of vulnerable groups according to their level of vulnerability and not their status. A Gender Advisor will be deployed through the Inter-Agency Standing Committee-Norwegian Refugee Council Gender Standby Capacity Project to integrate gender-specific programming into all sectors of humanitarian response. OCHA will also increase training opportunities for local authorities, partners and security forces in early warning and emergency preparedness.

To strengthen common analysis and advocacy for the region and to ensure appropriate sub-regional contingency planning, OCHA will engage in closer collaboration with OCHA country offices in CAR and Sudan. ■

# Democratic Republic of the Congo



## Key Facts

- The Democratic Republic of the Congo is ranked 168 out of 169 on the Human Development Index.
- The population is 67.8 million. The average life expectancy is 45 years.
- Over 1.7 million people were displaced due to attacks and armed confrontations in 2010.
- The 2010 HAP requested \$827 million, of which \$427 million (52 per cent) was received.

## Planned Staffing

Professionals	22
National Officers	28
Local General Service	2
General Temporary Assistance	81
United Nations Volunteers	4
<b>Total</b>	<b>137</b>

## Total Costs

Staff Costs	9,313,223
Non-Staff Costs	4,846,185
<b>Total Requested (US\$)</b>	<b>14,159,408</b>

Several humanitarian crises affect the Democratic Republic of the Congo (DRC). Each crisis has separate causes and dynamics related to different domestic and regional armed conflicts. However, they all share a background of widespread poverty, chronic instability, and continuous abuses against civilians by foreign and Congolese armed groups.

Poverty and weak state capacity to deliver basic services mean even areas without violent conflict face significant humanitarian challenges. High rates of malnutrition, child mortality and maternal mortality are widespread. Ongoing concerns are the recurrence of natural disasters, such as floods and landslides, and the risk of volcanic eruptions and earthquakes.

OCHA continues to be concerned with the protection of civilians and respect for international humanitarian law in conflict-affected areas where ordinary Congolese are victims of attacks, rapes, killings, lootings and property destruction. Hundreds of thousands of people have been forced to flee and are unable to meet their basic needs such as food, shelter, protection, health, education and access to clean water.

Humanitarian access is deteriorating, particularly in North and South Kivu where attacks on aid workers have intensified. A total of 142 attacks have been recorded in those areas since the beginning of 2010. As a result of insecurity, humanitarian relief operations in Haut and Bas Uélé have become increasingly dependent on escorts and patrols from the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO - formerly MONUC).

Humanitarian access is continually frustrated by tax and administrative obstacles, the country's size, its poor

infrastructure, and the isolation of populations in need in areas such as Walikale, Shabunda and Minembwe.

DRC has hosted the world's largest United Nations mission – MONUSCO – over the past 10 years. Its deployment remains crucial in supporting the Government in protecting civilians. The Government has voiced its intention to strengthen its leadership role in the reconstruction and development process in 2011. While this is encouraging, a dangerous vacuum could emerge should the mission be asked to lower its profile.

Through its main office in Kinshasa and 15 sub-offices in five conflict-affected provinces, OCHA has played a pivotal role in all aspects of the coordination, information management, advocacy and financing of the humanitarian response. As custodian of the Humanitarian Action Plan (HAP), OCHA facilitated the development of humanitarian strategies and was instrumental in distributing Central Emergency Response Fund and pooled fund allocations.

OCHA's role has become critical in the relationships between humanitarians and the national and local authorities, civil society, donors and the diplomatic community. In support of the Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator, OCHA has been the link between the United Nations mission and the broader humanitarian community. With UNHCR, OCHA represents the humanitarian community at the MONUSCO Senior Management Group on Protection.

OCHA also coordinates hundreds of local and international humanitarian actors who are active across a wide swath of territory. Over the previous year, it bolstered its coordination capacity through establishing a Humanitarian Country Team.

Keeping humanitarian priorities on the agenda in 2011 will be a challenge for OCHA. While significant humanitarian needs remain, humanitarian action is at risk of being crowded out by other initiatives, such as the Government stabilization plan, the International Security and Stabilization Support Strategy, and other regional United Nations peace-consolidation programmes taking centre stage.

With the 2010 HAP just over half funded, OCHA will continue focusing its efforts on resource mobilization. The office will work to ensure that protection and early recovery are key pillars of the 2011 HAP and that the appeal is linked to partners' longer-term initiatives.

In 2011, OCHA will support inter-cluster coordination so that cross-cutting issues, such as sexual and gender-based violence, HIV/AIDS and early recovery, are included in evaluations, response strategies and programming. It will also introduce coordination mechanisms with local authorities and humanitarian and development partners in relatively politically stable provinces that might still be prone to man-made or natural disasters. Advocacy for improved humanitarian access on behalf of the broader humanitarian community will continue to be a top priority. ■

# Eritrea



## Key Facts

- Eritrea is one of several countries not ranked on the Human Development Index.
- The population is 5.2 million.
- Eritrea is vulnerable to climate variability, recurrent drought and food insecurity.
- The unresolved border dispute with neighbouring Ethiopia has adversely affected Eritrea's overall macro-economic situation, hampering efforts to bolster agriculture.

### Planned Staffing

Professionals	1
National Officers	2
Local General Service	–
General Temporary Assistance	2
United Nations Volunteers	–
<b>Total</b>	<b>5</b>

### Total Costs

Staff Costs	331,759
Non-Staff Costs	147,614
<b>Total Requested (US\$)</b>	<b>479,373</b>

Located within the volatile Horn of Africa region, Eritrea is prone to drought, food insecurity and refugee outflows from neighbouring countries. Government policy on humanitarian action has emphasized self-reliance and cash-for-work programmes rather than free food distribution, and investment in long-term food security including mining and fisheries. Within this context, OCHA ensures that the needs of the most vulnerable people remain on the assistance community's agenda.

Since the discontinuation of the consolidated appeal in 2006, the United Nations Development Assistance Framework (UNDAF) is the strategic framework that encompasses development and humanitarian programmes. The UNDAF aims to support the Government through an integrated multi-sector approach so that Internally Displaced Persons and affected populations can access basic services and secure their livelihoods.

OCHA faces many coordination challenges due to reduced access, a diesel embargo on the United Nations Country Team (UNCT) and lack of approval of NGOs as implementing partners for United Nations agencies. Despite a challenging operating environment, OCHA has systematically supported the Resident Coordinator/Humanitarian Coordinator's (RC/HC's) advocacy agenda to promote strategic coordination and dialogue on priority issues with the Government and partners. OCHA has also functioned as an honest broker in allocating funds from the Central Emergency Response Fund (CERF).

In 2011, OCHA will continue to play a pivotal role in ensuring that humanitarian concerns remain in the UNDAF framework. It will develop a resource mobilization

strategy for Eritrea and support the RC/HC and the UNCT in consolidating CERF proposals.

In support of inter-cluster/sector coordination, tools and services will be provided in the critical areas of food security, health, nutrition, emergency education, livelihoods, mine action, and water, sanitation and hygiene. An inter-agency contingency plan will be developed ensuring emergency stocks and staff capacity are identified in agency regional hubs in case of sudden-onset emergencies. ■

# Ethiopia



## Key Facts

- Ethiopia is ranked 157 out of 169 on the Human Development Index.
- The population is 84.9 million.
- The country remains highly vulnerable to flooding and drought, heightened food insecurity, disease outbreaks and internal displacement.
- A total of 7.8 million people continue to receive cash and/or food vouchers under the Productive Safety Net Programme.
- The 2010 Humanitarian Requirements Document requested \$286 million to meet the needs of 5.2 million beneficiaries.

### Planned Staffing

Professionals	11
National Officers	16
Local General Service	–
General Temporary Assistance	22
United Nations Volunteers	1
<b>Total</b>	<b>50</b>

### Total Costs

Staff Costs	3,080,130
Non-Staff Costs	1,178,670
<b>Total Requested (US\$)</b>	<b>4,258,800</b>

There are numerous constraints to effective humanitarian preparedness and response in Ethiopia. These include poor transportation infrastructure in rural areas, ad hoc procedural measures by the Government and the prioritization of development over humanitarian assistance. There is also insufficient analysis of countrywide emergency non-food requirements to support the strengthening of the national needs assessment framework. The type and severity of constraints vary according to region, but are most acute in the Somali region.

Another important factor in the overall humanitarian environment is frequent cross-border population movements from neighbouring countries into Ethiopia. Migration occurs from Somalia into the Somali region; from Eritrea into the Tigray and Afar regions; from Sudan into Gambella and other Eastern areas; and from Kenya into southern pastoralist areas.

OCHA has provided critical support to the humanitarian community to address this difficult operational setting. It rolled out the access monitoring and reporting framework

to better understand access constraints and their impact. It also supported joint advocacy for a standardized access-clearance process.

OCHA provides support for timely and comprehensive Internally Displaced Persons (IDPs) assessments. It also promotes multi-hazard, multi-sectoral response planning at the regional level, particularly in Gambella and the Somali region. It has also worked to strengthen national capacity for preparedness and response planning.

In 2011, OCHA will further strengthen coordination, particularly at the operational level. It will continue to manage the Humanitarian Response Fund (HRF), an emergency funding mechanism established to address gaps in critical, life-saving response. From 2006 to 2009, the HRF allocated more than \$105 million in assistance.

OCHA will ensure that the annual Humanitarian Requirements Document (HRD) includes the specific needs of IDPs and the total caseload of those in need of protection support. It will ensure there is agreement from the Humanitarian Country Team on operational aspects of needs assessments in advance of the annual planning cycle. OCHA will also facilitate the development of cluster-response plans to complement the strategies identified in the HRD. ■



Children traverse a slum in Nairobi, Kenya.

conflicts – the country hosts the highest number of refugees in Africa. Infectious diseases plague people, their livestock and their crops. Ethnic tensions have resulted in more human rights violations, and droughts and floods are becoming more frequent.

These challenges have attracted a vast group of national and international humanitarian actors. OCHA works to support them and the Government to mobilize and coordinate effective action through the Humanitarian Coordinator.

While Government and national partners have made great strides towards improved disaster preparedness and response, more needs to be done to increase local capacity and consolidate achievements. OCHA facilitates contingency planning for natural disasters and outbreaks of violence. It was instrumental in developing the Government’s coordination structure, and drafting the “National Disaster Management Policy”, the “National Disaster Response Policy” and the “National IDP Policy”. These documents have been presented to Parliament but have yet to be approved.

As the implementation of Kenya’s newly approved constitution moves forward and Government ministries are restructured, there is a fear that disaster management will take a back seat to other Government priorities. In response, OCHA will provide guidance for the integration of preparedness mechanisms into new administrative structures and work to consolidate existing capacity within relevant Government entities.

While the 2010 Emergency Humanitarian Response Plan (EHRP) for Kenya sought assistance for a single year, OCHA will develop a multi-year humanitarian appeal in 2011, drawing on longer-term strategic planning. The ambition is to synchronize funding through OCHA mechanisms such as the Central Emergency Response Fund, EHRP, the Human Security Trust Fund, the Peace Building Fund, and the United Nations Development Assistance Framework.

## Kenya



### Key Facts

- Kenya is ranked 128 out of 169 on the Human Development Index.
- The population is 40.8 million.
- The number of people requiring food assistance declined from 3.8 million in August 2009 to 1.6 million by the 2010 mid-year review.
- The country hosts 380,000 refugees from Ethiopia, Somalia, Sudan and Uganda.
- The revised 2010 Emergency Humanitarian Response Plan for Kenya sought \$585 million, of which \$356 million (61 per cent) has been received.

### Planned Staffing

Professionals	6
National Officers	4
Local General Service	9
General Temporary Assistance	–
United Nations Volunteers	–
<b>Total</b>	<b>19</b>

### Total Costs

Staff Costs	1,761,473
Non-Staff Costs	332,627
<b>Total Requested (US\$)</b>	<b>2,094,100</b>

Although acute emergency needs in Kenya have subsided, the country still faces a mix of humanitarian obstacles: chronic food insecurity and poverty; deepening socio-economic inequality; and spillover from neighbouring

OCHA will start scaling down its presence in 2011 and hand over critical aspects of its work to other United Nations agencies and partner agencies. It will work to strengthen the linkages between humanitarian and development efforts. A transition strategy is being developed that will provide guidance on how to support programming in areas that do not traditionally qualify as strictly humanitarian (such as urban vulnerability), but which have humanitarian consequences. ■

## Niger



### Key Facts

- Niger is ranked 167 out of 169 on the Human Development Index.
- The population is 15.8 million.
- Following a protracted food crisis, Global Acute Malnutrition rates increased from 12.3 per cent in 2009 to 16.7 per cent in 2010.
- Widespread flooding in 2010 affected 226,000 people and triggered a cholera epidemic. Malaria affected over 1.5 million people.
- The Niger Emergency Humanitarian Action Plan and the Consolidated Appeal for West Africa together requested \$381.5 million for Niger, of which \$259 million (68 per cent) has been received.

### Planned Staffing

Professionals	9
National Officers	12
Local General Service	11
General Temporary Assistance	–
United Nations Volunteers	2
<b>Total</b>	<b>34</b>

### Total Costs

Staff Costs	2,392,191
Non-Staff Costs	736,178
<b>Total Requested (US\$)</b>	<b>3,128,369</b>

As with other countries in the Sahel, Niger has faced recurrent food crises over the past three decades. The cumulative effects have exhausted households' coping mechanisms and delayed longer-term recovery and development.

Niger also has a long history of political instability and coups d'état – the most recent was in February 2010. International donors suspended all non-humanitarian aid to the country at the end of 2009 over political infighting.

In 2010, nearly half of Niger's 15.2 million inhabitants faced hunger due to failed harvests. Heavy rains and flooding compounded existing problems. They spread malaria and cholera, killed livestock, submerged precious farmland and destroyed homes. Access to those in need is limited as security conditions deteriorate. These multiple crises are expected to continue affecting millions of people throughout 2011.

Beyond meeting immediate needs, the overarching challenge for the United Nations and development partners

remains finding durable solutions to the country's cyclical food crises and the impact of climate change. Without stable medium- and longer-term assistance aimed at reducing susceptibility to droughts and building resilience, another crisis within the next few years is inevitable.

OCHA supports the Humanitarian Country Team and seven clusters. It does this through its Country Office in Niamey and five sub-offices in Agadez, Diffa, Maradi, Tahoua and Zinder. It has established ad hoc coordination mechanisms for national and regional emergencies. OCHA also provides regular briefings to the Government, partners and donors on the humanitarian situation.

With sub-offices and staff on the ground where many humanitarian partners are not present, OCHA is uniquely placed to monitor evolving situations. OCHA provides a timely and effective response to developing crises and keeps the broader humanitarian community informed through information products and services.

In 2011, OCHA will focus on resource mobilization, particularly among non-traditional and emerging donors. It will collaborate with Government authorities to foster partnerships and improved information exchange. Activities will be undertaken to strengthen planning, preparedness and response capacity, and to build bridges between emergency and transition programmes so that humanitarian priorities are considered in development activities. ■

## Somalia



### Key Facts

- Somalia is one of several countries not ranked in the Human Development Index.
- The population is 9.3 million.
- Twenty-seven per cent of the population needs humanitarian assistance.
- Eighty per cent of people who need assistance remain concentrated in South-Central Somalia, where most of the fighting occurs and humanitarian access is limited.
- There are an estimated 1.4 million Internally Displaced Persons in Somalia. More than 300,000 people were newly displaced in 2010.
- The 2010 CAP requested \$596 million, of which \$365 million (61 per cent) has been received.

### Planned Staffing

Professionals	16
National Officers	20
Local General Service	5
General Temporary Assistance	12
United Nations Volunteers	1
<b>Total</b>	<b>54</b>

### Total Costs

Staff Costs	5,012,427
Non-Staff Costs	2,023,932
<b>Total Requested (US\$)</b>	<b>7,036,359</b>



Porters offload maize from the World Food Programme into a warehouse in Mogadishu, Somalia.

© AP/MOHAMED SHEIKH NOR

OCHA is coordinating humanitarian efforts in Somalia against an ever-changing operational background. In South-Central Somalia, humanitarian access has fallen to unprecedented low levels, as has the number of humanitarian actors able to work there. OCHA will continue to engage with local authorities in order to expand humanitarian access to vulnerable people. During July, almost 900 Internally Displaced Persons (IDPs) in Puntland, North-East Somalia, were arrested and deported south of the Puntland border. This was the largest deportation to date.

Through its main office in Nairobi, OCHA supports the policy initiatives of the Humanitarian Country Team (HCT) and the United Nations Country Team (UNCT), including the development and implementation of the UNCT “Policy on Humanitarian Engagement”. Over the previous year, OCHA successfully raised the profile of IDPs’ needs, while strengthening inter-agency assessments. It has overseen information gathering from the field, notably on the humanitarian consequences of flooding and fighting.

Funding was a particular challenge in 2010: levels dropped by 33 per cent compared with 2009. A \$20 million Common Humanitarian Fund (CHF) for Somalia was recently introduced, replacing the Emergency Humanitarian Response Fund. OCHA anticipates the CHF will improve targeting of assistance to beneficiaries, make better use of funds and increase donor support.

Through the development of the 2010 Consolidated Appeal Process, OCHA ensured that projects were jointly analysed, drawing important delineations between humanitarian response initiatives and the recovery and development activities under the United Nations Transition Programme (managed by the Resident Coordinator’s Office). OCHA has a significant challenge in coordinating a 2011 action plan with authorities and partners that meets the needs of displaced people due to lack of access, particularly in South-Central Somalia, and the hardened stance of the Government in the North-East.

In 2011, OCHA will focus in particular on the challenges in South-Central Somalia. It will strengthen coordination in areas where access is available. It will also work with partners to develop a joint access framework to support inter-agency negotiations with non-state actors to reach a higher percentage of those in need.

OCHA will improve preparedness and response in Somalia by developing local-level humanitarian coordination bodies. It will encourage the identification of field-cluster focal points, and facilitate information exchange between Nairobi and field-based coordination forums. Following a comprehensive humanitarian gap analysis, activities will be undertaken to improve conditions in IDP settlements and facilitate the successful relocation of settlements. ■

# Sudan



## Key Facts

- Sudan is ranked 154 out of 169 on the Human Development Index.
- The population is 43.1 million.
- There are more than 4 million Internally Displaced Persons in the country.
- Close to 9 million people receive humanitarian assistance.
- The 2010 CAP requested \$1.8 billion, of which \$1 billion was received (62 per cent).

## Planned Staffing

Professionals	41
National Officers	45
Local General Service	–
General Temporary Assistance	186
United Nations Volunteers	–
<b>Total</b>	<b>272</b>

## Total Costs

Staff Costs	15,309,819
Non-Staff Costs	4,326,284
<b>Total Requested (US\$)</b>	<b>19,636,103</b>

The humanitarian situation in Sudan varies greatly depending on the region. The overwhelming majority of needs are concentrated in Darfur and southern Sudan, and the situation in both places remains extremely fragile. A combination of conflict and environmental causes has left roughly half the population in southern Sudan and Darfur dependent on food assistance. Transmigration of pastoralist communities and diminishing access to natural resources are likely to cause further conflict. Intimidation and kidnapping of aid workers persists, reducing the overall capacity to assess needs and deliver assistance to vulnerable populations.

The country is also facing profound political challenges that have the potential for large-scale humanitarian implications. 2011 marks the end of the 2005 Comprehensive Peace Agreement. There are two planned, simultaneous referendums: one on the future status of southern Sudan, the other on whether Abyei will retain its special administrative status in the north or become part of Bahr el Ghazal. Highly contentious benchmarks leading up to the referendums are yet to be resolved. These include border demarcation, agreements on wealth-sharing arrangements and citizenship issues.

A number of high-risk scenarios may emerge during the referendum period and its aftermath. Clashes could start along the north-south border and progressively become widespread across southern Sudan, the northern-border states and within Khartoum State. Inter-tribal conflict could erupt and lead to displacement. A deterioration of the North-South relationship and tensions within northern and southern Sudan could lead to an outflow of people to neighbouring countries.



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Displaced people gather under a tree in Darfur, Sudan.

In 2011, the OCHA plan of action will remain adaptive to the humanitarian needs in each geographic area. In southern Sudan, OCHA will accentuate its presence within the states identified as pre- or post-referendum hotspots. Contingency planning support will be provided for both referendum processes, ensuring a coherent response should any of the above-mentioned scenarios take place. In the Three Protocol Areas, OCHA has agreed with the Resident Coordinator's Support Office to take over humanitarian coordination. It will also continue coordinating response activities with Sudan's two peacekeeping missions: the United Nations Mission in the Sudan and the African Union/United Nations Hybrid operation in Darfur.

OCHA's support to the Humanitarian Coordinator and the Humanitarian Country Team will remain critical. It will work to ensure that humanitarian assistance is more predictable and more efficient through the continued roll out of the cluster approach in Darfur and southern Sudan, and the Humanitarian Country Team in Juba. OCHA established a presence in six states throughout 2010: Jonglei, Upper Nile, Unity, Warrap, Western Equatoria and Western Bahr el Ghazal. Intensified assessment and planning processes have revealed the need for a similar coordination and response capacity in the Three Protocol Areas and Khartoum State.

OCHA will facilitate the production of the Sudan Humanitarian Workplan, which will have an estimated requirement of \$1.6 billion for activities undertaken in 2011. The workplan provides strategic direction for humanitarian action and is an important planning and resource mobilization tool. OCHA will also manage the world's largest pooled fund, the Sudan Common Humanitarian Fund, which last year provided more than \$130 million to partners.

OCHA will continue to negotiate humanitarian access and promote humanitarian principles. It will facilitate relations with the Government to reduce risk to humanitarian workers and their operations. OCHA will also work closely with both peacekeeping missions to promote protection of civilians and guide mission interventions. As a member of the Darfur Strategic Planning Team, OCHA ensures the roles and responsibilities of the missions and the United Nations Country Team are adhered to. ■

# Uganda



## Key Facts

- Uganda is ranked 143 out of 169 on the Human Development Index.
- The population is 33.7 million.
- Only 54 per cent of the population can access basic social services, such as health care, safe water and education.
- Protection and human rights remain humanitarian concerns.
- The 2010 CAP requested \$184 million, of which \$82 million (44 per cent) was received.

### Planned Staffing

Professionals	5
National Officers	6
Local General Service	–
General Temporary Assistance	11
United Nations Volunteers	–
<b>Total</b>	<b>22</b>

### Total Costs

Staff Costs	976,234
Non-Staff Costs	462,463
<b>Total Requested (US\$)</b>	<b>1,438,697</b>

OCHA has continued scaling down operations in Uganda. Humanitarian programming has become increasingly integrated in its partners' development efforts. Considerable humanitarian needs remain, particularly in the north, and poor funding of the 2010 Consolidated Appeal Process (CAP) (less than 45 per cent) has hampered the humanitarian community's efforts to meet collective goals.

As the transition from humanitarian crisis to recovery moves forward, the United Nations system is working closely with the Government to meet the basic needs of people in the former conflict-affected areas. More needs to be done to sustain the gains made in the past three years to ensure that the benefits of durable peace are available to all.

There has been progress in addressing displacement in northern areas affected by the Lord's Resistance Army (LRA). According to UNHCR, 92 per cent of the 1.8 million original Internally Displaced Persons have returned home but an estimated 230,000 remain in camps. While population movement out of camps continues, major concerns remain. They include land disputes, rising crime, cattle raids, unexploded ordnance, inter-clan disputes, border conflicts with southern Sudan and lack of basic services in return areas.

The Humanitarian Country Team aims to conclude humanitarian action in the LRA-affected areas by the end of 2010. Therefore, the Government and development actors will be further pressed to absorb relevant OCHA responsibilities and ensure residual humanitarian concerns are taken up in future programming.

The cluster system will be deactivated in 2011. It is currently in place to support humanitarian action in Acholi in the north. In north-east Karamoja – repeatedly exposed

to drought, floods, epidemics and animal diseases – there will be a focus on early warning, preparedness and response. With the recent establishment of Resident Coordinator field offices in Acholi and Karamoja, support to district-led coordination structures in 2011 will be provided under the auspices of United Nations-appointed coordinators.

In 2011, OCHA will maintain a portfolio based on coordinating disaster preparedness and response and information management until after the Ugandan presidential, parliamentary and local government elections. These elections are scheduled for the first quarter of 2011. OCHA will also monitor any humanitarian implications of the referendum in southern Sudan.

Strengthening national capacity in disaster risk reduction and preparedness is currently underway, in collaboration with development partners. From the second quarter of 2011 onwards, the OCHA Country Office will become a Humanitarian Support Unit within the Resident Coordinator's Office.

OCHA does not anticipate a 2011 CAP for Uganda. However, to avoid fragmentation of the humanitarian community, a common humanitarian analysis document will be developed to guide humanitarian action. ■

# Zimbabwe



## Key Facts

- Zimbabwe is ranked 169 out of 169 on the Human Development Index.
- The population is 12.6 million.
- The average life expectancy is 41 years.
- Cholera, measles, malaria and typhoid outbreaks continue to strain the already weak health-care system.
- The HIV/AIDS prevalence rate has dropped to 13.7 per cent but remains one of the highest in the world.
- The CAP 2010 requested \$478 million, of which \$209 million was received (44 per cent).

### Planned Staffing

Professionals	8
National Officers	4
Local General Service	–
General Temporary Assistance	11
United Nations Volunteers	1
<b>Total</b>	<b>24</b>

### Total Costs

Staff Costs	2,236,225
Non-Staff Costs	531,666
<b>Total Requested (US\$)</b>	<b>2,767,891</b>

Despite overall improvements in Zimbabwe's humanitarian situation, the country continues to face considerable obstacles. Throughout 2011, an estimated 6 million people (half the population) will remain vulnerable due to almost a decade of socio-economic decline. An equal number will still lack access to safe water and sanitation. The Government





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A small girl drinks a mixture of millet, milk and sugar in Sabanguari village in Niger's southern Maradi Region.

estimates that about 1.3 million people will require food assistance in the first quarter of 2011 alone. Zimbabwe is ranked lowest on UNDP's Human Development Index.

Against this backdrop, Zimbabwe is transitioning from humanitarian crisis to recovery. While acute vulnerability remains, Government and donor priorities are shifting and there is a growing risk that humanitarian programmes and funding needs will come under pressure. Humanitarian and development actors will need to develop a common coordination framework to facilitate a smooth transition from a focus on life-saving assistance to recovery and rehabilitation.

Humanitarian access and the collaboration between Government and humanitarian partners are likely to be affected by the ongoing process of revising the constitution (a requirement stipulated by the Global Political Agreement signed in 2008 between Zimbabwe's main political parties), and anticipated presidential and parliamentary general elections in 2011.

In 2011, OCHA will continue ensuring a coherent response to evolving humanitarian challenges in Zimbabwe. OCHA provides support to 70 international and 1,200 national NGOs, 11 United Nations agencies, four Government ministries and various diplomatic missions. Given the large number of humanitarian organizations in the country, OCHA has a crucial role in coordinating efforts and bringing partners together around identified priorities.

Inter-cluster coordination managed by OCHA will become even more important in delivering effective response with the new 2011 Consolidated Appeal Process programme-based approach. Clusters will develop programmes that address entire cluster needs instead of agency-specific projects. OCHA will bring strategic focus to the mobilization and allocation of financial resources by ensuring that key priorities are highlighted and addressed through close collaboration between donors and clusters.

From Harare, OCHA will continue covering field coordination needs through frequent field missions with the aim of strengthening Government capacity at a local level. OCHA plans to extend its coordination support to all 10 provinces to equip partner agencies with the tools and capacity to progressively assume coordination responsibilities at the provincial level.

OCHA will closely monitor the political and socio-economic landscape to adjust its strategies to the changing context. Should the situation in Zimbabwe improve to a point that allows for a scale-down of operations, the Country Office will gradually hand over responsibilities to the Resident Coordinator's Office and phase down to a Humanitarian Support Unit, with oversight from the OCHA Regional Office in South Africa. ■

# Country Offices: Asia and the Pacific

Indonesia  
Myanmar  
Philippines  
Sri Lanka



## LEGEND

- Headquarters 
- Regional Office 
- Sub-Regional Office 
- Country Office 
- Sub-office 
- Antenna office 
- Humanitarian Support Unit 
- Liaison Office 

Disclaimer: The designations employed and the presentation of material on this map do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries. Dotted line represents approximately the Line of Control in Jammu & Kashmir agreed upon by India and Pakistan. The final status of Jammu & Kashmir has not yet been agreed upon by the parties.

# Indonesia



## Key Facts

- Indonesia is ranked 108 out of 169 on the Human Development Index.
- The population is 232.5 million.
- Indonesia is ranked first out of 162 countries and special territories for potential population exposed to a tsunami.
- Indonesia ranked second in terms of vulnerability on Maplecroft's Natural Disaster Risk Index 2010.
- On average, 1 million Indonesians are affected by natural disasters every year.
- From 1980 to 2008, there were 293 natural disasters, which caused an estimated \$21.2 billion in economic losses.

## Planned Staffing

International Professionals	2
National Officers	5
Local General Service	–
General Temporary Assistance	4
United Nations Volunteers	1
<b>Total</b>	<b>12</b>

## Total Costs

Staff Costs	904,890
Non-Staff Costs	160,831
<b>Total Requested (US\$)</b>	<b>1,065,721</b>

Indonesia remains one of the world's most disaster-prone countries. Its vast population is spread over more than 17,000 islands. During October 2010, a volcanic eruption in central Java and an earthquake and tsunami off the coast of Sumatra underscored the unique challenges this archipelago nation faces.

Although Indonesia's Disaster Management Law was passed in 2007, a decentralized disaster-management structure is still evolving and gaps remain in response capacities at the sub-national level. As the Disaster Management Agency now has increased capacity for preparedness and response, most emergency responses are effectively handled by the Government at the national and local level. Despite this, the Government has remained without adequate capacity and resources in many medium- and large-scale disasters.

OCHA's role in Indonesia is therefore twofold: predict potential response gaps for the Government to assist affected populations, and transfer knowledge to the Government at local and national levels, particularly promoting disaster preparedness. Due to successful capacity-building, the Government willingly has greater involvement in the humanitarian operations of other affected countries. Indonesian national teams have supported relief efforts in Myanmar (2008), the occupied Palestinian territory (2009) and Haiti and Pakistan (2010).

There are approximately 100 international humanitarian organizations operating in Indonesia. OCHA provides expertise and coordination support between the Government



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Members of the United Nations Disaster Assessment and Coordination team meet with International Search and Rescue counterparts in Padang, Indonesia.

and the international community, including the development of guidelines for the humanitarian community's work. OCHA aims to strengthen the Humanitarian Country Team and the cluster system, guaranteeing proper inter-cluster coordination and ensuring more predictable resources through managing emergency humanitarian funds. The Emergency Response Fund (ERF) has been effective in helping humanitarian organizations to cover immediate gaps. The ERF will continue to be a key part of ensuring predictable resources for local humanitarian actors.

In 2011, OCHA will continue working with the Government and humanitarian actors to identify minimum-preparedness activities necessary to minimize the effects of disasters. OCHA's main focus will be further strengthening capacity in the National Disaster Management Agency. Technical expertise will be shared in strategic planning, underpinned by proper needs assessments and risk analysis, especially at the sub-national level. Continued assistance in local contingency planning will be crucial in tackling coordination challenges at the provincial and district levels.

OCHA will also work more closely with the Association of Southeast Asian Nations (ASEAN) in 2011, focusing on its support to the association's Centre for Humanitarian Assistance on Disaster Management. Indonesia assumes the ASEAN Chairmanship in 2011, which provides added momentum for OCHA to strengthen its partnership with ASEAN. ■

# Myanmar



## Key Facts

- Myanmar is ranked 132 out of 169 on the Human Development Index.
- The population is 50.4 million.
- Life expectancy is 61.2 years, compared with the regional average of 72.2 years.
- Infant mortality remains high, with one in 10 births resulting in the infant's death.
- Malnutrition is widespread among children under age 5.
- More than 25 per cent of the population lacks access to safe drinking water.

## Planned Staffing

International Professionals	6
National Officers	2
Local General Service	–
General Temporary Assistance	12
United Nations Volunteers	–
<b>Total</b>	<b>20</b>

## Total Costs

Staff Costs	1,433,021
Non-Staff Costs	405,042
<b>Total Requested (US\$)</b>	<b>1,838,063</b>

The operational environment in Myanmar is constrained by insecurity, weak infrastructure and restrictive Government policies. Since Cyclone Nargis hit Myanmar's Irrawaddy Delta in 2008, coordination among humanitarian actors has strengthened, resulting in improvements in the humanitarian response. The Delta continues to require humanitarian and development assistance and long-term recovery, especially in agriculture and shelter.

The most vulnerable communities in Myanmar are affected by a complex mix of factors linked to natural disasters and conflict. Populations remain vulnerable to frequent, low-scale shocks that undermine the development process. Outside the Delta, significant humanitarian needs exist, particularly in areas such as Chin State, Northern Rakhine State and the eastern border areas. Humanitarian actors are particularly concerned about factors such as food insecurity, malnutrition, internal and external migration, and limited access to basic services such as health, education and water.

OCHA provides coordination and support to the humanitarian community through the Humanitarian Country Team (HCT), which was created in 2010. The HCT is chaired by the Resident Coordinator/Humanitarian Coordinator (RC/HC), and focuses on strategic decision-making and information sharing. It has helped improve common planning among United Nations agencies, the Red Cross movement and NGOs for the humanitarian response. To enhance this ongoing support, a review is underway to ensure the current coordination structure meets the humanitarian community's needs.

In 2010, OCHA also helped to develop the Joint Humanitarian Initiative, an inter-agency, Government-endorsed strategy to assist vulnerable groups in Northern Rakhine State. A humanitarian strategy for the south-east is in development.

Improving and developing these initiatives will take priority for OCHA during 2011. The HCT will focus more on decision-making for humanitarian organizations and joint response priorities. OCHA will also strengthen its support to the HC and thematic working groups.

Funding will remain a key priority. OCHA will continue managing the Humanitarian Multi-Stakeholder Fund, which focuses on the south-east. As part of this effort, OCHA will convene donor meetings, produce donor briefs, and facilitate the development of Central Emergency Response Fund proposals and inter-agency strategy documents.

Addressing access constraints will also be an area of focus. OCHA will work with United Nations agencies and NGOs to monitor and analyse humanitarian access, and support the HC and HCT with follow-up activities. OCHA will continue working closely with the Myanmar Information Management Unit to ensure the humanitarian community receives timely and relevant information products to support planning and decision-making. ■

# Philippines



## Key Facts

- The Philippines is ranked 97 out of 169 on the Human Development Index.
- The population is 93.6 million.
- Between 1990 and 2009, almost 30 per cent of natural disasters in South-East Asia occurred in the Philippines.
- Due to the ongoing conflict in Mindanao, over 69,300 Internally Displaced Persons live in evacuation centres.

## Planned Staffing

International Professionals	5
National Officers	4
Local General Service	–
General Temporary Assistance	4
United Nations Volunteers	–
<b>Total</b>	<b>13</b>

## Total Costs

Staff Costs	1,431,322
Non-Staff Costs	436,406
<b>Total Requested (US\$)</b>	<b>1,867,728</b>

OCHA has two main areas of focus in the Philippines: natural disasters, and conflict-affected Internally Displaced Persons (IDPs) and returnees. The Philippines is one of the world's most disaster-prone countries. It is predicted that the frequency and impact of natural disasters will increase in the coming years, largely due to climate change. The Philippines is also the setting of a long-standing conflict



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Villagers distribute rice to cyclone-affected families near Kundangon in Myanmar.

between the country's armed forces and the Moro Islamic Liberation Front (MILF) in Mindanao.

The Philippine Disaster Risk Reduction and Management Act of 2010 was signed into law in May 2010. It provides a basis for coordination and cooperation between the Government and the humanitarian community.

OCHA is leading an increased focus on disaster-response preparedness within the humanitarian community, particularly through its inter-cluster coordination role. The cluster approach has been successfully institutionalized in the Philippines' disaster-management system. However, efforts to sustain and strengthen overall coordination mechanisms under the new Government that came into power in June 2010 will require dedicated support in 2011. OCHA has a critical role as the facilitator between the Government and the humanitarian community in areas such as enhancing exchange of humanitarian information, developing inter-agency contingency plans and creating assessment tools.

The humanitarian community in Mindanao is responding primarily to a caseload of IDPs and recent returnees displaced by fighting that began in 2008, as well as frequent cases of clan fighting known as "*rido*". OCHA facilitated the development of the first version of the Mindanao Contingency Plan and is supporting efforts to increase humanitarian access for the delivery of assistance in Mindanao.

OCHA is instrumental in providing coordination support to the Government and the growing humanitarian community. It also works closely with UNDP to coordinate

programmes that have a significant early-recovery component and focus on sustainable returns.

OCHA takes the lead in policy development and in representing the humanitarian community to the Government, the military and MILF. It chairs the Mindanao Humanitarian Team, which is a platform for coordination, joint assessments, analysis and monitoring. In 2010, OCHA also facilitated the development of Mindanao's first Humanitarian Action Plan (HAP), which is essential for joint planning and resource mobilization.

In 2011, OCHA will focus on enhanced cooperation with the new Government on implementing the provisions of the Philippine Disaster Risk Reduction and Management Act of 2010. As part of this effort, OCHA will support strategic planning through an inter-agency contingency-planning process that involves the Government and the Humanitarian Country Team.

OCHA will also increase its focus on building Government counterparts' capacity in coordination, using information management tools such as the 3W directory and maps to encourage effective decision-making and planning.

Assuming the humanitarian and security situations in Mindanao improve during 2011, the focus will increasingly be on early recovery, with a view to transitioning to development. OCHA will monitor progress in achieving the HAP objectives and frequently review the Mindanao Contingency Plan, updating scenarios where necessary. ■

# Sri Lanka



## Key Facts

- Sri Lanka is ranked 91 out of 169 on the Human Development Index.
- The population is 20.4 million.
- Out of the 300,000 people displaced during 2009, 238,000 have been released from camps and/or returned to their areas of origin.
- Approximately 23,000 people are still in camps, while another 72,000 are with host families in transit sites or in social institutions.
- An estimated 1.5 million landmines and unexploded ordnance in return areas are a major constraint to resettlement, livelihoods, food security and recovery.
- The 2010 CHAP requested \$289 million, of which \$144 million (50 per cent) was received.

## Planned Staffing

International Professionals	5
National Officers	4
Local General Service	–
General Temporary Assistance	27
United Nations Volunteers	–
<b>Total</b>	<b>36</b>

## Total Costs

Staff Costs	1,516,409
Non-Staff Costs	448,060
<b>Total Requested (US\$)</b>	<b>1,964,469</b>

The situation in Sri Lanka is changing rapidly, with priorities shifting from humanitarian assistance to recovery and development. OCHA and partners are facilitating a thorough revision of coordination mechanisms to ensure effective response to new realities on the ground. This includes a lessons-learned exercise, which will streamline coordination while guaranteeing a timely response to existing humanitarian concerns.

As OCHA enters into a transition phase in 2011, moving from humanitarian aid and towards recovery and development, its planning will draw on policy guidance and best practices from other countries in transition.

OCHA's main field hub will shift from Vavuniya to Killinochchi to support a coordinated response and ensure coverage of remaining humanitarian issues, such as support for returnees. The Mannar and Jaffna sub-offices will scale back as activities shift to early-recovery planning. Sufficient capacity will be maintained in Colombo to support field activities and the coordination functions of the Resident Coordinator/Humanitarian Coordinator, and to ensure Government liaison and standby capacity for disaster preparedness and response.

OCHA is maximizing impact by supporting cluster leads in identifying gaps and duplications, and ensuring inter-sectoral coordination. It is also spearheading discussions to revise coordination mechanisms according to new realities on the ground.



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Women with children at an IDP camp in Vavuniya, Sri Lanka.

OCHA is working with Government entities to strengthen information systems. This includes introducing a contact-management directory to improve coordination between Government and humanitarian actors. Increasingly, OCHA will seek to establish joint ownership of key information products and collaboration in standardized data collection at national and local levels.

To strengthen response and preparedness systems, OCHA is working with the Ministry of Disaster Management to learn more about areas that are prone to natural disasters, such as heavy rains and floods. To ensure rapid response to sudden emergencies, training is planned for Government staff and partners with the United Nations Disaster Assessment and Coordination team and the International Search and Rescue Advisory Group. Support will be provided through regular programme arrangements and in response to ad hoc requests as disasters strike. Collaboration will be strengthened with the Regional Office for Asia and the Pacific in order to build local capacity.

As OCHA enters a transitional phase, its presence will ensure support for safe, voluntary and dignified returns and sustainable resettlement. The provision of basic services, livelihoods and infrastructure development will begin a process of renewal and growth as mine-action operations continue. OCHA will sustain efforts aimed at strengthening advocacy with the international community, media and the general public to anticipate ongoing challenges that could affect humanitarian action. Links between stakeholders and donors will be improved to support dialogue on operations and advocacy on key issues.







OCHA will continue to guide a resource mobilization strategy and funding appeal. The appeal will incorporate inputs from humanitarian and early recovery partners, and link with the United Nations Development Assistance Framework. ■

# Country Offices: Latin America and the Caribbean

Colombia  
Haiti



## LEGEND

- Headquarters 
- Regional Office 
- Country Office 
- Sub-office 
- Antenna office 
- Humanitarian Support Unit 

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# Colombia



## Key Facts

- Colombia is ranked 79 out of 169 on the Human Development Index.
- The population is 46.3 million.
- Colombia has one of the highest number of landmine or unexploded ordnance accidents in the world – 200 civilians are killed every year.
- According to the Government, there are 3.3 million Internally Displaced Persons in the country.
- In 2009, some 435,320 people were affected by natural disasters. That number more than doubled in 2010.

## Planned Staffing

Professionals	7
National Officers	13
Local General Service	–
General Temporary Assistance	16
United Nations Volunteers	6
<b>Total</b>	<b>42</b>

## Total Costs

Staff Costs	3,566,170
Non-Staff Costs	1,029,037
<b>Total Requested (US\$)</b>	<b>4,595,207</b>

Colombia is locked in a decades-long internal conflict involving armed groups, drug cartels and serious human rights violations. The violence has had a significantly disproportionate impact on ethnic minorities (afro-Colombians and indigenous groups) living in areas difficult to access.

The newly elected Government and the humanitarian community face multiple challenges directly resulting from the protracted crisis. Seven per cent of the population is already internally displaced, and each year an additional 200,000 Colombians are forced to flee, 60 per cent of whom are women and children. Populations are becoming increasingly marginalized, and thousands face food shortages and are cut off from basic services such as health and education. Colombia is also susceptible to a range of natural hazards, including floods, earthquakes and volcanic eruptions.

The protection of civilians remains a critical priority for OCHA. Violent campaigns against civilians are carried out by non-state armed groups, including new armed groups that emerged after the paramilitary demobilization (completed in 2006). Killings, disappearances, incidents of sexual and gender-based violence and forced recruitment are common.

Humanitarian access also remains a concern. Major constraints are related to the escalation of hostilities and military operations, the presence of landmines/unexploded ordnance, the lack of infrastructure, difficult geographical conditions, and direct threats and violence aimed at humanitarian personnel and goods.



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OCHA staff on an assessment mission to observe conditions for displaced people in Bebedo, Colombia.

Present in Colombia since 1999, OCHA provides support to nine regional humanitarian teams, and to the 11 United Nations agencies and over 60 international NGOs that form the Colombia Humanitarian Country Team (HCT). While the implementation of humanitarian reform is well rooted in Colombia, there is still a need to bolster humanitarian action by formulating a common strategy, strengthening the cluster system and advocating more and more predictable funding.

In 2011, OCHA will support the HCT in preparing a common humanitarian framework for action to establish geographic and sectoral priorities, and target those most in need. The framework will lay the foundation for dialogue and interaction with the newly elected Government, donor community and key partners around humanitarian action. Particular attention will be given to the protection of civilians, humanitarian access, humanitarian civil-military coordination and contingency planning for complex emergencies and natural disasters. It will be used as a resource mobilization and advocacy tool.

A significant challenge will be ensuring the adequate visibility of humanitarian issues, as well as the proper articulation of humanitarian action with the Government's development agenda. Therefore, the HCT will strive to consolidate a coordination mechanism to ensure periodic and open dialogue with national authorities at the highest level. This mechanism should also help reflect progress and challenges of the Common Humanitarian Framework.

OCHA will work to strengthen preparedness, and the response capacity of the cluster system and humanitarian teams on the ground. Humanitarian needs vary from province to province – some areas are post-conflict while others are experiencing full-blown violence. Therefore, preparedness and response capacities need to be context specific and adjusted to rapidly changing environments.

To ensure adequate and more predictable funding and resource mobilization, OCHA will continue to facilitate access to the under-funded window of the Central Emergency Response Fund and the locally managed Emergency Response Fund. ■



# Haiti



## Key Facts

- Haiti is ranked 145 out of 169 on the Human Development Index.
- The population is 10.1 million.
- Two million people were affected by the January 2010 earthquake.
- By the end of 2010, approximately 1.3 million displaced people were spread across more than 1,300 settlement sites.
- The 2010 CAP sought \$1.5 billion, of which \$1 billion (72 per cent) was received.

## Planned Staffing

Professionals	31
National Officers	16
Local General Service	–
General Temporary Assistance	19
United Nations Volunteers	5
<b>Total</b>	<b>71</b>

## Total Costs

Staff Costs	6,867,922
Non-Staff Costs	2,276,629
<b>Total Requested (US\$)</b>	<b>9,144,551</b>

Although great strides were made following the January 2010 earthquake, the requirement for strong coordination is expected to continue in 2011. More than 1.3 million people remain displaced, spread across 1,300 settlement sites. The number of humanitarian actors in Haiti has fluctuated greatly since the earthquake, but hundreds remain. Numerous humanitarian organizations continue to operate outside of formal coordination structures. Cluster leadership continues to be uneven.

The Haitian Government remains weakened by the losses it suffered in the earthquake. Although national bodies are increasingly involved in humanitarian coordination, they are not expected to assume consistent responsibilities in the near future. The United Nations Stabilization Mission in Haiti (MINUSTAH) will continue to provide valuable services through its large network of resources.

A substantial reduction in funding for humanitarian action has not yet been offset by a sufficient increase in funding for transition and development activities. This is in an environment where underdevelopment and poor access to health services were already prevalent.

In 2011, OCHA will further strengthen the coordination system through support to the Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator (DSRSG/RC/HC). OCHA will help establish a more formalized Humanitarian Country Team, designed in accordance with a revised terms of reference to ensure more strategic decision-making. The forum will be informed by a prioritized set of issues generated by the Government, clusters and affected communities, and captured through



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An early responder joins a coordination meeting at the United Nations On-Site Operations Coordination Centre in Port-au-Prince, Haiti.

improved communication with OCHA's field presence.

OCHA will continue managing the Consolidated Appeal Process and Emergency Relief Response Fund (ERRF), and will seek to improve the evidence base for prioritizing humanitarian action. It will set clear criteria for project selection and work with partners on better-coordinated needs assessments. While the size of the 2011 ERRF is expected to be much smaller than during the height of the earthquake crisis, OCHA will improve monitoring systems and use the fund to reach out to more national organizations.

OCHA will coordinate international preparedness planning in collaboration with the Government and international and national partners. Contingency planning will continue to be expanded beyond hurricane scenarios. New plans will focus on a multi-hazard approach, including earthquakes and epidemics. The plans will include clearly defined roles and responsibilities for the Government, humanitarian actors and MINUSTAH, while adequately linking humanitarian action to transition and development programmes. OCHA will also provide technical support through the DSRSG/RC/HC to ensure humanitarian issues and principles are reflected in MINUSTAH planning and monitoring.








Consolidated information products will support decision-making and provide a basis for improved analysis. OCHA will ensure its services are prioritized, and that basic standards are provided with an eye towards minimum dependency and maximum transition. ■

# Country Offices: Middle East and Central Asia

Afghanistan  
Iraq  
oPt  
Pakistan  
Yemen



## LEGEND

- Regional Office 
- Sub-Regional Office 
- Country Office 
- Sub-office 
- Antenna office 
- Humanitarian Support Unit 
- Liaison Office 

1. The Country Office for Iraq is in Amman, Jordan.

2. Dotted line represents approximately the Line of Control in Jammu & Kashmir agreed upon by India and Pakistan. The final status of Jammu & Kashmir has not yet been agreed upon by the parties.

Disclaimer: The designations employed and the presentation of material on this map do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries.

# Afghanistan



## Key Facts

- Afghanistan is ranked 155 out of 169 on the Human Development Index.
- The population is 29.1 million.
- A total of 7.4 million people are considered food insecure.
- Nearly 320,000 Afghans are internally displaced. This figure is projected to rise to 440,000 in 2011.
- Effective civil-military coordination is required on humanitarian issues: about 150,000 NATO-led forces support 300,000 Afghan security forces.
- The 2010 CAP requested \$773 million, of which \$504 million (65 per cent) was received.

### Planned Staffing

International Professionals	27
National Officers	25
Local General Service	–
General Temporary Assistance	41
United Nations Volunteers	–
<b>Total</b>	<b>93</b>

### Total Costs

Staff Costs	7,490,821
Non-Staff Costs	2,582,589
<b>Total Requested (US\$)</b>	<b>10,073,410</b>

In Afghanistan's complex and dangerous environment, opinions and priorities are changing. Insecurity and armed conflict, poor roads and natural disasters, such as floods, earthquakes and severe winters, hinder the delivery of humanitarian assistance and weaken the protection of civilians.

Member States that are part of the military coalition are increasing their understanding of humanitarian priorities, and donors' interest in humanitarian donor coordination is increasing. OCHA initiated, facilitates and is the secretariat of a Technical Donor Coordination Mechanism in Afghanistan that meets every month.

OCHA is now answering the urgent call of donors and United Nations agencies to become more robust, and to increase its leadership on advocacy, funding and access negotiations. A significant management and operational review has identified three key priorities:

- Improve OCHA's field cluster coordination.
- Improve the quantity and quality of information management products related to cluster priorities.
- Enhance humanitarian access, and construct pragmatic relations with the International Security Assistance Force and opposition forces.

Afghanistan hosts a diverse range of humanitarian and development actors. Recognizing this diversity, OCHA will concentrate on providing coordinated action through a renewed commitment to cluster application, a common

approach to rapid assessment and response, and a collective approach to CAP resource mobilization. These actions are expected to enable the humanitarian community to reach more people in need when coupled with safe humanitarian access. To ensure such access, advocacy among humanitarian, development and political actors is crucial, as is negotiating humanitarian access with relevant parties.

In 2011, staffing will be a key priority. OCHA aims to be fully staffed with individuals who are skilled in high-insecurity environments and negotiation techniques, and who can proactively handle their responsibilities in such a challenging and volatile setting. Another priority includes having fully functioning OCHA offices throughout the country and proper accommodation for field staff. ■

# Iraq



## Key Facts

- Iraq is one of several countries not ranked in the Human Development Index.
- The population is estimated at 31.4 million.
- The under-five mortality rate is 41 per 1,000 live births.
- The 2010 Iraq Humanitarian Action Plan requested \$187 million, of which \$60 million (32 per cent) has been received.

### Planned Staffing

International Professionals	12
National Officers	4
Local General Service	–
General Temporary Assistance	9
United Nations Volunteers	–
<b>Total</b>	<b>25</b>

### Total Costs

Staff Costs	1,822,750
Non-Staff Costs	587,600
<b>Total Requested (US\$)</b>	<b>2,410,350</b>

The security situation in Iraq in 2010 is characterized by unacceptably high levels of violence and civilian casualties. Despite this, Iraqis continue their business relatively normally and can travel throughout the country.

The United Nations presence in Iraq comprises 16 agencies, programmes and funds working in 18 governorates. The United Nations Assistance Mission for Iraq contains the Office of Development and Humanitarian Support (ODHS), which is mandated to facilitate coordination with the Government and coordinate the delivery of humanitarian assistance.

The main focus of OCHA has been on providing support to the Humanitarian Coordinator (HC) and the Humanitarian Country Team, and improving coordination at the governorate level involving United Nations agencies, international and national NGOs and Government ministries. It has also managed the Expanded Response Fund, which allocated nearly \$12 million in 2010.

When preparing the Mid-Year Review of the Iraq Humanitarian Action Plan, OCHA and the humanitarian community agreed that the situation in Iraq could not be characterized as a humanitarian crisis. This is despite the pockets of humanitarian need. The emphasis is therefore on transitioning to development and the effective delivery of the United Nations Development Assessment Framework 2011-2014. The challenge is to ensure that remaining humanitarian needs are not forgotten, and that coordination mechanisms during the transition remain flexible to allow ad hoc groups to be formed to address any emerging humanitarian issue.

In March 2011, OCHA will close its office in Amman and concentrate its efforts on establishing a Humanitarian Support Unit (HSU) with offices in Baghdad and Erbil. The HSU will work with ODHS to ensure continued coordination. OCHA will also focus on providing information management support through strong collaboration with the Inter-Agency Information and Analysis Unit, which facilitates appropriate data collection methods, sampling, analysis and mapping for the humanitarian community.

In 2011, the HSU will also report on and advocate humanitarian needs and responses in support of the HC, and be ready to mobilize resources should there be a rapid-onset natural disaster or localized incidents of civil unrest leading to humanitarian need. ■

Key features of the Israeli occupation, including sweeping access restrictions and lack of civilian protection, continue to create a forced dependence on international assistance and intervention. Increasing restrictions imposed by Israel since the early 1990s have reduced the movement of people and goods to and from Gaza. This culminated in a blockade that has been ongoing since June 2007.

The humanitarian community's extensive accomplishments, together with recent economic progress, have provided some measure of relief to Palestinians. However, in the absence of significant structural changes to the prevalent environment or an end to the Israeli occupation, entrenched vulnerability remains a reality throughout oPt. At the end of 2010, the situation was characterized by ongoing political stalemate, regular exposure to violence, continuing restrictions on access and movement, and persistent human rights violations.

The situation in the Gaza Strip in particular presents severe impediments to humanitarian operations. Severe import restrictions imposed since June 2007 have either prevented the implementation of planned humanitarian projects or resulted in significant delays. Additionally, the "no contact" policy of some donors, which prohibits contact with the Hamas authorities, is narrowing the operational space of many organizations. In the West Bank, humanitarian organizations face ongoing restrictions regarding access to and from East Jerusalem and other areas isolated by the barrier. They also face restrictions in their ability to construct in Area C (60 per cent of the West Bank) due to the restrictive planning regime applied by Israel.

Throughout 2010, OCHA provided focused and coordinated advocacy in support of timely and effective humanitarian action. It supports multiple coordination mechanisms, including the Humanitarian Country Team, inter-cluster coordination, a donor group and an access team. OCHA also played a leading role in promoting better integration within the United Nations system during the Integrated Strategic Framework process. However, the quality of respective clusters remains uneven in oPt. The inter-cluster coordination forum has yet to fully evolve into the strategic tool envisioned by OCHA and its counterparts.

In 2011, OCHA will continue to support and strengthen existing coordination mechanisms. In particular, it will work with clusters to ensure greater cohesion by improving area-based planning at the field level. Special focus will be placed on inter-cluster analysis and promoting more evidence-based planning. Access and protection coordination mechanisms in particular will continue to require active OCHA engagement. The office will facilitate and coordinate a humanitarian negotiation strategy to advance access concerns, building on the robust access-monitoring system established over the past several years.

OCHA will continue to lead humanitarian advocacy efforts through its public reports, inter-agency initiatives and bilateral interventions. Regarding donor partnerships,

## occupied Palestinian territory

### Key Facts

- The occupied Palestinian territory (oPt) is not ranked on the Human Development Index.
- The population is 4.4 million, which includes 1.7 million refugees.
- An estimated 80 per cent of the population in Gaza receives humanitarian assistance.
- Approximately 500 checkpoints and roadblocks, along with the barrier, hinder the movement of Palestinian civilians and relief workers within the West Bank.
- The 2010 CAP requested \$603 million, of which \$309 million (51 per cent) was received.

### Planned Staffing

International Professionals	12
National Officers	15
Local General Service	–
General Temporary Assistance	34
United Nations Volunteers	7
<b>Total</b>	<b>68</b>

### Total Costs

Staff Costs	5,743,577
Non-Staff Costs	1,396,556
<b>Total Requested (US\$)</b>	<b>7,140,133</b>



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A man surveys flood damage at Azakhel-afgan refugee camp in Pakistan's Nowsehra district.

OCHA will continue to promote the coordination of planning cycles and joint needs assessments. Efforts will be made to reach out to non-traditional donors. OCHA will also strengthen coordination with the Palestinian Authority. ■

## Pakistan



### Key Facts

- Pakistan is ranked 125 out of 169 on the Human Development Index.
- The population is 184.7 million.
- Over 20 million people were affected by floods in 2010, and more than 1.6 million homes were damaged or destroyed.
- Prior to the floods, there were 2.6 million conflict-affected people in the country.
- The Pakistan Floods Relief and Early Recovery Response Plan requested nearly \$2 billion, the largest United Nations appeal on record, of which \$759 million (38 per cent) has been received.

### Planned Staffing

International Professionals	35
National Officers	58
Local General Service	–
General Temporary Assistance	25
United Nations Volunteers	–
<b>Total</b>	<b>118</b>

### Total Costs

Staff Costs	10,102,896
Non-Staff Costs	5,050,684
<b>Total Requested (US\$)</b>	<b>15,153,580</b>

Throughout the 2010 monsoon season, Pakistan experienced unprecedented flooding that caused a humanitarian disaster on a massive scale. Heavy rainfall created a moving body of water equal in dimension to the land mass of the United Kingdom. It affected more than 20 million people across 84 of Pakistan's 121 districts. From the Himalayas to the Arabian Sea, villages were devastated. Damage to the country's infrastructure wiped away years of progress towards meeting development goals in education, health, poverty reduction, and mother and child health.

The massive scale of humanitarian needs posed huge coordination challenges that will persist into 2011 and beyond. The geographical scope of the flooding requires OCHA to continue to ensure decentralized coordination down to the provincial and district levels. Reliable cluster capacity, particularly at the provincial level, is expected to remain inconsistent even as many of the initial gaps have been filled.

OCHA must also coordinate the continuing needs of the pre-floods and conflict-related population of Internally Displaced Persons, many of whom were also affected by the natural disaster. This is all set against a backdrop of a fragile political environment and direct security threats to the international humanitarian community by non-state actors, resulting in movement restrictions and other access challenges.

In 2011, OCHA will focus its efforts on building and supporting inclusive relief and early-recovery coordination structures. With the large-scale ramp up of OCHA field presence following the floods, OCHA will continue to improve inter-cluster coordination and national coordination

capacity by supporting key decision-making at the federal, provincial and district levels. Strategic inter-agency planning and advocacy will ensure evidence-based assistance through strengthened joint needs assessments and monitoring of key performance indicators.

OCHA will work with cluster partners to establish a prioritization process based on agreed criteria. This is particularly important in a situation where needs outstrip resources.

As OCHA works with an array of national organizations at the district level, it will promote a greater understanding of humanitarian principles, particularly regarding civil-military relations. It will reach out to national media to help raise awareness of the humanitarian community's actions. OCHA will also establish a database and monitoring system to help track and analyse access issues. It will provide critical updates on humanitarian trends and develop advocacy messages to inform key stakeholders. ■

Yemen represents a demanding operating environment, with refugees and civil unrest in the south, Internally Displaced Persons (IDPs) in the north-west and flooding in the west. There is negligible humanitarian access to areas not under Government control, and the presence of land mines and unexploded ordnance compound access constraints.

OCHA offers a significant comparative advantage in Yemen by bringing together United Nations agencies, NGOs, the Government and ICRC for comprehensive joint assessments and needs analysis. It supports information sharing and priority setting between agencies and the Government, and its advocacy efforts have fostered greater trust with Government partners. This advocacy has yielded tangible results, such as the Government's request that the United Nations assist in the search for a neutral body to be engaged in landmine removal. OCHA has also supported improved access and a collective approach to settlement plans in the Sa'ada governorate.

As part of its 2011 action plan, OCHA will facilitate dialogue between agencies and the Government regarding IDP registration, and argue for greater access to the returnee areas north of Haradh. An OCHA field office will be established in Haradh to facilitate this work.

In central Yemen, OCHA will seek to deal directly with conflicting parties to ensure safe passage of humanitarian assistance. The area has been previously cut off for several months. In the south, preparedness initiatives will be completed through contingency planning that integrates priority objectives from relevant partners. OCHA will also provide coordination for reducing vulnerability in the flood-affected region of Hodeidah.

The Yemen Humanitarian Response Plan (YHRP) will be updated as necessary to ensure timely, adaptable and effective humanitarian action. Cluster assessments will drive the YHRP preparation and ultimately inform the Common Country Assessment (CCA) and, in turn, the United Nations Development Assistance Framework. As part of the United Nations Country Team, OCHA will be actively engaged in the CCA to prioritize the humanitarian elements of the broader Yemen country requirements. To help expedite returns, OCHA will argue for mine-action proposals within the Early Recovery Cluster in the YHRP.

OCHA's efforts to improve access will include reaching, assessing and assisting the entire affected population, rather than limiting the scope of work to IDPs. Information tools will be reinforced with access monitoring, early warning and affected population profiles, and subsequently disseminated at the national and governorate levels. ■

## Yemen



### Key Facts

- Yemen is ranked 133 out of 169 on the Human Development Index.
- The population is 24.2 million.
- A total of 34 per cent of the population is without access to a safe water source.
- Due to the Sa'ada Sixth War, Yemen has over 304,000 IDPs, 15 per cent of whom are in camps.
- There are over 200,000 refugees in Yemen.
- The 2010 CAP requirement was \$186 million, of which \$117 million (63 per cent) was received.

### Planned Staffing

International Professionals	6
National Officers	1
Local General Service	–
General Temporary Assistance	5
United Nations Volunteers	1
<b>Total</b>	<b>13</b>

### Total Costs

Staff Costs	1,705,272
Non-Staff Costs	334,703
<b>Total Requested (US\$)</b>	<b>2,039,975</b>



# Annexes

**Annex I: Details of Budget for 2011**

**Annex II: Details of Staffing for 2011**

**Annex III: Projects Hosted by OCHA**

**Annex IV: OCHA Trust Funds, Special Accounts and Other Funding Channels**

**Annex V: Acronyms and Abbreviations**

A woman distributes rice to local monks near Kunyangon, Myanmar.

# Annex I: Details of Budget for 2011

## Budget Breakdown for 2011 (US\$)

### Headquarters

	Regular Budget		XB Programme Budget (funded from voluntary contributions)		XB Administrative Budget (funded from programme support charges)		Total Budget (Regular and Extrabudgetary)
	Staff	Non-staff	Staff	Non-staff	Staff	Non-staff	
<b>Executive Management</b>							
Offices of the USG/ERC and ASG/DERC	1,640,600	143,800	1,009,124	246,656	–	–	3,040,180
Office of the Director, New York	–	–	177,867	120,346	–	–	298,213
Funding Coordination Section	–	–	1,125,046	227,048	–	–	1,352,094
External Relations and Partnerships Section	–	–	1,001,189	90,589	–	–	1,091,778
Strategic Planning Unit	–	–	651,287	75,287	–	–	726,574
Office of the Director, Geneva	362,500	37,650	750,885	195,674	220,608	–	1,567,317
IASC/ECHA Secretariat	–	–	1,043,944	160,137	–	–	1,204,081
<b>Subtotal</b>	<b>2,003,100</b>	<b>181,450</b>	<b>5,759,342</b>	<b>1,115,737</b>	<b>220,608</b>	<b>–</b>	<b>9,280,237</b>
<b>Executive Office and Administrative Office</b>							
Executive Office	653,900	531,650	–	–	2,753,516	175,958	4,115,024
Administrative Office	569,200	485,050	–	–	9,442,354	339,340	10,835,944
Field Management System Project	–	–	–	–	325,008	285,122	610,130
Common Costs	–	–	–	2,721,294	79,896	5,777,000	8,578,190
Humanitarian Field Coordination Training Programme	–	–	–	–	–	347,000	347,000
<b>Subtotal</b>	<b>1,223,100</b>	<b>1,016,700</b>	<b>–</b>	<b>2,721,294</b>	<b>12,600,774</b>	<b>6,924,420</b>	<b>24,486,288</b>
<b>Coordination and Response Division</b>							
Office of the Chief	2,948,550	105,300	4,364,761	1,302,438	426,804	–	9,147,853
<b>Subtotal</b>	<b>2,948,550</b>	<b>105,300</b>	<b>4,364,761</b>	<b>1,302,438</b>	<b>426,804</b>	<b>–</b>	<b>9,147,853</b>
<b>Emergency Services Branch</b>							
Office of the Chief	1,646,300	841,250	124,644	44,836	–	–	2,657,030
Civil-Military Coordination Section	–	–	1,757,338	295,236	–	–	2,052,574
Emergency Preparedness Section	–	–	956,265	98,762	–	–	1,055,027
Environmental Emergencies Unit	–	–	447,819	71,373	–	–	519,192
Field Coordination Support Section	–	–	1,270,097	507,398	–	–	1,777,495
Logistics Support Unit	–	–	753,348	42,161	–	–	795,509
Surge Capacity Section	–	–	1,473,990	143,250	–	–	1,617,240
Civil-Military Coordination Training Project	–	–	383,626	243,227	–	–	626,853
Emergency Relief Coordination Centre	–	–	367,259	26,195	–	–	393,454
Emergency Response Roster Fund	–	–	–	1,086,043	–	–	1,086,043
Global Disaster Alert and Coordination System	–	–	–	64,777	–	–	64,777
UNDAC Developing Countries Deployment & Training Project	–	–	215,590	749,452	–	–	965,042
<b>Subtotal</b>	<b>1,646,300</b>	<b>841,250</b>	<b>7,749,976</b>	<b>3,372,710</b>	<b>–</b>	<b>–</b>	<b>13,610,236</b>



## Budget Breakdown for 2011 (US\$)

### Headquarters

	Regular Budget		XB Programme Budget (funded from voluntary contributions)		XB Administrative Budget (funded from programme support charges)		Total Budget (Regular and Extrabudgetary)
	Staff	Non-staff	Staff	Non-staff	Staff	Non-staff	
<b>External Relations and Support Mobilization Branch</b>							
Office of the Chief	1,414,500	77,700	767,157	47,446	–	–	2,306,803
Consolidated Appeals Process Section	–	–	2,375,009	56,427	–	–	2,431,436
Donor Relations Section	–	–	767,388	70,695	1,407,512	32,936	2,278,531
Geographical Coordination and Monitoring Section	–	–	793,965	34,597	–	–	828,562
Brussels Liaison Office	–	–	406,800	112,152	–	–	518,952
Humanitarian Leadership Strengthening Project	–	–	1,461,558	672,735	–	–	2,134,293
Humanitarian Coordination Support Section	–	–	1,874,901	262,593	–	–	2,137,494
Protection Stand-by Capacity Project	–	–	447,819	230,969	–	–	678,788
<b>Subtotal</b>	<b>1,414,500</b>	<b>77,700</b>	<b>8,894,597</b>	<b>1,487,614</b>	<b>1,407,512</b>	<b>32,936</b>	<b>13,314,859</b>
<b>Policy Development and Studies Branch</b>							
Office of the Chief	756,500	92,750	473,746	176,240	–	–	1,499,236
Evaluations and Guidance Section	–	–	1,381,754	666,700	–	–	2,048,454
Intergovernmental Support Section	–	–	492,486	129,638	–	–	622,124
Policy Planning and Analysis Section	–	–	1,464,100	426,768	–	–	1,890,868
Protection and Displacement Section – PDS	–	–	1,380,289	275,720	–	–	1,656,009
Assessment and Classification of Emergencies Project	–	–	1,302,438	197,185	–	–	1,499,623
Gender Advisory Team	–	–	250,752	80,908	–	–	331,660
<b>Subtotal</b>	<b>756,500</b>	<b>92,750</b>	<b>6,745,565</b>	<b>1,953,159</b>	<b>–</b>	<b>–</b>	<b>9,547,974</b>
<b>Communications and Information Services Branch</b>							
Office of the Chief	1,475,450	44,300	403,722	329,960	–	–	2,253,432
Communications Services Section	–	–	2,374,541	878,920	–	–	3,253,461
Information Services Section	–	–	2,171,776	508,240	–	–	2,680,016
Information Technology Section	–	–	1,856,929	2,035,130	934,992	–	4,827,051
Technical Coordination and Partnerships Unit	–	–	524,772	68,591	–	–	593,363
ReliefWeb	–	–	2,572,932	937,850	–	–	3,510,782
IRIN	–	–	–	–	110,304	14,000	124,304
<b>Subtotal</b>	<b>1,475,450</b>	<b>44,300</b>	<b>9,904,672</b>	<b>4,758,691</b>	<b>1,045,296</b>	<b>14,000</b>	<b>17,242,409</b>
<b>Total Headquarters Requirements</b>	<b>11,467,500</b>	<b>2,359,450</b>	<b>43,418,913</b>	<b>16,711,643</b>	<b>15,700,994</b>	<b>6,971,356</b>	<b>96,629,856</b>

## Budget Breakdown for 2011 (US\$)

### Field

Field	Extrabudgetary XB Programme Budget (funded from voluntary contributions)		Extrabudgetary XB Administrative Budget (funded from programme support charges)		Total Extrabudgetary
	Staff	Non-staff	Staff	Non-staff	
<b>Integrated Regional Information Networks</b>					
Bangkok	495,903	156,505	–	–	652,408
Nairobi	3,182,703	944,272	645,996	–	4,772,971
South Africa	651,025	319,102	–	–	970,127
Kabul/Islamabad	108,281	50,963	–	–	159,244
Dakar	469,762	214,063	–	–	683,825
Middle East	880,595	312,892	–	–	1,193,487
<b>Subtotal</b>	<b>5,788,269</b>	<b>1,997,797</b>	<b>645,996</b>	<b>–</b>	<b>8,432,062</b>
<b>Regional Offices</b>					
Regional Office for Asia and the Pacific	3,564,757	1,084,712	181,596	–	4,831,065
Sub-Regional Office for the Pacific	680,698	258,865	–	–	939,563
Regional Office for Latin America and the Caribbean	2,570,532	1,220,400	181,596	–	3,972,528
Regional Office for the Middle East, North Africa and Central Asia	2,489,797	830,195	181,596	–	3,501,588
Sub-Regional Office for Central Asia	1,136,238	546,069	–	–	1,682,307
Regional Office for Southern and Eastern Africa	2,817,311	775,951	181,596	–	3,774,858
Sub-Regional Office for Eastern Africa	950,610	392,781	–	–	1,343,391
Regional Office for West and Central Africa	3,353,619	1,212,359	181,596	–	4,747,574
OCHA Liaison Offices	809,403	267,696	–	–	1,077,099
<b>Subtotal</b>	<b>18,372,965</b>	<b>6,589,028</b>	<b>907,980</b>	<b>–</b>	<b>25,869,973</b>
<b>Africa</b>					
Central African Republic	1,686,168	475,437	157,896	–	2,319,501
Chad	2,904,155	1,382,477	181,596	–	4,468,228
Democratic Republic of the Congo	8,916,923	4,846,185	396,300	–	14,159,408
Eritrea	331,759	147,614	–	–	479,373
Ethiopia	2,898,534	1,119,170	181,596	59,500	4,258,800
Kenya	1,761,473	332,627	–	–	2,094,100
Niger	2,234,295	736,178	157,896	–	3,128,369
Somalia	4,830,831	2,023,932	181,596	–	7,036,359
Sudan	14,731,923	4,326,284	577,896	–	19,636,103
Uganda	930,835	462,463	45,399	–	1,438,697
Zimbabwe	2,054,629	531,666	181,596	–	2,767,891
<b>Subtotal</b>	<b>43,281,525</b>	<b>16,384,033</b>	<b>2,061,771</b>	<b>59,500</b>	<b>61,786,829</b>
<b>Asia and the Pacific</b>					
Indonesia	904,890	160,831	–	–	1,065,721
Myanmar	1,251,425	405,042	181,596	–	1,838,063
Philippines	1,249,726	436,406	181,596	–	1,867,728
Sri Lanka	1,516,409	448,060	–	–	1,964,469
<b>Subtotal</b>	<b>4,922,450</b>	<b>1,450,339</b>	<b>363,192</b>	<b>–</b>	<b>6,735,981</b>
<b>Latin America and the Caribbean</b>					
Colombia	3,384,574	1,029,037	181,596	–	4,595,207
Haiti	6,495,322	2,276,629	372,600	–	9,144,551
<b>Subtotal</b>	<b>9,879,896</b>	<b>3,305,666</b>	<b>554,196</b>	<b>–</b>	<b>13,739,758</b>
<b>Middle East, North Africa and Central Asia</b>					
Afghanistan	7,094,521	2,582,589	396,300	–	10,073,410
Iraq	1,641,154	587,600	181,596	–	2,410,350
occupied Palestinian territory	5,528,873	1,396,556	214,704	–	7,140,133
Pakistan	9,945,000	5,050,684	157,896	–	15,153,580
Yemen	1,523,676	334,703	181,596	–	2,039,975
<b>Subtotal</b>	<b>25,733,224</b>	<b>9,952,132</b>	<b>1,132,092</b>	<b>–</b>	<b>36,817,448</b>
<b>Total Requirements for Field</b>	<b>107,978,329</b>	<b>39,678,995</b>	<b>5,665,227</b>	<b>59,500</b>	<b>153,382,051</b>
<b>Total Extrabudgetary Requirements for Headquarters and Field</b>	<b>151,397,242</b>	<b>56,390,638</b>	<b>21,366,221</b>	<b>7,030,856</b>	<b>236,184,957</b>

# Annex II: Details of Staffing for 2011

## Staffing Requirements for 2011 (US\$)

Headquarters	Regular Budget		Extrabudgetary		General Temporary Assistance	Total Posts (Regular and Extrabudgetary)	Total Extrabudgetary Posts
	Professional	General Service	Professional	General Service			
<b>Executive Management</b>							
Offices of the USG/ERC and ASG/DERC	4	2	3	4	1	14	8
Office of the Director, New York	1	1	1	–	–	3	1
Funding Coordination Section	–	–	5	1	–	6	6
External Relations and Partnerships Section	–	–	4	2	–	6	6
Strategic Planning Unit	1	–	3	1	–	5	4
Office of the Director, Geneva	1	1	4	3	–	9	7
IASC/ECHA Secretariat	–	–	4	3	–	7	7
<b>Subtotal</b>	<b>7</b>	<b>4</b>	<b>24</b>	<b>14</b>	<b>1</b>	<b>50</b>	<b>39</b>
<b>Executive Office and Administrative Office</b>							
Executive Office	1	3	9	9	2	24	20
Administrative Office	3	1	21	48	–	73	69
Field Management System Project	–	–	1	1	–	2	2
Common Costs	–	–	–	–	1	1	1
<b>Subtotal</b>	<b>4</b>	<b>4</b>	<b>31</b>	<b>58</b>	<b>3</b>	<b>100</b>	<b>92</b>
<b>Coordination and Response Division</b>							
Office of the Chief	16	4	23	7	2	52	32
<b>Subtotal</b>	<b>16</b>	<b>4</b>	<b>23</b>	<b>7</b>	<b>2</b>	<b>52</b>	<b>32</b>
<b>Emergency Services Branch</b>							
Office of the Chief	2	1	–	1	–	4	1
Civil-Military Coordination Section	–	–	6	2	1	9	9
Emergency Preparedness Section	4	–	4	2	–	10	6
Environmental Emergencies Unit	–	–	2	–	–	2	2
Field Coordination Support Section	2	1	3	4	1	11	8
Logistics Support Unit	1	–	2	3	–	6	5
Surge Capacity Section	2	–	4	4	–	10	8
Civil-Military Coordination Training Project	–	–	–	–	2	2	2
Emergency Relief Coordination Centre	–	–	1	1	–	2	2
UNDAC Developing Countries Deployment & Training Project	–	–	1	–	1	2	2
<b>Subtotal</b>	<b>11</b>	<b>2</b>	<b>23</b>	<b>17</b>	<b>5</b>	<b>58</b>	<b>45</b>

## Staffing Requirements for 2011 (US\$) Headquarters

	Regular Budget		Extrabudgetary		General Temporary Assistance	Total Posts (Regular and Extrabudgetary)	Total Extrabudgetary Posts
	Professional	General Service	Professional	General Service			
<b>External Relations and Support Mobilization Branch</b>							
Office of the Chief	1	–	2	2	–	5	4
Consolidated Appeals Process Section	–	–	7	6	–	13	13
Donor Relations Section	1	–	9	4	–	14	13
Geographical Coordination and Monitoring Section	2	–	3	1	–	6	4
Brussels Liaison Office	–	–	1	1	–	2	2
Humanitarian Leadership Strengthening Project	–	–	6	3	–	9	9
Humanitarian Coordination Support Section	–	–	7	2	–	9	9
Protection Stand-by Capacity Project	–	–	2	–	–	2	2
<b>Subtotal</b>	<b>4</b>	<b>–</b>	<b>37</b>	<b>19</b>	<b>–</b>	<b>60</b>	<b>56</b>
<b>Policy Development and Studies Branch</b>							
Office of the Chief	4	–	1	1	3	9	5
Evaluations and Guidance Section	–	–	8	2	–	10	10
Intergovernmental Support Section	–	–	2	1	–	3	3
Policy Planning and Analysis Section	–	–	7	1	–	8	8
Protection and Displacement Section – PDS	–	–	6	2	–	8	8
Assessment and Classification of Emergencies Project	–	–	5	1	–	6	6
Gender Advisory Team	–	–	1	–	–	1	1
<b>Subtotal</b>	<b>4</b>	<b>–</b>	<b>30</b>	<b>8</b>	<b>3</b>	<b>45</b>	<b>41</b>
<b>Communications and Information Services Branch</b>							
Office of the Chief	7	3	1	1	1	13	3
Communications Services Section	–	–	11	–	3	14	14
Information Services Section	–	–	8	2	3	13	13
Information Technology Section	–	–	9	10	–	19	19
Technical Coordination and Partnerships Unit	–	–	2	–	–	2	2
ReliefWeb	–	–	11	4	1	16	16
IRIN	–	–	–	–	1	1	1
<b>Subtotal</b>	<b>7</b>	<b>3</b>	<b>42</b>	<b>17</b>	<b>9</b>	<b>78</b>	<b>68</b>
<b>Total Headquarters Requirements</b>	<b>53</b>	<b>17</b>	<b>210</b>	<b>140</b>	<b>23</b>	<b>443</b>	<b>373</b>

## Staffing Requirements for 2011 (US\$) Field

Field	Extrabudgetary			General Temporary Assistance	Total Extrabudgetary Posts Requirements	UNV	Total Extrabudgetary Posts including UNV
	Professional	National	General Service				
<b>Integrated Regional Information Networks</b>							
Bangkok	–	–	–	3	3	–	3
Nairobi	14	7	–	14	35	–	35
South Africa	2	3	–	2	7	–	7
Kabul/Islamabad	–	1	–	1	2	–	2
Dakar	4	–	–	3	7	–	7
Middle East	2	3	–	4	9	–	9
<b>Subtotal</b>	<b>22</b>	<b>14</b>	<b>–</b>	<b>27</b>	<b>63</b>	<b>–</b>	<b>63</b>
<b>Regional Offices</b>							
Regional Office for Asia and the Pacific	12	5	–	10	27	1	28
Sub-Regional Office for the Pacific (SROP)	3	–	–	1	4	–	4
Regional Office for Latin America and the Caribbean	8	7	–	18	33	–	33
Regional Office for the Middle East, North Africa and Central Asia	9	4	–	9	22	–	22
Sub-Regional Office for Central Asia	5	3	–	6	14	–	14
Regional Office for Southern and Eastern Africa	12	1	–	8	21	–	21
Sub-Regional Office for Eastern Africa	2	4	5	–	11	–	11
Regional Office for West and Central Africa	13	4	18	–	35	–	35
OCHA Liaison Offices	3	1	–	4	8	–	8
<b>Subtotal</b>	<b>67</b>	<b>29</b>	<b>23</b>	<b>56</b>	<b>175</b>	<b>1</b>	<b>176</b>
<b>Africa</b>							
Central African Republic	7	3	16	–	26	–	26
Chad	12	10	–	18	40	–	40
Democratic Republic of the Congo	22	28	2	81	133	4	137
Eritrea	1	2	–	2	5	–	5
Ethiopia	11	16	–	22	49	1	50
Kenya	6	4	9	–	19	–	19
Niger	9	12	11	–	32	2	34
Somalia	16	20	5	12	53	1	54
Sudan	41	45	–	186	272	–	272
Uganda	5	6	–	11	22	–	22
Zimbabwe	8	4	–	11	23	1	24
<b>Subtotal</b>	<b>138</b>	<b>150</b>	<b>43</b>	<b>343</b>	<b>674</b>	<b>9</b>	<b>683</b>
<b>Asia and the Pacific</b>							
Indonesia	2	5	–	4	11	1	12
Myanmar	6	2	–	12	20	–	20
Philippines	5	4	–	4	13	–	13
Sri Lanka	5	4	–	27	36	–	36
<b>Subtotal</b>	<b>18</b>	<b>15</b>	<b>–</b>	<b>47</b>	<b>80</b>	<b>1</b>	<b>81</b>
<b>Latin America and the Caribbean</b>							
Colombia	7	13	–	16	36	6	42
Haiti	31	16	–	19	66	5	71
<b>Subtotal</b>	<b>38</b>	<b>29</b>	<b>–</b>	<b>35</b>	<b>102</b>	<b>11</b>	<b>113</b>
<b>Middle East, North Africa and Central Asia</b>							
Afghanistan	27	25	–	41	93	–	93
Iraq	12	4	–	9	25	–	25
occupied Palestinian territory	12	15	–	34	61	7	68
Pakistan	35	58	–	25	118	–	118
Yemen	6	1	–	5	12	1	13
<b>Subtotal</b>	<b>92</b>	<b>103</b>	<b>–</b>	<b>114</b>	<b>309</b>	<b>8</b>	<b>317</b>
<b>Total Requirements for Field</b>	<b>375</b>	<b>340</b>	<b>66</b>	<b>622</b>	<b>1,403</b>	<b>30</b>	<b>1,433</b>
<b>Total Extrabudgetary Requirements for Headquarters and Field</b>	<b>585</b>	<b>340</b>	<b>206</b>	<b>645</b>	<b>1,776</b>	<b>30</b>	<b>1,806</b>

## Annex III: Projects hosted by OCHA

This annex includes two inter-agency projects: the Gender Standby Capacity Project (GenCap) and the Protection Standby Capacity Project (ProCap). Both are hosted by OCHA.

In late 2010, the two projects merged their support units into one unit: the Inter-Agency Standby Capacity Support Unit (GenCap and ProCap). In 2011, this unit will be hosted by OCHA's Humanitarian Coordination and Support Section (HCSS). The GenCap/ProCap Support Unit and the Norwegian Refugee Council (NRC) will provide all support functions for the projects and manage the recruitment, contracts and deployments of GenCap and ProCap advisers.

The GenCap and ProCap Support Unit supports the projects' respective steering committees and ensures day-to-day management. This includes substantive issues related to deployments; liaison with donors and NGO standby partners; organizing gender and protection-related training events and workshops; and overseeing monitoring and evaluation of the two projects.

While the projects' roles and activities are mainstreamed through the HCSS workplan, this annex presents the funding requirements of NRC needed to manage the projects' operational aspects (personnel deployments).

NRC is responsible for recruitment, contracts and salaries of GenCap advisers and ProCap senior protection officers, and provides logistics support for deployments. The projects are co-managed with the GenCap/ProCap Support Unit by two project managers at NRC. Each project maintains a separate project account.

In 2011, the key outputs for the NRC-managed part of both projects will be:

- Effective management of the ProCap core team and the GenCap and ProCap rosters through appropriate recruitment and human resources management. The aim is to retain and develop the skills of experienced roster members and take on enough new members to ensure sufficient availability.
- Establishment of a new gender-based violence (GBV) section of the GenCap roster.
- Transparency of project finances through regular financial and narrative reporting.
- Support to training events, including ProCap standby

partner training events and annual technical workshops for ProCap and GenCap roster members.

The financial summaries below include an administrative fee of 3 per cent (programme support costs) covering OCHA-related costs incurred when handling contracts and transferring funds to partners. The cost for the GenCap and ProCap Support Unit and its activities are mainstreamed within the overall OCHA budget.

### Gender Standby Capacity Project

GenCap was established in January 2007 under the auspices of the Inter-Agency Standing Committee. It was created in response to several emergency-response evaluations that consistently concluded that gender "kept falling through the cracks". GenCap's main focus is to recruit, train and maintain a roster of gender experts who can be deployed to humanitarian situations to support inter-agency country and regional teams in mainstreaming gender equality, GBV response and prevention programming into all aspects of humanitarian response. The project is an important part of a strategic approach to strengthen the integration of gender within humanitarian response, strengthen the Humanitarian Coordinator's (HC's) role and advance humanitarian reform as a whole.

GenCap operates in a rapidly changing environment. New initiatives have been established including the United Nations Entity for Gender Equality and Women's Empowerment and United Nations Action Against Sexual Violence in Conflict. There are other related initiatives that may require surge capacity, such as the implementation of United Nations Security Council resolutions 1325/1820/1888/1889.

GBV and sexual violence in conflict are now being raised as security and gender issues that states and international organizations are obliged to address. Recognizing GenCap's unique position to address the existing gap in GBV programming and coordination in emergency response, GenCap is recruiting GBV experts as a separate category in the GenCap project.

GenCap is overseen and directed by an inter-agency steering committee comprising FAO, OCHA, UNFPA, UNDP, UNHCR, UNICEF, UNIFEM, UNMAS, WFP and WHO. It is managed by the GenCap/ProCap Support Unit and NRC.

### Financial Summary for NRC

Salaries, deployment costs and NRC management of GenCap roster	2,839,672
Travel expenses, allowances, insurance	544,735
Recruitment, training, communication and administrative supplies and equipment	638,673
NRC administrative costs/OCHA transfer overheads	327,881
<b>Total (US\$)</b>	<b>4,350,961</b>

### Key outputs in 2011 will be:

- GenCap advisers are deployed to HCs, Humanitarian Country Teams (HCTs) and United Nations agencies. They provide appropriate gender expertise to the HCT's humanitarian response in at least 15 - 20 new assignments/up to 170 months of deployment.
- Five GenCap GBV advisers are deployed to humanitarian situations to strengthen GBV programming and coordination (up to 30 months of deployment).
- At least six global clusters are engaged in mainstreaming gender in their tools, manuals and trainings (currently envisaged to be Protection, Shelter, CCCM, Education, WASH and Health).
- Ninety per cent of CAP/pooled funding mechanisms are using the IASC Gender Marker. Donors systematically use the Gender Marker when making funding decisions.
- A minimum of 10 assessment reports of gender equality programming and a series of good practices/lessons learned are produced and disseminated widely in the humanitarian community. GenCap has maintained a Web portal on the One Response website as an information resource, and as a way to share products, reports and training tools produced by the project.
- Five HCTs either cost-share GenCap deployments or are in the process of establishing posts to ensure continued gender capacity following GenCap deployments.
- The GenCap Steering Committee to receive appropriate secretariat support for project monitoring and evaluation, reporting and strategy development, and for substantive issues relating to GenCap deployments.
- An external evaluation of the project is commissioned and implemented. The findings will be presented to donor stakeholders by July 2011 and will provide a basis on which to map the project's future.

### Protection Standby Capacity Project

ProCap was originally launched in late 2005 in response to gaps identified in protection skills and knowledge in the field. It was also launched to satisfy the recognized need for experienced staff, particularly at the senior level, to support

the humanitarian protection response. The inter-agency project is overseen by a steering committee comprising UNHCR, OCHA, UNICEF, OHCHR and the NGO consortium International Council of Voluntary Agencies. The steering committee seeks to enhance the United Nations protection response and contribute to global and field-based protection capacity through the predictable and effective deployment of personnel with proven, broad protection expertise. ProCap reinforces the strategic and operational protection response for Internally Displaced Persons and other vulnerable groups in emergencies and protracted complex crises, whether disaster or conflict related. ProCap is a critical part of the inter-agency global capacity-building effort central to the Humanitarian Reform agenda. It works closely with and supports the goals of the Global Protection Cluster.

Since its inception, ProCap's strategy has been regularly reviewed and fine-tuned to ensure that it responds to changing gaps and needs in the field, complements existing institutional capacity, and supports the roles played by the Global Protection Cluster, governments, United Nations agencies, NGO partners and other actors in conflict, post-conflict and natural-disaster contexts. The recommendations of the most recent strategic review in 2009, as well as ongoing consultations between the steering committee and donor stakeholders, have informed the project's direction in 2010. The recommendations and consultations will continue to guide ProCap's role in 2011.

### Key outputs in 2011 will be:

- Senior protection officers (SPOs) from the ProCap Core Team and roster are deployed to RC/HCs and United Nations agencies. They provide appropriate expertise to the agency and HCT protection response in at least 15 - 20 new assignments/up to 120 months of deployment.
- Technical and operational lessons learned from SPO deployments have been integrated into field practice and fed into global processes to build capacity and develop protection tools and guidance. This includes at least one technical workshop with SPOs and 10 mission-specific briefings. ProCap has maintained a Web portal on the One Response website as an information resource, and as a way to share products, reports and training tools produced by the project.
- ProCap participates in annual meetings between United

### Financial Summary for NRC

Salaries, deployment costs and NRC management of SPOs	1,914,361
Travel expenses, allowances, insurance	561,617
Recruitment, training, communication and administrative supplies and equipment	195,000
NRC administrative costs/OCHA transfer overheads	217,644
<b>Total (US\$)</b>	<b>2,888,134</b>

- Nations agencies and standby partners to share analysis of protection personnel deployments to the field.
- The ProCap/GenCap Support Unit remains the repository for ProCap training modules and the facilitation guide. It makes these available to NGO partners organizing and managing ProCap training events and to the Global Protection Cluster. RedR Australia and NRC each manage at least one ProCap training event for roster members and NGO partners in Australia and West Africa (in French) respectively.

- ProCap remains engaged with the Global Protection Cluster Taskforce on Learning. ProCap SPOs support at least one regional protection coordination training.
- The ProCap Steering Committee to receive appropriate secretariat support for project monitoring and evaluation, reporting and strategy development, and for substantive issues relating to GenCap deployments.
- An external evaluation of the project is commissioned and implemented. The findings will be presented to donor stakeholders by July 2011 and will provide a basis on which to map the project's future.

## Annex IV: OCHA Trust Funds, Special Accounts and Other Funding Channels

OCHA finances its activities through two main channels:

- The United Nations Regular Budget, which is approved biennially by the General Assembly. In 2011, it will comprise 5 per cent of the total OCHA initial annual requirements.
- Voluntary contributions administered through trust funds (primarily the Trust Fund for the Strengthening of OCHA and the Trust Fund for Disaster Relief).

### Trust Fund for the Strengthening of OCHA

**Established in 1974 pursuant to General Assembly resolution 3243**

Voluntary contributions to this trust fund enable OCHA to cover staff and non-staff costs at headquarters for activities carried out in the discharge of the mandate entrusted to it by the General Assembly (where these costs are not funded by Regular Budget allocations).

This fund is subject to 3 per cent programme support costs on grants to NGOs and 13 per cent on other activities.

### Trust Fund for Disaster Relief

**Established in 1971 pursuant to General Assembly resolution 2816**

This fund receives earmarked and unearmarked contributions for disaster relief to finance coordination and relief activities, and to provide initial emergency grants to country offices.

The fund also holds OCHA's cash reserve accounts, which enable OCHA to cover coordination needs as an advance in cases where the donor community's response is slow. Following assessment of the programming and funding situation of its country offices, OCHA can allocate resources from the cash reserve accounts on a priority and emergency basis. This allows field operations to be managed with the required flexibility and promotes equity between crises.

These accounts include the Field Coordination Reserve Fund. This special sub-account was established in 1999 to enable donors to provide unearmarked funds for field coordination. It is used as a reserve fund to allow for an OCHA presence in new emergencies, the expansion of presences in changing situations and to support severely under-funded crises.

The fund also contains "specially designated contributions", which do not form part of the requirements for activities detailed in OCHA in 2011. They are earmarked donor contributions for projects implemented by third parties (United Nations agencies and NGOs). They include pre-positioned funds for natural disaster grants, emergency response funds, relief stock items, and the ProCap and GenCap rosters.

The trust fund is subject to a minimum 3 per cent programme support costs on grants to NGOs and other partners and 13 per cent on activities carried out by OCHA.

### Special Account for Programme Support

The funds in this account are derived from the programme support costs levied on activities financed through OCHA trust funds. This levy is 3 per cent on grants to NGOs and 13 per cent on all expenditures incurred by OCHA activities. The resulting income is used to fund administrative and common services provided by the United Nations in support of OCHA extrabudgetary activities.

### Afghanistan Emergency Trust Fund

**Established in June 1988 by the Secretary-General**

The Afghanistan Emergency Trust Fund ceased financing activities in 2009 and is in the process of winding up operations. It channeled funds received from donors for humanitarian activities in Afghanistan. The fund supported the Office of the Deputy Special Representative of the Secretary-General to the United Nations Assistance Mission



in Afghanistan, providing grants to NGOs working to address rehabilitation needs, and supporting humanitarian and economic development activities.

### **Tsunami Trust Fund**

**Established following the tsunami of 26 December 2004**

This fund financed activities undertaken while coordinating humanitarian action in relation to the December 2004 earthquake and tsunami. It included the provision of relief to victims and longer-term infrastructure development. This fund ceased financing activities in 2009 and is in the process of winding up its operations.

Programme support was levied at 3 per cent for grants to United Nations agencies, international organizations and NGOs, with 13 per cent for coordination activities carried out by OCHA.

### **Central Emergency Response Fund**

**Established in 1991 pursuant to General Assembly resolution 46/182 as a Revolving Fund. Expanded in December 2005 to a Response Fund following a consensus decision.**

The Central Emergency Revolving Fund (CERF) operated for 14 years as a revolving cash-flow mechanism, ensuring the provision of adequate resources to United Nations humanitarian agencies in the initial phase of emergencies requiring a system-wide response. The loan facility of \$50 million primarily allows agencies to access funds quickly while awaiting receipt of contributions from pledges.

In December 2005, the fund was upgraded (and renamed the Central Emergency Response Fund) to include a grant element that releases funds to United Nations agencies and the International Organization for Migration for early action and response. This includes reducing loss of life, enhancing response to time-critical requirements and strengthening core elements of humanitarian response in under-funded crises. CERF is funded through voluntary contributions from Member States, the private sector and individuals. Its target is \$500 million, of which \$450 million is for grants. Approximately \$420 million is expected to be pledged to CERF in 2011.

## Annex V: Acronyms and Abbreviations

AO	Administrative Office	FCS	Funding Coordination Section	ODHS	Office of Development and Humanitarian Support
ASEAN	Association of Southeast Asian Nations	FCSS	Field Coordination Support Section	oPt	occupied Palestinian territory
ASP	Associates Surge Pool	FIRST	Field Response Surge Training Course	PDSB	Policy Development and Studies Branch
AU	African Union	GA	General Assembly	PHT	Pacific Humanitarian Team
AUC	African Union Commission	GBV	Gender-based violence	ProCap	Protection Standby Capacity Project
AULO	African Union Liaison Office	GCC	Gulf Cooperation Council	RC/HC	Resident Coordinator/ Humanitarian Coordinator
CA	Consolidated Appeal	GenCap	Gender Standby Capacity Project	REDLAC	Regional Risk and Emergency Disaster Task Force
CAP	Consolidated Appeal Process	HAP	Humanitarian Action Plan	RO	Regional Office
CAR	Central African Republic	HCSS	Humanitarian Coordination Support Section	ROAP	Regional Office for Asia and the Pacific
CCA	Common Country Assessment	HCT	Humanitarian Country Team	ROLAC	Regional Office for Latin America and the Caribbean
CERF	Central Emergency Response Fund	HDI	Human Development Index	ROMENACA	Regional Office for the Middle East, North Africa and Central Asia
CHAP	Common Humanitarian Action Plan	HRD	Humanitarian Requirements Document	ROSEA	Regional Office for Southern and Eastern Africa
CHF	Common Humanitarian Fund	HRF	Humanitarian Response Fund	ROWCA	Regional Office for West and Central Africa
CO	Country Office	HQ	Headquarter(s)	RRF	Rapid Response Fund
CRD	Coordination and Response Division	HSU	Humanitarian Support Unit	SBPP	Stand-By Partnerships Programme
CSS	Communications Services Section	IASC	Inter-Agency Standing Committee	SMT	Senior Management Team
DERC	Deputy Emergency Relief Coordinator	IDP	Internally Displaced Person	SPO	Senior Protection Officer
DHC	Deputy Humanitarian Coordinator	INSARAG	International Search and Rescue Advisory Group	SPU	Strategic Planning Unit
DPKO	Department of Peacekeeping Operations	IRIN	Integrated Regional Information Networks	SRO	Sub-Regional Office
DRC	Democratic Republic of the Congo	ISF	Integrated Strategic Framework	UNAMID	African Union/United Nations Hybrid operation in Darfur
DRR	Disaster Risk Reduction	ISS	Information Services Section	UNCT	United Nations Country Team
DRS	Donor Relations Section	ITS	Information Technologies Section	UNDAC	United Nations Disaster Assessment and Coordination
DSRSG	Deputy Special Representative of the Secretary-General	LRA	Lord's Resistance Army	UNDAF	United Nations Development Assistance Framework
ECOSOC	Economic and Social Council	MILF	Moro Islamic Liberation Front	UNDP	United Nations Development Programme
ECOWAS	Economic Community of West African States	MINURCAT	United Nations Mission in the Central African Republic and Chad	UNHCR	United Nations High Commissioner for Refugees
EHAP	Emergency Humanitarian Action Plan	MINUSTAH	United Nations Stabilization Mission in Haiti	UNMIS	United Nations Mission in the Sudan
EHRP	Emergency Humanitarian Response Plan	MONUC	United Nations Mission for the Democratic Republic of the Congo	USAR	Urban Search and Rescue
EO	Executive Office	MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo	USG	Under-Secretary-General
EPS	Emergency Preparedness Section	MTTs	Management Task Teams	WHD	World Humanitarian Day
ERC	Emergency Relief Coordinator	NGO	non-governmental organization	WSS	Web Services Section
ERF	Emergency Response Fund	NDRA	National Disaster-Response Advisor	YHRP	Yemen Humanitarian Response Plan
ERRF	Emergency Relief Response Fund	NRC	Norwegian Refugee Council		
ERPS	External Relations and Partnerships Section				
ERR	Emergency Response Roster				
ESB	Emergency Services Branch				
EU	European Union				

# OCHA *in* 2011

OFFICE FOR THE COORDINATION OF HUMANITARIAN AFFAIRS



United Nations

