

ANNUAL REPORT

OCHA

2008  
OFFICE FOR THE COORDINATION OF HUMANITARIAN AFFAIRS



United Nations

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## **In Memoriam**

OCHA Annual Report 2008 is dedicated to  
the memory of our dear colleagues

**Damien Gugliermi**  
**Pankaj Sharma**

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# OCHA

ANNUAL REPORT 2008



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## OCHA 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 for the rights of people in need
- promote preparedness and prevention
- facilitate sustainable solutions.

# Contents

Foreword .....	9
Executive Summary .....	10
<b>Part I: Organizational Structure</b> .....	12
Strategic Framework 2007-2009 .....	12
Organizational Diagram .....	14
Organizational Structure – Annotated .....	15
<b>Part II: Financial Analysis</b> .....	21
OCHA Mandated Activities .....	22
Summary .....	22
Financial Plan and Budget .....	23
Contributions and Expenditure .....	25
Good Donorship .....	27
<b>Part III: Performance</b> .....	33
<b>A. Strategic Objectives</b> .....	35
<b>Goal 1: A better coordinated, more equitably supported international humanitarian response system</b> .....	36
Objective 1.1 – A predictable and needs-based humanitarian financing system .....	36
Objective 1.2 – Improved coordination structures at the global, regional, and national levels .....	39
Objective 1.3 – Strengthened OCHA emergency response capacity .....	41
Objective 1.4 – Greater incorporation of disaster risk reduction approaches and strengthened preparedness in humanitarian response .....	43
Objective 1.5 – A strategy contributing to the seamless transition and early recovery .....	47
<b>Goal 2: Recognized OCHA leading role in humanitarian policy, advocacy and information management</b> .....	48
Objective 2.1 – Action-oriented analysis of humanitarian trends and emerging policy issues .....	48
Objective 2.2 – More strategic advocacy of humanitarian principles and issues .....	50
Objective 2.3 – A common approach to needs assessments and impact evaluation .....	52
Objective 2.4 – Protection advanced at the global, regional, and national levels .....	54
Objective 2.5 – Strengthened information management based on common standards and best practices .....	57
<b>Goal 3: An effectively managed and responsive organization</b> .....	59
<b>B. Performance of the Field</b> .....	61
<b>Regional Offices</b> .....	65
Regional Office for Asia and the Pacific .....	68
Regional Office for Latin America and the Caribbean .....	69
Regional Office for the Middle East, North Africa and Central Asia .....	71
Regional Office for Central and East Africa .....	73
Regional Office for Southern Africa .....	74
Regional Office for West Africa .....	76
African Union Liaison Office .....	77

<b>Field Offices</b> .....	79
<b>Field Offices: Africa</b> .....	81
Burundi .....	82
Central African Republic .....	83
Chad .....	83
Côte d’Ivoire .....	84
Democratic Republic of the Congo .....	85
Eritrea .....	87
Ethiopia .....	88
Guinea .....	89
Kenya .....	90
Niger .....	91
Somalia .....	92
Sudan .....	93
Uganda .....	94
Zimbabwe .....	95
<b>Field Offices: Middle East</b> .....	97
Iraq .....	98
occupied Palestinian territory .....	99
<b>Field Offices: Asia</b> .....	103
Indonesia .....	104
Myanmar .....	105
Nepal .....	106
Sri Lanka .....	107
Timor-Leste .....	108
<b>Field Offices: Latin America and the Caribbean</b> .....	111
Colombia .....	112
Haiti .....	113
<b>Field Offices: Europe</b> .....	117
Georgia .....	118
<b>Annexes</b> .....	119
<b>Annex I: Performance Indicators</b> .....	121
<b>Annex II: Specially Designated Contributions</b> .....	157
<b>Annex III: OCHA Regular Budget, Trust Funds and Special Account for Programme Support</b> .....	159
<b>Annex IV: In-Kind and Other Contributions</b> .....	163
<b>Annex V: Definitions and Acronyms</b> .....	165

## Foreword

The past year saw significant new humanitarian challenges against a backdrop of dramatic global events. As the food crisis, the effects of climate change, and the global financial crisis placed new strains on the international humanitarian system, OCHA was called upon to use its various tools to support response to some 55 emergencies, including natural disasters, armed conflict and epidemics. The exceptional damage caused by Cyclone Nargis, the repeated hurricanes in Haiti and Cuba, the cholera outbreak in Zimbabwe, and drought and counter-insurgency operations in Ethiopia were among the major crises calling for coordinated response.

With these challenges came new opportunities, and insights into how OCHA and humanitarian work need to be shaped in the future. The global food crisis and our engagement on climate change showed how acute vulnerability can be generated outside traditional crisis triggers. The crisis in Myanmar demonstrated the critical importance of engagement with regional bodies. As in the past, these new challenges prompt us as an organization, and the humanitarian community as a whole, to adapt and to remain flexible.

The year was also one of significant improvements within the international humanitarian system. Humanitarian reform is now the standard way we work, though there is room for continued strengthening. The cluster approach has been implemented in nearly every country with a Humanitarian Coordinator, and was rolled out in five new sudden onset emergencies that arose in 2008. Humanitarian coordination leadership was strengthened through increased accountability and clarity of roles. Partnerships between the UN and non-UN parts of the humanitarian system were reinforced further. And pooled funding at global and national level made an ever more significant contribution to humanitarian relief and coordination.

Following a major overhaul undertaken at the start of 2008, flash appeals are now being published and revised much faster. Consolidated appeals became more inclusive strategies as well as more comprehensive barometers of humanitarian requirements – for the first time, the majority of projects included in the CAPs are those of NGOs. Humanitarian partners requested over \$7 billion through consolidated and flash appeals in 2008, representing an almost 40 percent increase in funding

requirements over 2007. Furthermore, OCHA's concerted resource mobilization efforts at field and headquarters levels resulted in a 22 percent increase in resources for the CERF, CHFs, and ERFs over those obtained in the previous year. With eight new countries covered by the CERF in 2008, the total number of countries benefiting from the fund since inception reached one-third of the globe. Despite the increases in OCHA's reach around the world, our field and regional presence cost less than two percent of the coordinated \$7 billion in common humanitarian plans and appeals in 2008.

There was much emphasis within OCHA on making improvements on the management front. As a major initiative to address OCHA's perennial human resources challenges, a new roster system was launched, aimed at establishing a pool of qualified and competent candidates available for deployment to the field. Significant steps were taken to improve budgeting and planning procedures. At mid-year, OCHA adopted a zero growth policy with a view to better utilizing current resources, once it became clear that, despite increased demand for existing activities, additional requirements would not be feasible in 2008.

Other major challenges in 2008 include growing humanitarian access problems in complex emergencies, increasingly unsafe operating environments in some places, and rising bureaucratic obstacles in others. On the policy side, OCHA's role in response preparedness needs further clarification, and work on clearer guidance for transition out of the emergency relief phase needs to be intensified.

If I have dwelt on the challenges, that should not hide the fact that 2008 was in many ways a positive and successful year for OCHA and the humanitarian system as a whole. We are becoming steadily better, and better organized, at responding to crises, and the world is a better place for that. Of course none of this would be possible without the continuing generous support of our donors, both for the financial resources provided, and their engagement as key stakeholders in improving the humanitarian system. They have OCHA's warmest thanks for that.

**John Holmes**  
May 2009



## Executive Summary

### A better coordinated, more equitably supported international humanitarian response system

The impact of global trends and the broad range of intersecting hazards highlighted the need for increased emergency preparedness and response. As the number of humanitarian crises and partners expanded, significant new demands were placed on OCHA emergency response coordination efforts.

2008 was a year of near record resource mobilization for international humanitarian funding, with almost \$12 billion registered. About half of the funding recorded was provided to projects in consolidated and flash appeals, covering approximately 70 percent of the over \$7 billion in appeal requirements. To assist with performance measurement in consolidated appeals, OCHA developed a blueprint for strategic-level monitoring which will be strengthened in the year to come. In 2008, an increasing amount of funding – a total of \$859 million – was channeled through humanitarian pooled funds managed by OCHA. Enhanced guidelines and training, as well as surge support and coaching for Resident Coordinators/Humanitarian Coordinators (RCs/HCs) and Humanitarian Country Teams on the pooled fund mechanisms strengthened the field-based decision-making process. The responsibilities of RCs/HCs with respect to strategic planning and pooled funds management, and their measurements of success, have helped to reinforce the other pillars of humanitarian reform.

Efforts to consolidate the gains of humanitarian reform contributed to more systematized and strengthened humanitarian leadership, including the revision of the Terms of Reference for both RCs/HCs. Of the 27 currently deployed, 18 HCs had signed compacts with the ERC by end 2008; and 21 countries had reached agreement on using the cluster approach. In addition to strengthening partnerships on the ground through inclusive and equitable mechanisms, OCHA reinforced and extended partnership initiatives at the global level through the likes of the Principals Forum of the IASC and the Global Humanitarian Platform.

OCHA emergency response capacity was rendered more systematic and efficient, while surge coordination and management were enhanced. Regional Offices, as one of the first lines of surge response, played a critical role

in providing support to Myanmar and to rapid onset emergencies in Latin America. At the global level, OCHA introduced and implemented its Emergency Response Roster to address sudden critical peaks in workload due to shocks in the humanitarian environment. Improvements were also made in managing equipment, leveraging global and regional partnerships, and improving guidance practices. The rapid and appropriate staffing of emergencies remains a pressing challenge for OCHA. As such, continued corporate focus on this area is expected to improve future performance.

OCHA pursued preparedness and disaster risk reduction work primarily to: strengthen the response capacity of international stakeholders at the global and national level; strengthen the response capacity of national and regional authorities; and develop its own internal capacity to respond. In 2008, with the combination of climate change and socio-economic shocks, such as the peaks in food prices, OCHA was further prompted to rethink how best to focus and internally coordinate its efforts. To this end, OCHA commissioned a strategic review of the disaster preparedness support that it currently provides. Expected to be completed in 2009, the review will feed into the new OCHA Strategic Framework for 2010-2013.

In close collaboration with RCs/HCs and partners, OCHA provided hands-on guidance and support to country offices to manage transition and exit. Clear-cut exit plans with administrative guidance were drawn up for Burundi and Timor-Leste, the two offices that were closed in 2008. In countries already in the transition phase or entering into the transition planning stages, including Côte d'Ivoire, Georgia, Myanmar, Nepal and Uganda, preliminary guidance and support was provided as required. OCHA also articulated its own position on the use of humanitarian resource mobilization tools for recovery programming and helped raise awareness regarding financing for early recovery and transition issues.

### Recognized OCHA leading role in humanitarian policy, advocacy and information management

OCHA conducted, coordinated and supported analyses of humanitarian trends and policy issues. While formulating action-oriented recommendations addressed to member states, United Nations organizations and the broader

humanitarian community, OCHA engaged with member states, through the General Assembly, the Security Council and the Economic and Social Council (ECOSOC). The ERC and the Director of OCHA Geneva continued to lead the IASC on issues such as climate change, rising food and fuel prices, the economic downturn's effects on donors and beneficiaries, humanitarian principles, and the humanitarian reform agenda.

OCHA launched campaigns to address the issues of internal displacement and the humanitarian consequences of climate change. Moreover, enabling humanitarian access through strategic and targeted advocacy remained at the forefront of the agenda. OCHA regional and field offices worked with partners to develop advocacy action plans, which were endorsed by the RCs/HCs, leading to more consistent awareness-raising of the rights and needs of civilians affected by conflict or natural disaster.

OCHA worked alongside humanitarian actors to define common indicators and approaches for needs assessment, monitoring and evaluation. The development of common approaches served to strengthen predictability and accountability in humanitarian operations. Meanwhile, the development of a sound framework for an impact assessment of the cluster approach was well received, which prompted requests for similar frameworks for impact evaluations of pooled funds and other humanitarian reform initiatives.

Working with a broad range of actors, through the IASC and with member states, OCHA supported comprehensive responses, to best ensure human safety, security, dignity, integrity and rights. In 2008, significant progress was made regarding strengthening the predictability and accountability for protection of IDPs in conflict settings. The advances highlighted the need to improve response for disaster contexts and the potential role of the HC/RC regarding legal frameworks, negotiation channels, and inclusive advocacy. Building on the USG/ERC mandate to facilitate efforts to enhance humanitarian access, OCHA developed an Access Monitoring and Reporting Framework. This fostered a clearer articulation of specific access constraints and their manifestations.

To support evidence-based advocacy, decision-making and resource allocation vis-à-vis protection and other humanitarian concerns, OCHA sought to ensure information was made available in a more timely,

relevant and reliable fashion. In 2008, OCHA built on the extensive review of its information products, services, and management practices. At the field level, OCHA worked to become a more predictable and accountable partner. At the global level, OCHA similarly led inter-agency efforts to improve information management through the development of mutually-agreed tools, policies and practices. The Operational Guidance on Responsibilities of Cluster/Sector Leads and OCHA in Information Management outlined for the first time individual information management responsibilities.

### **An effectively managed and responsive organization**

In 2008, improved management processes focused on more rapid recruitment, more cohesive planning, and financial accountability by programme managers. The new Roster Management Programme – which endured certain growing pains – was initiated to establish and maintain a pool of qualified, pre-screened candidates for rapid field deployment. OCHA worked closely with United Nations colleagues towards the approval of significant United Nations-wide human resources management reform initiatives. During the second full year implementing the new planning and reporting system, OCHA focused efforts on establishing joint annual strategic planning across sections. Finally, to strengthen financial accountability and management, OCHA focused 2008 efforts on exercising greater budgeting discipline and enabling more effective budget monitoring. Responding to new emergencies, OCHA opened offices in Myanmar and Georgia, and following a period of transition, was able to close offices in Burundi and Timor Leste.

OCHA carefully managed its 2008 programme, planning in accordance with its mandate and developing a realistic budget to achieve its objectives. Throughout the year, OCHA monitored its income and expenditure. With zero growth at mid-year, and continuous cost management, OCHA ended 2008 with balanced expenditures over income. Programme activities fell short some \$13 million, whereas administrative activities exhibited a surplus of \$11 million.

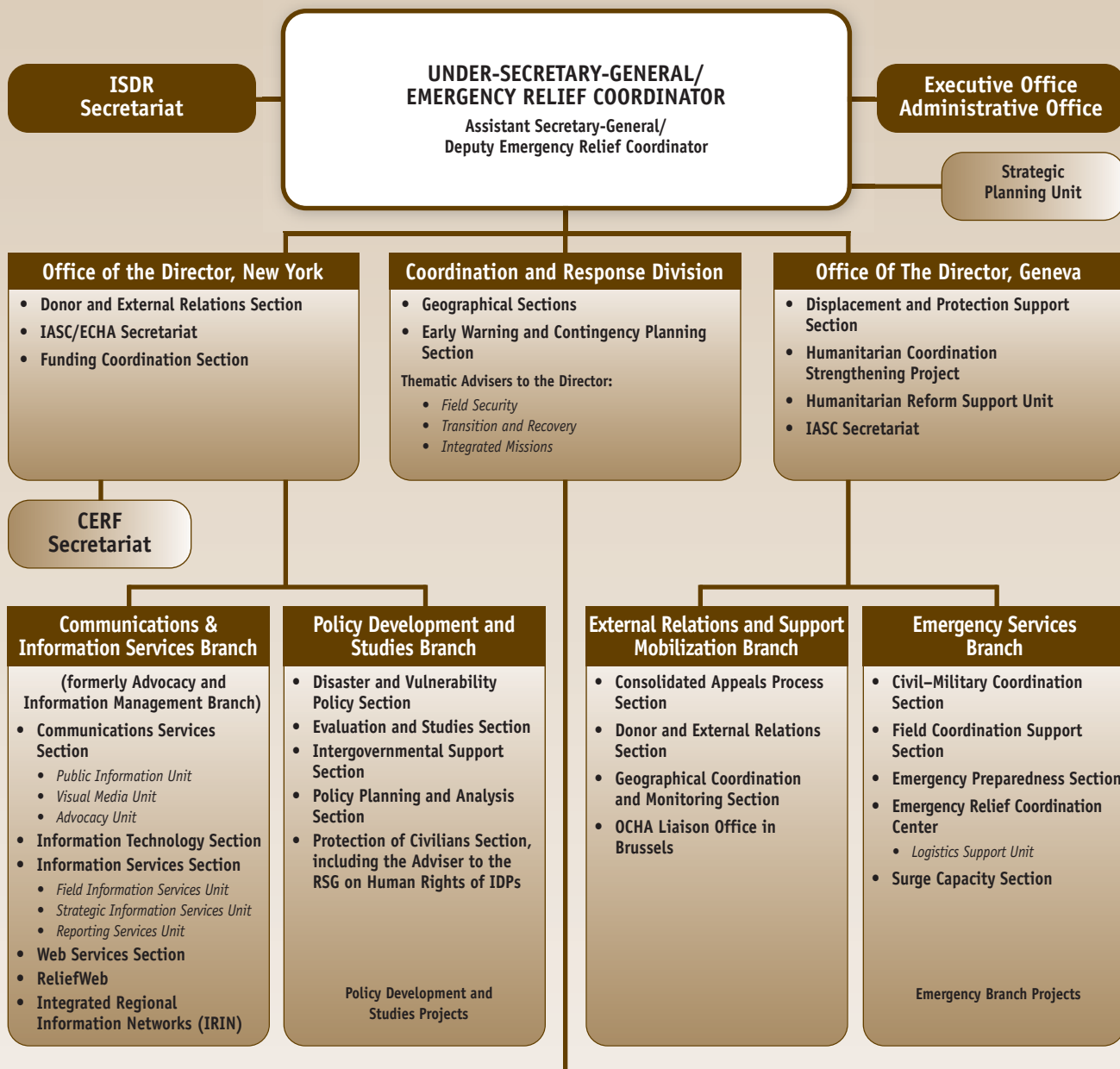
## OCHA Strategic Framework 2007-2009

Goals	Objectives
<p>1. A better coordinated, more equitably supported international humanitarian response system</p>	<p>1.1 A predictable and needs-based humanitarian financing system</p> <p>1.2 Improved coordination structures at the global, regional, and national levels</p> <p>1.3 Strengthened OCHA emergency response capacity</p> <p>1.4 Greater incorporation of disaster risk reduction approaches and strengthened preparedness in humanitarian response</p> <p>1.5 A strategy contributing to seamless transition and early recovery</p>
<p>2. Recognized OCHA leading role in humanitarian policy, advocacy and information management</p>	<p>2.1 Action-oriented analysis of humanitarian trends and emerging policy issues</p> <p>2.2 More strategic advocacy of humanitarian principles and issues</p> <p>2.3 A common approach to needs assessments and impact evaluation</p> <p>2.4 Protection advanced at the global, regional, and national levels</p> <p>2.5 Strengthened information management based on common standards and best practices</p>
<p>3. An effectively managed and responsive organization</p>	<p>3.1 Improved management practices for "one OCHA"</p> <p>3.2 Application of better financial management tools</p> <p>3.3 Accountable and transparent human resources planning and management</p> <p>3.4 Competent management cadre effectively leading teams and accountable for results</p>

# Part I: Organizational Structure

ORGANIZATIONAL DIAGRAM  
ORGANIZATIONAL STRUCTURE — ANNOTATED

# Organizational Diagram



**Regional, Field And Disaster Response Adviser Offices**

**Africa:**  
REGIONAL OFFICE FOR CENTRAL AND EAST AFRICA, REGIONAL OFFICE FOR SOUTHERN AFRICA, REGIONAL OFFICE FOR WEST AFRICA, AFRICAN UNION LIAISON OFFICE Burundi, Central African Republic, Chad, Côte d'Ivoire, Democratic Republic of the Congo, Eritrea, Ethiopia, Guinea, Kenya, Niger, Somalia, Sudan, Uganda, Zimbabwe

**Middle East:**  
REGIONAL OFFICE FOR THE MIDDLE EAST, NORTH AFRICA AND CENTRAL ASIA  
Iraq, occupied Palestinian territory  
Regional Disaster Response Adviser for Central Asia

**Asia and the Pacific:**  
REGIONAL OFFICE FOR ASIA AND THE PACIFIC  
Indonesia, Myanmar, Nepal, Sri Lanka, Timor Leste  
Regional Disaster Response Adviser for the Pacific

**Latin America and the Caribbean:**  
REGIONAL OFFICE FOR LATIN AMERICA AND THE CARIBBEAN  
Colombia, Haiti

**Europe:** Georgia

## Organizational Structure – Annotated

OCHA's executive management consists of the Offices of the Under-Secretary-General/Emergency Relief Coordinator and the Assistant Secretary-General/Deputy Emergency Relief Coordinator, as well as the Offices of the Directors of New York, Geneva and the Coordination and Response Division.

The **Under-Secretary-General/Emergency Relief Coordinator** serves as the principal adviser to the Secretary-General on all humanitarian issues. The Under-Secretary-General/Emergency Relief Coordinator has three primary tasks: humanitarian policy development and coordination in support of the Secretary-General; advocacy of humanitarian issues and provision of guidance and direction to United Nations Resident Coordinators and Humanitarian Coordinators; and coordination of international humanitarian response. The Under-Secretary-General/Emergency Relief Coordinator oversees the Executive Office, the Inter-Agency Standing Committee (IASC) and the Executive Committee for Humanitarian Affairs (ECHA). In the area of disaster risk reduction, he also oversees the International Strategy for Disaster Reduction (ISDR), and provides leadership through his chairmanship to the ISDR Management Oversight Board and the Global Platform for Disaster Reduction. With an emphasis on key policy issues, strategic planning, management and staff security, the **Assistant Secretary-General/Deputy Emergency Relief Coordinator** supports the work of, and is principal adviser to, the Under-Secretary-General/Emergency Relief Coordinator. The Assistant Secretary-General provides direct managerial supervision of OCHA, ensuring effective cooperation between headquarters (New York and Geneva) and field offices. The Assistant Secretary-General oversees the **Strategic Planning Unit**, which was established to manage the development and implementation of OCHA's corporate strategic planning processes and promote the application of results-based management within OCHA.

### Executive and Administrative Offices

The **Executive Office** in New York and the **Administrative Office** in Geneva work closely together and are primarily concerned with: finance and budget; human resources; and staff development and training.

The Executive Office is OCHA's internal authority on policy issues, interpreting United Nations Staff and Financial Regulations and Rules and providing overall guidance on related administrative instructions and procedures. The Executive Office supports senior management in

formulating human resources development initiatives including training and development strategies, succession planning, staff mobility and rotation, and rostering. The Executive Office coordinates departmental programme budgets and presentations to legislative bodies and manages the Trust Fund for the Strengthening of OCHA and its related Special Account for Programme Support (which funds administrative activities in New York).

Under the overall strategic direction of the head of the Executive Office, the Administrative Office manages the Trust Fund for Disaster Relief (the main source of funding for field activities) and its related Special Account for Programme Support (which funds administrative activities in Geneva). It manages the receipt and expenditure of funds, provides management and (financial) donor reporting, guides field staff and desk officers on the availability and use of funds, supports the procurement of goods and services, and undertakes the recruitment and deployment of field staff.

### Office of the Director, New York

The **Director, New York**, oversees the functioning and daily management of the Central Emergency Response Fund (CERF) Secretariat, the Funding Coordination Section (FCS) and the Trust Fund for Human Security. The Director, New York also manages the New York Donor and External Relations Section and the IASC/ECHA Secretariat. The Director, New York has overall management responsibility for the Communication and Information Services Branch (CISB) (formerly AIMB) and the Policy Development and Studies Branch (PDSB).

### Funding Coordination Section

The Section was established in September 2008 to provide support and guidance to OCHA field offices in the establishment and management of field based pooled funds; and to harmonize the establishment and management of these funds. It will ensure complementarity between the field based (Common Humanitarian Funds and Emergency Response Fund) and global (CERF) pooled funds, as well as ensure linkages between global and field discussions on humanitarian financing.



## Communications and Information Services Branch

The **Communications and Information Services Branch**, previously known as the Advocacy and Information Management Branch, was remodeled in Fall 2008 as a result of the recommendations from the 2007-2008 Information Management Review, the Information and Communication Technology Review and the Emergency Relief Coordinator's Five-year perspective.

CISB provides a range of services to the organization to manage its information and to communicate it strategically to influence the policies and practices of key actors, e.g., advocacy. The branch works with OCHA entities at headquarters, as well as with regional and field offices. It maintains alliances with donors and member states; IASC member agencies including cluster leads; NGOs, international media, research, think tanks and academia, humanitarian information source and partnership networks and communities of practice; and geographic/geospatial source and partnership networks.

The new structure for the branch reflects a streamlined approach to communication and information services. Within CISB are the **Communications Services Section** (the former Advocacy and Public Information Section), which is comprised of the Public Information Unit, the Advocacy Unit and the Visual Media Unit; the **Information Technology Section**, the **Information Services Section** (an expanded Field Information Service, which is comprised of the Field Information Services Unit, the Strategic Information Services Unit and the Reporting Unit), the **Web Services Section**, **ReliefWeb** and the **Integrated Regional Information Networks (IRIN)**. These sections offer a wide range of products and services including communications; public information and media services; online platforms and web-based tools in support of advocacy; coordination and policy; information management; and technology and telecommunications support. CISB emphasizes building partnerships and meeting the information needs of the humanitarian community, donors, affected governments and the public. Quality standards and best practices inform CISB service delivery and are promoted by the branch to strengthen the capacity of partners to deliver information in support of effective and principled humanitarian action.

## Policy Development and Studies Branch

The **Policy Development and Studies Branch** supports effective emergency response coordination and advocacy efforts by providing leadership on humanitarian policy,

evaluation and best practice, and ensures the integration of humanitarian principles, protection concerns, lessons learned and agreed policies into operational planning. In cooperation with other OCHA branches, United Nations Secretariat partners and the operational agencies of the United Nations system, as well as with the Red Cross/Red Crescent Movement and humanitarian NGOs, think tanks and the academic community, PDSB identifies emerging humanitarian trends and supports the development of common policy positions among humanitarian agencies. PDSB also works with OCHA field and regional offices in providing policy advice and identifying emerging policy issues at field and regional levels and adapting them into concrete guidance and analytical tools for use by field practitioners.

The **Protection of Civilians Section** promotes the systematic consideration of protection of civilians' issues by the Security Council as well as regional organizations at policy and operational levels, and provides advice to the field on how to respond to specific issues affecting civilians in times of armed conflict. The Adviser to the Representative of the Secretary-General on Human Rights of Internally Displaced Persons supports him in policy development and in his dialogue with governments and his missions.

The **Evaluation and Studies Section** is responsible for planning and implementing evaluations both as learning tools to improve OCHA's response and as accountability tools to measure the performance and effectiveness of humanitarian action (beyond OCHA). The **Policy Planning and Analysis Section** strengthens OCHA's capacity to link humanitarian policies and practices more directly with operational decision-making at the country level. The **Disaster and Vulnerability Policy Section** focuses on the development of guidance and tools to make policy more effective, specifically in relation to disasters associated with natural hazards. The **Intergovernmental Support Section** supports the work of intergovernmental bodies, contributes to greater awareness and application of humanitarian policies and principles by promoting systematic and informed policy dialogue among Member States, including through United Nations organs (the General Assembly, the Economic and Social Council and the Security Council) as well as regional and sub-regional organizations.

PDSB also manages three projects: the Assessment and Classification in Emergencies Project, to support the inter-agency development of a common humanitarian

classification system and definitions; the Guidance Management Project, which oversees the development of normative corporate guidance for greater organizational coherence and professionalism; and the Gender Advisory Team, which supports the mainstreaming of gender equality programming into humanitarian action. An additional limited capacity was added to PDSB in 2009 to better equip OCHA and its partners to deal with the effects of the global food crisis.

## Coordination and Response Division

The **Director of the Coordination and Response Division** (CRD) oversees the day-to-day management of all OCHA field and regional offices and is responsible for coordinating all country-level humanitarian strategies. The Director assumes the lead role within OCHA in advising the Under-Secretary General/Emergency Relief Coordinator on operational decision-making for response.

Through the geographic desks, the CRD provides technical support to Humanitarian Coordinators and Resident Coordinators, OCHA offices and Humanitarian Country Teams. In particular, the Division supports OCHA's in-country efforts to promote effective and inclusive coordination mechanisms in humanitarian contexts, including in highly insecure environments, environments with a multi-dimensional peacekeeping operation or special political mission, and humanitarian crises in transition.

The Division serves as the main conduit of information and support between the field and headquarters, facilitating effective interaction amongst all OCHA branches and its regional and field offices.

In support of the Under-Secretary General/Emergency Relief Coordinator, CRD contributes to the work of IASC and ECHA and to the shaping of inter-agency policies. CRD is also the working level interface with Secretariat departments, in particular the Department of Peacekeeping Operations and the Department of Political Affairs regarding humanitarian operations and promotes coherence amongst United Nations strategies.

## Office of the Director, Geneva

The Director, Geneva, has management responsibility for: the Displacement and Protection Support Section; the Humanitarian Coordination System Strengthening Project; the Humanitarian Reform Support Unit; and, as chair of the IASC Working Group, the IASC Secretariat.

The External Relations and Support Mobilization Branch and the Emergency Services Branch also fall within the overall management responsibilities of the Director, Geneva. The Director, Geneva, serves as the focal point for liaison and networking among OCHA's Europe-based partners.

## Displacement and Protection Support Section

The **Displacement and Protection Support Section** (DPSS) was established in 2007 to build on the success of the former inter-agency Internal Displacement Division. Working with field offices and country teams, as well as with the Global Protection, Camp Coordination and Camp Management and Early Recovery Clusters, DPSS has three key priorities. The first is to support the implementation of the ERC's mandate to monitor and strengthen the inter-agency response to internal displacement. The second is to support the implementation of OCHA's policy instruction on protection at international and field levels and to strengthen OCHA's capacity to incorporate protection into core functions. The third priority is to augment and maintain inter-agency capacity to respond to protection crises particularly situations of internal displacement through the Protection Standby Capacity Project (ProCap) initiative.

## Humanitarian Reform Support Unit and Humanitarian Coordination System Strengthening Project

The **Humanitarian Reform Support Unit** (HRSU) and the **Humanitarian Coordination System Strengthening Project** (HCSP) work closely together to assist OCHA and its partners in implementing humanitarian reform – thereby strengthening field-level coordination, partnership and leadership. HRSU has three main areas of responsibility. The first is to facilitate the development of IASC policies, guidelines and the tools necessary to operationalize the cluster approach. The second is to communicate key messages and ensure appropriate training of primary stakeholders. The third main area is to advise relevant actors on how to use the cluster approach and other reform-related initiatives during contingency planning and in response to emergencies and disasters. HCSP provides effective and coherent support to Resident Coordinators and Humanitarian Coordinators on key humanitarian issues. It also aims to enhance their leadership and coordination skills as well as expand the pool of Humanitarian Coordinators.



### **Inter-Agency Standing Committee/Executive Committee on Humanitarian Affairs Secretariat**

The **Inter-agency Standing Committee** is an inter-agency forum for humanitarian dialogue and decision-making among key humanitarian partners, involving the United Nations, international organizations, the Red Cross and Red Crescent Movement and NGOs. Under the chairmanship of the Emergency Relief Coordinator, the primary role of the IASC is to shape humanitarian policy and ensure coordinated and effective response. The Geneva-based IASC Secretariat facilitates the work of the IASC. The Emergency Relief Coordinator also chairs the **Executive Committee on Humanitarian Affairs**, which brings the humanitarian components of the United Nations system together with the development, human rights, political, peacekeeping and security arms of the United Nations Secretariat and Agencies to address important humanitarian issues and crises. The IASC/ECHA Secretariat in New York facilitates the work of both the IASC and ECHA in New York, and reports to the Director, New York.

### **External Relations and Support Mobilization Branch**

The **External Relations and Support Mobilization Branch** is responsible for strengthening OCHA's partnerships with humanitarian actors. It is the catalyst for mobilizing support for humanitarian action by liaising with partners in support of prioritized and strategic common humanitarian action plans for crises worldwide. It promotes the humanitarian agenda and OCHA-specific activities in headquarters and the field. The Public Information Officer provides the media with timely and relevant information on emergencies and OCHA activities.

The **Consolidated Appeals Process Section** supports field offices and desk officers in appeal development and review. The **Donor and External Relations Section** is primarily responsible for securing support and resources for the effective implementation of OCHA's activities. It is the first point of contact in OCHA for the donor community. The **Geographical Coordination and Monitoring Section** is the substantive focal point in OCHA Geneva for all matters pertaining to humanitarian operations. During sudden onset disasters, GCMS backs up the desk outside New York working hours, thereby enabling round the clock OCHA coverage. The **OCHA Liaison Office in Brussels** focuses on influencing policy and decision-making related to humanitarian affairs, and strengthening partnerships with European-based organizations particularly the European Union, the North Atlantic

Treaty Organization, the Council of Europe, the Organization for Security and Cooperation in Europe, NGOs and the United Nations system in Brussels. The Liaison Office also monitors humanitarian policy debates and promotes the adoption and use of United Nations principles, guidelines and operational standards among partners.

### **Emergency Services Branch**

The **Emergency Services Branch** (ESB) ensures OCHA's quick and effective response to natural disasters and other rapid-onset emergencies, using an integrated package of internationally recognized services and tools.

The **Civil-Military Coordination Section** is the United Nations system's focal point for civil-military coordination and use of foreign military and civil defence assets in humanitarian emergencies. The Section is responsible for the United Nations Humanitarian and Civil-Military Coordination Training Programme, supports military exercises and is the custodian of related United Nations and IASC guidelines and documents.

The **Emergency Preparedness Section** (EPS) implements disaster preparedness work in a coherent and systematic manner within OCHA and works in partnership with the disaster management community. EPS works to promote the implementation of the Hyogo Framework for Action, in particular to strengthen disaster preparedness for effective response at all levels (priority five). Within EPS is the **Environmental Emergencies Unit**, a partnership between OCHA and the United Nations Environment Programme to provide international assistance to countries facing environmental emergencies and natural disasters with significant environmental impact. The **Pandemic Influenza Contingency Project** assists United Nations and Humanitarian Country Teams and national governments to prepare and plan for pandemics using a coordinated, multi-sector approach – improving readiness in the event of a mega-catastrophe. It also has the additional responsibility of helping OCHA in Geneva, field and regional offices to develop robust business continuity plans.

The **Emergency Relief Coordination Centre** (ERCC) is designed to support the organization's coordination role in disasters and humanitarian emergencies. ERCC acts as the Secretariat for the Global Disaster Alert and Coordination System, which provides alerts and impact estimations after major sudden-onset disasters and serves as a platform for operational information

exchange and coordination to disaster responders worldwide. The **Logistics Support Unit** is the focal point within OCHA for non-military logistics issues. It manages a stock of basic relief items and the global mapping of relief stockpiles. Additionally, it contributes to inter-agency discussions on logistical aspects of emergency relief.

The **Field Coordination and Support Section's** role is to strengthen the coordination capacity of OCHA and affected governments during the emergency phase following a disaster, while more generally contributing to OCHA's mandate to boost response preparedness in developing countries.

The **Surge Capacity Section** plays a central coordination and advisory role on surge within OCHA. It is responsible for the timely deployment of humanitarian professionals from the Stand-by Partnerships Programme and OCHA's Emergency Response Roster during the initial phase of emergencies and disasters in support of Resident Coordinators and Humanitarian Coordinators, Humanitarian Country Teams and field offices.

### **Regional, Field and Regional Disaster Response Adviser Offices**

In 2008, OCHA had 24 field offices of which fourteen were in Africa. Offices in Georgia and Myanmar opened in 2008. Offices in Timor Leste and Burundi closed. Through its coordination activities on the ground and interaction with governments and other partners, OCHA field offices advocated for the preservation of humanitarian space and humanitarian access and promoted international

humanitarian law. When there was a lack of political engagement or an absence of media attention, OCHA field offices advocated for forgotten or under-funded emergencies.

OCHA also has six regional offices: Central and East Africa; Southern Africa; West Africa; Asia and the Pacific; Latin America and the Caribbean; and, the Middle East, North Africa and Central Asia. In addition, the OCHA African Union Liaison Office was established in September 2008 to support regional cooperation and facilitate interaction with the African Union. The regional offices extend the implementation of OCHA's mandate by providing support to Resident Coordinators and governments not serviced directly by an OCHA field office. In particular, OCHA regional offices provide support with inter-agency contingency planning processes and, through regional coordination platforms promote regional and sub-regional contingency plans, incorporating the principles of humanitarian reform. Regional offices allow OCHA to respond flexibly to needs at regional and country levels by rapidly deploying appropriate capacity for emergency response. They provide surge capacity and expertise to backstop OCHA's ongoing emergency operations. Each regional office has a Regional Disaster Response Adviser (RDRA) who provides the technical expertise on contingency planning and preparedness and advice on monitoring and responding to natural disasters. Two RDRA's are located independently in the Pacific and in Central Asia, providing sub-regional support; however, both report to their respective regional offices.



# Part II: Financial Analysis

## OCHA Mandated Activities

In Annual Report 2008, OCHA continues its efforts to further improve the transparency and clarity of its financial reporting and analysis. The financial analysis within Part II of this report is based on OCHA requirements in relation to activities managed by OCHA (as detailed in *OCHA in 2008*). This section excludes the *activities of partners* for which OCHA manages the associated funds, referred to as Specially Designated Contributions (see Annex II).

### Summary

In 2008, OCHA funding requirements for the implementation of headquarters and field activities covered an ambitious agenda for humanitarian coordination. Despite increased demand for existing activities, consultations with donors made it clear from the onset that additional funding was unlikely.

Exercising prudence and discipline in financial planning and budgeting, OCHA at mid-year adopted a zero growth policy on existing activities. Sudden onset and rapidly changing emergencies during 2008 nonetheless resulted in a number of new requirements met by donor contributions. However, due to the increasingly difficult financial outlook, OCHA carried forward fewer funds for programme activities in 2009 than in the previous year.

### Programme Activities

OCHA 2008 opening balance for mandated activities was \$176.1 million, including mandatory reserves of \$30.1 million. The total also included unspent transfers of the Programme Support Account of \$30.7 million, rendering available \$145.5 million for programme-related activities (see Table 1).

Donor contributions in 2008 totaled \$147.0 million, amounting to \$292.5 million available for spending.

Direct programme costs of OCHA activities were \$160.6 million in 2008, with \$19.2 million levied on expenditure and transferred to the Programme Support Account, bringing the total expenditure to \$179.8 million. This resulted in net available funds of \$112.7 million.

Due to additional income from interest income, savings in unliquidated obligations, miscellaneous income, adjustments, transfers and refunds of \$19.7 million, the closing balance for programme activities was \$132.4 million, including mandatory reserves of \$24.4 million.

### Administrative Activities

The 2008 opening balance for the Programme Support Account was \$30.7 million (see Table 1). During 2008, \$19.2 million in programme support charge was levied and transferred from OCHA mandated activities, and expenditure of \$15.3 million was incurred on administrative related costs. This resulted in net available funds of \$34.6 million, including the opening balance.

Interest, other miscellaneous income (\$1.6 million) and programme support charges levied and transferred from Specially Designated Contributions and other OCHA trust funds (\$5.6 million) – totaling \$7.2 million – was received into this account. The closing balance was therefore \$41.8 million.

Table 1

Available Resources for OCHA Mandated Activities (US\$)			
	Programme Activities	Administrative Activities	Total
<b>2008 Opening Balance</b>	<b>145,459,108</b>	<b>30,655,464</b>	<b>176,114,572</b>
2008 Donor Contributions	147,047,595		147,047,595
<b>Available funds 2008</b>	<b>292,506,703</b>	<b>30,655,464</b>	<b>323,162,167</b>
Transfer of Programme Support Charges	(19,210,150)	19,210,150	- <sup>1</sup>
Direct Expenditure	(160,584,677)	(15,288,035)	(175,872,712) <sup>1</sup>
<b>Net Available Funds before Other Income, Adjustments, Transfers and Refunds</b>	<b>112,711,876</b>	<b>34,577,579</b>	<b>147,289,455</b>
Other Income, Adjustments, Transfers and Refunds	19,658,494	1,550,500	21,208,994
Transfer of Programme Support Charges from Specially Designated Contributions and other OCHA Trust Funds		5,644,372	5,644,372
<b>2008 Closing Balance</b>	<b>132,370,370</b>	<b>41,772,451</b>	<b>174,142,821</b>
<b>Increase/(Decrease) in opening balance</b>	<b>(13,088,738)</b>	<b>11,116,987</b>	<b>(1,971,751)</b>

<sup>1</sup> Total expenditure of \$195.1 million (see Table 3) consists of total Direct Expenditure (\$175.9 million) and Programme Support Charges (\$19.2 million).





Aerial View of IDP Camps in Democratic Republic of the Congo.

© UN PHOTO, MARIE FRECHON

## Financial Plan and Budget

In 2007, OCHA forecasted that the United Nations Regular Budget allocation for 2008 was \$13.8 million. During 2008, this allocation was slightly reduced to \$13.4 million.

Regular Budget Forecast for 2008 (US\$)			
	Original	Mid-Year	Final
Regular Budget	13,811,058	13,383,600	13,383,600

As published in *OCHA in 2008*, OCHA forecasted that its activities in 2008 would require \$199.3 million in extrabudgetary resources. The OCHA overall budget is a working document that nevertheless remained flexible and responsive to the numerous changes in the humanitarian environment, particularly in sudden-onset emergencies.

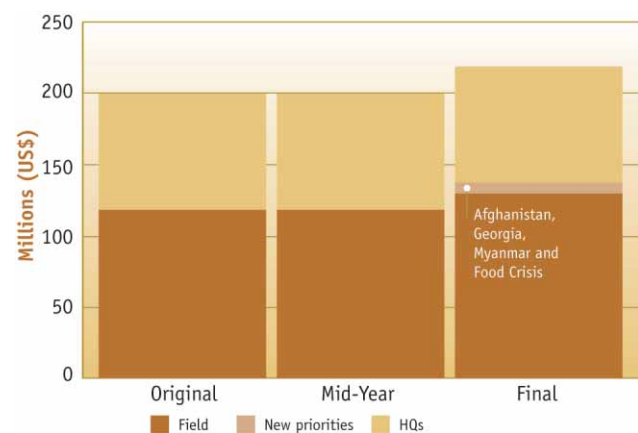
OCHA Mid-Year Review kept requirements for extrabudgetary donor contributions constant. Adopting an overall zero growth policy as compared to original forecasts, OCHA realigned the 2008 budget in accordance with changing strategic humanitarian priorities. Resources were thus shifted from headquarters to the field, while supporting significant or unexpected additional requirements for *existing* field offices, including in Kenya, Niger and oPt.

*New* requirements also arose during 2008, primarily relating to OCHA response to sudden onset and rapidly changing emergencies such as with "Afghanistan, Georgia and Myanmar. The final forecast also included supplementary

requirements for field activities, such as Sudan, as well as adjustments to the administrative overhead costs of the United Nations. Accordingly, the final OCHA extrabudgetary forecast was \$220.7 million.

Extrabudgetary Forecast for 2008 (US\$)			
	Original	Mid-Year	Final
Extrabudgetary budget	199,287,868	199,218,241	220,669,164

Chart 1: OCHA Extrabudgetary Forecast for 2008 (US\$)



The original total budget, including regular and extrabudgetary resources, forecasted that activities for 2008 would require \$213.1 million. The zero growth policy resulted in a slight downward adjustment at the Mid-Year Review, while additional requirements amounted to a final budget for 2008 of \$234.1 million.

Table 2

<b>OCHA Financial Plan and Budget in 2008</b>			
	<b>Original Plan</b>	<b>Mid-Year Revised Plan</b>	<b>Final Plan</b>
<b>Regular Budget Activities</b>	<b>13,811,058</b>	<b>13,383,600</b>	<b>13,383,600</b>
<b>Extrabudgetary activities</b>			
<b>HEADQUARTERS ACTIVITIES:</b>			
Office of the Under-Secretary General/Emergency Relief Coordinator	5,112,187	4,628,982	4,815,032
Executive & Administrative Offices	17,467,001	14,094,818	20,395,461 <sup>1</sup>
Coordination & Response Division	7,113,890	7,116,596	7,116,596
Emergency Services Branch	8,492,537	8,146,404	8,320,424
External Relations & Support Mobilization Branch	7,016,642	6,834,785	6,834,785
Coordination Support	10,055,305	11,173,015	11,173,015
Policy Development & Studies Branch	8,691,927	9,008,784	10,843,855 <sup>2</sup>
Advocacy & Information Management Branch	16,290,007	16,289,565	16,983,219
Other Headquarters Activities	-	-	150,514
<b>Total Headquarters Activities</b>	<b>80,239,496</b>	<b>77,292,949</b>	<b>86,632,901</b>
<b>FIELD ACTIVITIES:</b>			
<b>Integrated Regional Information Networks</b>	<b>10,982,243</b>	<b>11,013,484</b>	<b>11,013,484</b>
<b>Regional Offices</b>			
Regional Office for Central and Eastern Africa	3,408,650	3,261,494	3,413,494
Regional Office for Southern Africa	3,553,694	3,811,611	3,811,611
Regional Office for West Africa	4,005,801	4,101,154	4,253,854
Regional Office for the Middle East, North Africa & Central Asia	4,483,333	4,135,890	4,166,290
Regional Office for Asia and the Pacific	5,624,436	5,723,446	5,723,446
Regional Office for Latin America and the Caribbean	4,235,351	4,175,709	4,175,709
<b>Sub-total</b>	<b>25,311,265</b>	<b>25,209,304</b>	<b>25,544,404</b>
<b>Africa</b>			
Burundi	744,548	871,848	871,848
CAR	2,153,649	2,132,641	2,322,541
Chad	4,717,951	4,716,389	4,768,389
Côte d'Ivoire	4,470,107	3,469,663	4,265,263
DRC	13,512,291	13,511,570	13,511,570
Eritrea	532,063	532,063	537,563
Ethiopia	3,506,365	3,609,660	3,609,660
Guinea	808,054	997,815	997,815
Kenya	664,056	2,364,120	2,364,120
Niger	1,329,587	1,964,959	1,964,959
Somalia	5,144,053	5,144,053	5,144,053
Sudan	17,407,775	17,406,372	19,338,572
Uganda	3,987,482	4,185,911	4,185,911
Zimbabwe	2,651,156	2,366,843	2,366,843
<b>Sub-total</b>	<b>61,629,137</b>	<b>63,273,907</b>	<b>66,249,107</b>
<b>Middle East</b>			
Iraq	4,974,531	4,813,181	4,813,181
oPt	4,724,846	5,207,508	5,207,508
<b>Sub-total</b>	<b>9,699,377</b>	<b>10,020,689</b>	<b>10,020,689</b>
<b>Asia</b>			
Indonesia	1,246,521	1,246,521	1,246,521
Nepal	1,929,037	2,119,865	2,119,865
Pakistan	-	139,337	239,666
Sri Lanka	3,405,849	3,405,849	3,405,849
Timor-Leste	595,397	916,925	916,925
Myanmar	-	-	3,631,308
Afghanistan	-	-	2,632,402
<b>Sub-total</b>	<b>7,176,804</b>	<b>7,828,497</b>	<b>14,192,536</b>
<b>Europe</b>			
Georgia	-	-	486,413
Russian Federation	-	233,526	362,820
<b>Sub-total</b>		<b>233,526</b>	<b>849,233</b>
<b>Latin America and the Caribbean</b>			
Colombia	3,429,731	3,429,731	3,429,731
Haiti	819,815	916,154	979,815
<b>Sub-total</b>	<b>4,249,546</b>	<b>4,345,885</b>	<b>4,409,546</b>
<b>Other Field Activities</b>	-	-	<b>1,757,264</b>
<b>Total Field Activities</b>	<b>119,048,372</b>	<b>121,925,292</b>	<b>134,036,263</b>
<b>Total Extrabudgetary Activities</b>	<b>199,287,868</b>	<b>199,218,241</b>	<b>220,669,164</b>
<b>Total OCHA Budget (Regular and Extrabudgetary Activities)</b>	<b>213,098,926</b>	<b>212,601,841</b>	<b>234,052,764</b>

1 Includes \$6,187,248 for support services paid to the United Nations, not included in prior cost plans.

2 Includes new cost plan of \$1,743,605 for the Food Policy Support Project.



## Contributions and Expenditure

Funding for OCHA planned activities derives from two main sources – assessed contributions through the United Nations Regular Budget and extrabudgetary donor contributions.

### United Nations Regular Budget

The United Nations Regular Budget is approved by the General Assembly every two years and allocated on an annual basis. The Regular Budget funds some core activities at headquarters, covering staff and non-staff costs, travel, equipment leasing, supplies and other common costs. It also includes an amount for grants for United Nations Agencies, providing emergency relief in the event of a natural disaster. This component is not used to fund staff and non-staff costs.

Regular Budget for 2008 (US\$)				
	Budget	Appropriation	Expenditure	Exp. Rate
Regular Budget	13,383,600	13,383,600	14,222,993	106%

In 2008, Regular Budget expenditure was \$14.2 million (including \$663,785 in grants to United Nations agencies for emergencies), with staff costs accounting for \$10.5 million and non-staff costs for \$3 million. Regular Budget expenditure exceeded the budget for 2008 in the area of staff costs, which slightly exceeded the estimated budget.

Despite the increase in requirements for OCHA activities, acknowledged as a core part of United Nations activities, the appropriation from the Regular Budget has not increased correspondingly. In relative terms, the Regular Budget appropriation has declined from 16 percent in 2002 (\$10.3 million) to six percent of OCHA final budget in 2008. Efforts to significantly increase Regular Budget funding for the biennium 2010-2011 did not produce the desired outcome.

### Extrabudgetary Donor Contributions

Extrabudgetary donor contributions are administered through a series of trust funds. The contributions are received as earmarked or unearmarked, indicating the degree of flexibility stipulated by donors in the use of these contributions.

*Earmarked contributions* may only be used for the specific offices or projects indicated by the donor. Earmarked extrabudgetary contributions are allotted upon receipt to the specific project for which they are earmarked. They may not be used to supplement shortfalls in other countries or projects without the consent of the donor.

*Unearmarked contributions* are provided for use at OCHA discretion. OCHA allocates contributions to a field office or headquarters activities detailed in its cost plans, accounting for cash balances and anticipated earmarked contributions. Unearmarked contributions may initially be used as “advances” to cover the cost of activities until earmarked funds that have been pledged are received. OCHA also receives “loosely” earmarked contributions that have some conditions attached, but afford OCHA discretion within parameters defined by the donor.

The two main trust funds used to manage extrabudgetary donor contributions are the Trust Fund for the Strengthening of OCHA and the Trust Fund for Disaster Relief Assistance. For more information on OCHA trust funds see Annex III.

OCHA received a total of \$147.0 million in extrabudgetary donor contributions, including \$10.4 million for the reserve funds. The reserve funds serve as internal accounting mechanisms ensuring effective cash management, particularly at the year’s beginning and end, when unearmarked contributions are limited.

Extrabudgetary Contributions for 2008 (US\$)				
	Headquarters	Field	Reserve Funds	Total
Extrabudgetary contributions	45,969,816	90,681,312	10,396,467	147,047,595

### Extrabudgetary Expenditure

In 2008, extrabudgetary expenditure was \$195.1 million, of which headquarters accounted for \$73.7 million (38 percent) and the field \$121.4 million (62 percent).

Extrabudgetary Resources for 2008 (US\$)				
	Budget	Contributions	Expenditure	Exp. Rate
Extrabudgetary resources	220,669,164	147,047,595	195,082,862	88

The rate of expenditure for extrabudgetary activities was 88 percent. OCHA response to sudden onset and rapidly changing emergencies throughout the year left some funds unused with respect to those activities. Examples include Georgia (37 percent) and Myanmar (47 percent).

Part of the extrabudgetary expenditure in 2008 was \$15.3 million, drawn from the Special Account for Programme Support, to fully fund administrative costs and common services provided by the United Nations. Because the Special Account is funded through levies on OCHA extrabudgetary activities through the trust funds, \$19.2 million was levied and transferred to the Special Account for Programme Support to fund support of OCHA mandated activities.



Table 3

<b>Expenditure in 2008</b>			
	<b>Final Budget</b>	<b>Expenditure</b>	<b>Expenditure Rate</b>
<b>Regular Budget Activities</b>	<b>13,383,600</b>	<b>14,222,993</b>	<b>106.3%</b>
<b>Extrabudgetary Activities</b>			
<b>HEADQUARTERS ACTIVITIES:</b>			
Office of the Under-Secretary-General/Emergency Relief Coordinator	4,815,032	3,975,679	82.6%
Executive Office/Administrative Office	20,395,461	18,782,259	92.1%
Coordination and Response Division/ Emergency Services Branch	7,116,596	5,735,922	80.6%
External Relations & Support Mobilization Branch	8,320,424	7,599,033	91.3%
Coordination Support	6,834,785	6,053,561	88.6%
Policy Development & Studies Branch	11,173,015	9,360,220	83.8%
Advocacy & Information Management	10,843,855	7,336,726	67.7%
Other Headquarters Activities	16,983,219	14,721,308	86.7%
	150,514	150,514	100.0%
<b>Total Headquarters Activities</b>	<b>86,632,901</b>	<b>73,715,221</b>	<b>85.1%</b>
<b>FIELD ACTIVITIES:</b>			
<b>Integrated Regional Information Networks</b>	<b>11,013,484</b>	<b>11,050,749</b>	<b>100.3%</b>
<b>Regional Offices</b>			
Regional Office for Central and Eastern Africa	3,413,494	3,396,092	99.5%
Regional Office for Southern Africa	3,811,611	3,097,672	81.3%
Regional Office for West Africa	4,253,854	4,191,736	98.5%
Regional Office for the Middle East, North Africa & Central Asia	4,166,290	3,958,466	95.0%
Regional Office for Asia and the Pacific	5,723,446	5,041,328	88.1%
Regional Office for Latin America and the Caribbean	4,175,709	3,659,433	87.6%
<b>Sub-total</b>	<b>25,544,404</b>	<b>23,344,727</b>	<b>91.4%</b>
<b>Africa</b>			
Burundi	871,848	816,728	93.7%
CAR	2,322,541	2,314,846	99.7%
Chad	4,768,389	4,766,714	100.0%
Côte d'Ivoire	4,265,263	4,258,656	99.8%
DRC	13,511,570	12,046,722	89.2%
Eritrea	537,563	537,381	100.0%
Ethiopia	3,609,660	3,029,349	83.9%
Guinea	997,815	823,187	82.5%
Kenya	2,364,120	2,223,001	94.0%
Niger	1,964,959	1,115,329	56.8%
Somalia	5,144,053	4,217,434	82.0%
Sudan	19,338,572	19,296,767	99.8%
Uganda	4,185,911	3,695,656	88.3%
Zimbabwe	2,366,843	2,307,277	97.5%
<b>Sub-total</b>	<b>66,249,107</b>	<b>61,449,046</b>	<b>92.8%</b>
<b>Middle East</b>			
Iraq	4,813,181	3,321,445	69.0%
oPt	5,207,508	4,463,667	85.7%
<b>Sub-total</b>	<b>10,020,689</b>	<b>7,785,112</b>	<b>77.7%</b>
<b>Asia</b>			
Afghanistan	2,632,402	2,449,753	93.1%
Indonesia	1,246,521	1,183,849	95.0%
Myanmar	3,631,308	1,709,912	47.1%
Nepal	2,119,865	1,920,073	90.6%
Pakistan	239,666	238,732	99.6%
Sri Lanka	3,405,849	3,082,830	90.5%
Timor-Leste	916,925	788,154	86.0%
<b>Sub-total</b>	<b>14,192,536</b>	<b>11,373,304</b>	<b>80.1%</b>
<b>Europe</b>			
Georgia	486,413	181,615	37.3%
Russian Federation	362,820	333,373	91.9%
<b>Sub-total</b>	<b>849,233</b>	<b>514,988</b>	<b>60.6%</b>
<b>Latin America and the Caribbean</b>			
Colombia	3,429,731	3,319,935	96.8%
Haiti	979,815	772,516	78.8%
<b>Sub-total</b>	<b>4,409,546</b>	<b>4,092,451</b>	<b>92.8%</b>
<b>Miscellaneous Field Activities</b>	<b>1,757,264</b>	<b>1,757,264</b>	<b>100.0%</b>
<b>Total Field Activities</b>	<b>134,036,263</b>	<b>121,367,641</b>	<b>90.5%</b>
<b>Total Extrabudgetary Expenditure</b>	<b>220,669,164</b>	<b>195,082,862<sup>1</sup></b>	<b>88.4%</b>
<b>Total Expenditure - Regular and Extrabudgetary activities</b>	<b>234,052,764</b>	<b>209,305,855</b>	<b>89.4%</b>

1 Extrabudgetary expenditure consists of direct expenditure on programme and administrative activities totaling \$175,872,712 and programme support charges levied of \$19,210,150.

### Miscellaneous Income

In addition to assessed contributions received through the United Nations Regular Budget and extrabudgetary donor contributions, OCHA also received \$21.2 million in other income. This includes adjustments, transfers, refunds and other income, such as interest and savings in prior-year unliquidated obligations.

### Good Donorship

#### Flexible Cash Contributions

In line with the principles of Good Humanitarian Donorship, OCHA promotes the unearmarking of a greater share of extrabudgetary donor contributions. This allows for more equitable allocation of resources among all OCHA activities prioritized through the strategic planning process. If a degree of earmarking is required, donors are encouraged to earmark loosely, for example, to field offices or headquarter activities in general, or to thematic areas. Contributions that are earmarked loosely in this manner may be allocated to those field offices or thematic areas that have limited funding or increased requirements due to changing situations.

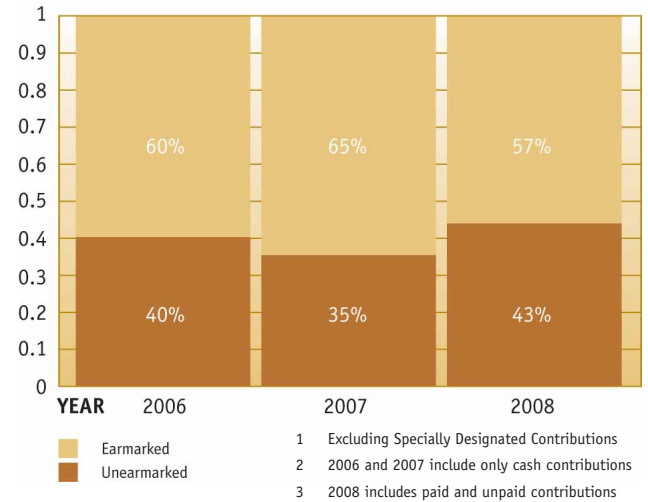
In 2008, unearmarked contributions against the OCHA financial plan increased by 8 percent (from 35 percent in 2007 to 43 percent in 2008) or \$9 million. To ensure more effective cash management, OCHA hopes to build on this positive trend by encouraging further unearmarked contributions in 2009 and adopting a more strategic approach to earmarked contributions, including for instance encouraging donors to re-direct earmarked funds from well-funded to less well-funded projects where necessary.

In 2008, two member states in the “top twenty ranking” (see Table 4) provided their entire contribution to OCHA unearmarked: Denmark and New Zealand. A number of other donors provided substantial unearmarked funding in addition to their earmarked contributions to field offices.

#### Timely Contributions

Given the OCHA heavy reliance on extrabudgetary donor contributions, and that OCHA may only incur expenditures against cash received and not against pledges, the timely implementation of activities is dependent on when contributions are received. In 2008, there was a slight deterioration in the timeliness of donor contributions per quarter: by end March, only 17 percent of the total donor contributions had been received (down from an average

Chart 2: Earmarking of Donor Contributions, 2006-2008 (Excluding Specially Designated Contributions)

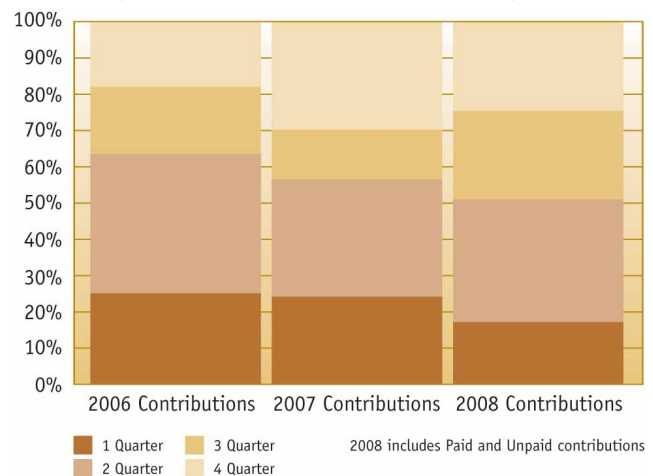


Following good financial management practices, OCHA adopts the position that there must be a minimum amount of cash available in November to cover the cost of staff contracts and activities (if possible for twelve months) and operations (for three months) for the following year. This amount – which constitutes a significant proportion of the opening balance carried forward – is allocated towards the end of each year, allowing for a smooth continuation of operations.

of 25 percent in 2006 and 2007); by end June, 51 percent had been received (down from 64 percent in 2006 and 56 percent in 2007).

OCHA continues to aim for receipt of at least 75 percent of annual contributions by the end of the second quarter to enhance cash management and ensure continuation of ongoing activities without delays or interruptions. In 2009, OCHA is taking a more proactive approach to following up on pending pledges to help reverse the deterioration in timeliness of contributions.

Chart 3: Timeliness of Contributions 2006-2008 (Appeal, Outside Appeal & Reserve Funds)





In Timor-Leste, pictured here, national priorities shifted from emergency to post-crisis recovery mode, facilitating the effective closing-down of the OCHA field office in December. The OCHA Burundi office also closed in 2008.

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### Ranking of Extrabudgetary Donor Contributions

This year's donor ranking table lists the top twenty donors to the OCHA final financial plan for 2008 (see Table 4). Contributions from the multi-donor trust fund for Avian-Human Influenza (AHI) and from the Common Humanitarian Funds for CAR, DRC and Sudan are listed in Table 5 – together with remaining contributions from an additional 18 member states, public donations and contributions from international organizations (UNAIDS, UNOPS, UNFPA, WHO, ILO and IFRC). In addition, Table 6 shows the top twenty donor contributions to the OCHA financial plan by headquarter activities, reserve funds and field activities.

The Top 20 ranking table shows donor earmarked and unearmarked contributions to the OCHA financial plan. The ranking for 2009 is based solely on the total of these contributions, though the tables show income for Specially Designated Contributions separately. These are funds handled by OCHA on behalf of the wider

humanitarian system, and used for the implementation of emergency relief activities by partners (see Annex II). Table 6 shows the contributions made to headquarters, regional and field activities.

### Dormant Accounts

In 2008, OCHA launched a review of its accounts under the Trust Fund for Disaster Relief Assistance, aiming to further improve OCHA cash flow management and increase transparency in reporting to donors. As a result of the financial reconciliation exercise, 132 "dormant" accounts were identified, containing a total of \$12.7 million. The majority of these funds were transferred to reserve funds (\$6.1 million) or returned to donors (\$3.5 million).

As part of its efforts to enhance financial discipline, OCHA has committed to an ongoing annual review of the carryover balances of its projects, to ensure the closing of dormant accounts in a timely manner.

Table 4

Top 20 Donors (Ranking is based on total contributions to OCHA Activities)						
Rank	Donor	OCHA Activities			Specially Designated Contributions	Total Contributions
		Total	Unearmarked	Earmarked		
1	Sweden	26,006,846	12,626,826	13,380,020	11,814,198	37,821,044
2	Norway	16,803,339	9,809,264	6,994,075	10,180,022	26,983,361 <sup>1</sup>
3	UK	14,844,865	11,123,060	3,721,805	34,635,318	49,480,183
4	USA	13,855,362	2,975,700	10,879,662	540,000	14,395,362
5	ECHO	11,569,297	-	11,569,297	-	11,569,297
6	Ireland	7,062,349	2,336,449	4,725,901	5,778,838	12,841,187 <sup>2</sup>
7	Canada	6,241,620	3,693,260	2,548,359	2,750,291	8,991,911
8	Australia	6,164,898	3,841,600	2,323,298	175,100	6,339,998 <sup>3</sup>
9	Netherlands	5,893,807	2,785,817	3,107,990	30,176,226	36,070,033 <sup>4</sup>
10	Spain	4,400,367	-	4,400,367	2,273,635	6,674,002 <sup>5</sup>
11	Finland	3,894,081	3,794,081	100,000	16,515	3,910,596
12	Switzerland	3,555,142	598,202	2,956,940	1,342,365	4,897,507
13	New Zealand	3,407,763	3,407,763	-	96,265	3,504,028
14	Japan	2,487,931	-	2,487,931	-	2,487,931
15	Germany	2,293,694	813,609	1,480,085	72,430	2,366,124
16	Denmark	1,992,945	1,992,945	-	1,096,479	3,089,424
17	Luxembourg	1,966,800	1,313,382	653,418	-	1,966,800
18	France	1,514,667	1,479,290	35,377	-	1,514,667
19	Belgium	1,316,348	776,191	540,157	61,628	1,377,976
20	UAE	849,960	-	849,960	50,000	899,960

1 including unpaid pledges of \$150,094.

2 including unpaid pledges of \$429,185 (as of 31 December 2008, paid in 2009).

3 including unpaid pledges of \$173,974 (as of 31 December 2008, paid in 2009).

4 including unpaid pledge of \$246,917.

5 including unpaid pledges of \$2,579,365 (as of 31 December 2008, paid in 2009).

Table 5

Extrabudgetary Contributions - Other Donors (US\$) (Ranking is based on total contributions to OCHA Activities)			
Donor	OCHA Activities	Specially Designated Contributions	Total Contributions
Multi Donor funding (AHI & CHF)*	7,444,124	957,000	8,401,124
Republic of Korea	700,000		700,000
Morocco	500,000		500,000
Turkey	500,000		500,000
United Nations Office for Project Services (UNOPS)	400,000		400,000
Austria	201,910		201,910
Italy	188,502	4,501,678	4,690,180
UNAIDS	176,350		176,350
Iceland	139,341		139,341
Czech Republic	138,487		138,487
Public Donation	88,753		88,753
Malta	69,984		69,984
Singapore	50,000		50,000
Monaco	38,772		38,772
World Health Organization (WHO)	33,900		33,900
Lithuania	31,949		31,949
Latvia	31,104		31,104
United Nations Population Fund (UNFPA)	25,957		25,957
Slovenia	25,000		25,000
International Organization for Migration (IOM)	24,874		24,874
Greece	21,459		21,459
China	20,000		20,000
Estonia	18,705		18,705
International Federation of Red Cross and Red Crescent (IFRC)	18,638		18,638
Philippines	15,742		15,742
Chile	10,000		10,000
South Africa	6,154		6,154
International Labor Organization (ILO)	5,808		5,808

\* Avian-Human Influenza and Common humanitarian Funds for Central Africa Republic, Democratic Republic of the Congo and Sudan

Table 6

<b>Extrabudgetary Donor Contributions – by Activity (US\$)</b>									
	Sweden	Norway	UK	USA	ECHO	Ireland	Canada	Australia	Netherlands
<b>Headquarters Activities</b>	8,058,489	5,309,529	6,729,663	2,534,420	1,805,839	908,358	885,269	3,066,272	1,790,487
<b>Reserve Funds</b>	4,180,250	-	-	250,000	-	-	2,720,403	-	-
<b>IRIN</b>	1,793,289	901,229	850,000		384,701	250,000	589,143	850,000	754,377
<b>Regional Offices</b>	2,354,170	426,295	680,915	946,443	-	1,427,902	123,459	660,553	20,000
<b>Regional Office for Central and Eastern Africa</b>	250,000	250,000	200,000			88,258			
Ethiopia AU			100,000						
Pandemic Influenza Contingency								66,262	
<b>Regional Office for Southern Africa</b>	330,619			200,000			50,602		
Pandemic Influenza Contingency	119,426							26,121	
<b>Regional Office for West Africa</b>	826,548			200,000		1,134,644			
Ghana			180,915						
Pandemic Influenza Contingency									
<b>Regional Office for Middle East, North Africa and Central Asia</b>	60,000	67,159	200,000	546,443		25,000			
Regional Disaster Response Adviser for Central Asia		109,136				30,000			
IRAN								40,073	
Pandemic Influenza Contingency - (Middle East, North Africa)	120,295							73,967	
Pandemic Influenza Contingency (Central Asia and Southern Europe)									
<b>Regional Office for Asia and Pacific (Bangkok)</b>	319,464					100,000		287,908	20,000
RDRA Pacific - Suva (Fiji)								36,520	
Pandemic Influenza Contingency								129,702	
<b>Regional Office for Latin America and Caribbean</b>	327,818					50,000	72,857		
Pandemic Influenza Contingency									
<b>Africa</b>	<b>6,294,082</b>	<b>7,438,860</b>	<b>3,185,313</b>	<b>7,544,837</b>	<b>8,206,085</b>	<b>3,677,246</b>	<b>942,357</b>	<b>406,114</b>	<b>1,977,944</b>
CAR	330,619				242,057	756,430			
Chad	1,157,167			1,557,773	585,652				675,997
Côte d'Ivoire	330,619	281,160		50,000					
DRC	826,548	751,129	600,000	-	2,295,960	150,000	-	-	40,000
Eritrea				250,000					
Ethiopia	678,413	-	836,311	500,000	47,319	-	-	-	-
Guinea				287,064					
Kenya	163,690	255,688	250,000			150,000		406,114	50,000
Niger		111,375				50,000			
Somalia	826,548		499,002	300,000	443,167	907,716			
Sudan	658,003	5,540,023	1,000,000	4,000,000	3,771,838	1,057,957	942,357		130,953
Uganda	991,857	499,485		500,000	701,862	605,144			675,997
Zimbabwe	330,619			100,000	118,230				404,998
<b>Middle East</b>	<b>1,824,884</b>	<b>393,468</b>	<b>1,990,052</b>	<b>1,829,662</b>	<b>976,172</b>	<b>147,710</b>	<b>778,968</b>	<b>-</b>	<b>1,081,000</b>
oPt	826,548	-	-	-	393,082	147,710	778,968	-	1,081,000
Iraq	998,336	393,468	1,990,052	1,829,662	583,090				
<b>Asia</b>	<b>1,501,684</b>	<b>2,034,957</b>	<b>1,208,923</b>	<b>750,000</b>	<b>162,360</b>	<b>567,827</b>	<b>202,020</b>	<b>1,181,960</b>	<b>-</b>
Afghanistan		1,934,957				417,827			
Georgia - OCHA Office	141,805		434,783						
Indonesia					20,851			336,500	
Myanmar 2008	668,625		525,394	250,000			202,020		
Nepal	125,628			400,000				499,040	
Papua New Guinea								263,488	
Pakistan	65,625			100,000					
Sri Lanka	500,000	100,000			141,509	150,000			
Timor-Leste			248,746					82,932	
<b>Latin America and the Caribbean</b>	<b>-</b>	<b>299,000</b>	<b>200,000</b>	<b>-</b>	<b>34,139</b>	<b>83,306</b>	<b>-</b>	<b>-</b>	<b>269,999</b>
Colombia		299,000	200,000		34,139	83,306			269,999
Haiti									
<b>Total OCHA Activities</b>	<b>26,006,846</b>	<b>16,803,339</b>	<b>14,844,865</b>	<b>13,855,362</b>	<b>11,569,297</b>	<b>7,062,349</b>	<b>6,241,620</b>	<b>6,164,898</b>	<b>5,893,807</b>
<b>Total Specially Designated Contributions</b>	<b>11,814,198</b>	<b>10,180,022</b>	<b>34,635,318</b>	<b>540,000</b>	<b>-</b>	<b>5,778,838</b>	<b>2,750,291</b>	<b>175,100</b>	<b>30,176,226</b>
<b>Total Contributions for OCHA</b>	<b>37,821,044</b>	<b>26,983,361</b>	<b>49,480,183</b>	<b>14,395,362</b>	<b>11,569,297</b>	<b>12,841,187</b>	<b>8,991,911</b>	<b>6,339,998</b>	<b>36,070,033</b>



Spain	Finland	Switzerland	New Zealand	Japan	Germany	Denmark	Luxembourg	France	Belgium	UAE	Others	Grand Total
-	2,585,268	1,446,314	1,248,473	2,487,931	528,461	1,142,945	1,385,695	604,667	798,884	849,960	1,802,891	45,969,816
-	-	-	1,700,000	-	213,609	-	581,105	750,000	-	-	1,100	10,396,467
	250,000	796,719	275,000		152,835	850,000		160,000			40,054	8,897,347
-	250,000	53,264	40,000	-	-	-	-	-	-	-	1,604,333	8,587,333
	50,000	53,264									150,000	1,041,522
											-	100,000
											142,000	208,262
											-	581,221
											141,000	286,547
											-	2,161,192
											-	180,915
											358,000	358,000
	50,000										-	948,602
	50,000										1,275	190,411
											58	40,131
											174,000	368,262
											117,000	117,000
	50,000		40,000								150,000	967,372
											-	36,520
											212,000	341,702
	50,000										-	500,675
											159,000	159,000
-	608,813	524,900	144,290	-	778,816	-	-	-	517,464	-	6,127,845	48,374,965
											-	1,329,106
											-	3,976,588
											-	661,779
-	150,000	-	40,000	-	-	-	-	-	517,464	-	2,807,384	8,178,485
											-	250,000
-	-	229,779	-	-	-	-	-	-	-	-	-	2,291,822
											-	287,064
	50,000										100,000	1,425,492
	50,000		20,000								-	231,375
											125	2,976,557
	358,813	295,120	84,290		778,816						3,220,336	21,838,506
											-	3,974,344
											-	953,847
-	-	458,716	-	-	-	-	-	-	-	-	100,000	9,580,632
-	-	458,716	-	-	-	-	-	-	-	-	100,000	3,786,023
											-	5,794,609
1,293,661	150,000	-	-	-	619,973	-	-	-	-	-	1,238,676	10,912,041
											-	2,352,784
											-	576,588
											-	357,351
1,293,661											1,218,576	4,158,276
											10,000	1,034,668
											-	263,488
											10,100	175,725
	150,000				619,973						-	1,661,483
											-	331,678
3,106,706	50,000	275,229	-	-	-	-	-	-	-	-	10,615	4,328,994
1,570,695	50,000	275,229									-	2,782,368
1,536,011											10,615	1,546,626
4,400,367	3,894,081	3,555,142	3,407,763	2,487,931	2,293,694	1,992,945	1,966,800	1,514,667	1,316,348	849,960	10,925,514	147,047,595
2,273,635	16,515	1,342,365	96,265	-	72,430	1,096,479	-	-	61,628	50,000	5,458,678	106,517,988
6,674,002	3,910,596	4,897,507	3,504,028	2,487,931	2,366,124	3,089,424	1,966,800	1,514,667	1,377,976	899,960	16,384,192	253,565,583



# Part III: Performance

- A. STRATEGIC OBJECTIVES
- B. PERFORMANCE OF THE FIELD





# A. Strategic Objectives

**GOAL ONE: A BETTER COORDINATED, MORE EQUITABLY SUPPORTED  
INTERNATIONAL HUMANITARIAN RESPONSE SYSTEM**

**GOAL TWO: RECOGNIZED OCHA LEADING ROLE IN HUMANITARIAN  
POLICY, ADVOCACY AND INFORMATION MANAGEMENT**

**GOAL THREE: AN EFFECTIVELY MANAGED AND RESPONSIVE ORGANIZATION**

## Goal 1 A Better Coordinated, More Equitably Supported International Humanitarian Response System

### 1.1 A Predictable and Needs-based Humanitarian Financing System

2008 was marked by a significant increase in humanitarian funding needs due to several large-scale natural disasters, conflict situations, and the effects of the global food crisis. Humanitarian partners requested over \$7 billion through consolidated and flash appeals, representing an almost 40 percent increase in funding requirements from 2007. To meet current and growing humanitarian needs, OCHA supported global efforts to move toward a more predictable and needs-based humanitarian financing system. OCHA focused on advocating sufficient and timely resources for humanitarian response and improving the manner in which the humanitarian system seeks and manages funding.

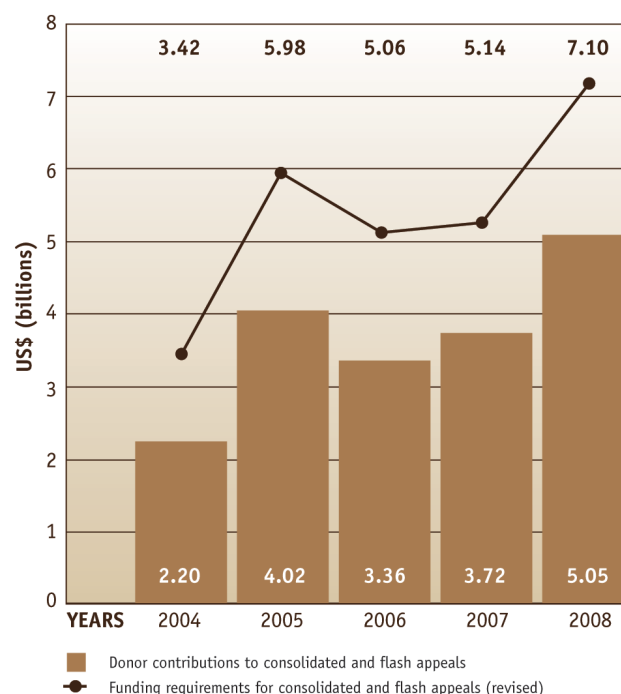
#### Funding humanitarian response

Through consistent engagement with member states/donors, the media, and humanitarian partners, OCHA stressed the importance of maintaining diverse humanitarian funding channels and providing predictable and timely support to these channels to meet humanitarian needs. Engagement also included regular dialogue with the Good Humanitarian Donorship (GHD) Initiative to encourage GHD donors to improve further the quality and quantity of humanitarian funding.

These efforts led to a substantial increase in overall international humanitarian funding, with almost \$12 billion recorded by the FTS for 2008. This figure outpaced all previous years, except 2005, which was marked by the response to the Indian Ocean Tsunami. Almost half of the funding recorded for 2008 (or \$5 billion) was provided to projects in consolidated and flash appeals, covering approximately 70 percent of the \$7 billion appeal requirements. While the percentage of appeal requirements coverage was comparable to previous years (over 65 percent), the funding volume increased by almost \$2 billion from 2007. Funding coverage across appeals was also more balanced: only three out of 22 appeals received below 50 percent, though funding remained even across sectors/clusters. The challenge is to ensure still that more funding is provided against appeals and balanced across crises and sectors/clusters.

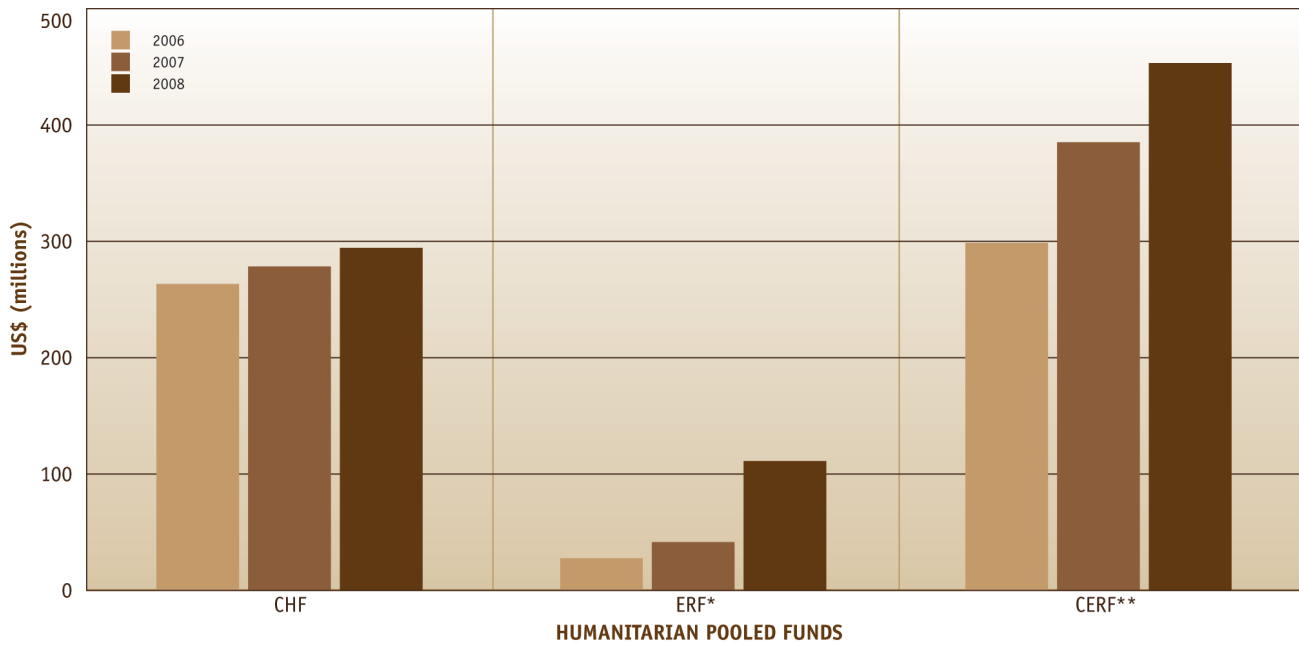
While the bulk of the resources mobilized for the humanitarian response system was provided through direct donor contributions to aid organizations, an increasing amount of funding was channeled through humanitarian pooled funds managed by OCHA: the CERF at the global level, and CHFs, and ERFs at the country level. Due to OCHA concerted mobilization efforts at field and headquarters levels, donors contributed \$859 million<sup>1</sup> to these funds in 2008. This represents a 22 percent increase compared to resources obtained in the previous year. Particularly significant was the receipt of \$453 million for the grant element of the CERF, just surpassing the annual \$450 million target set by the General Assembly. Funding for ERFs almost tripled from \$41 million in 2007 to \$111 million in 2008<sup>2</sup>. By securing adequate resources, OCHA enabled the proper functioning of these funds. For 2009 and beyond, the challenge is to ensure annual funding targets for the pooled funds are met with steady resources, through early and multi-year commitments and a broadened donor base.

**Figure 1. Consolidated and flash appeals funding requirements versus donor contributions to appeals 2004-2008**



<sup>1</sup> This figure includes \$1.5 million in CERF funding to an ERF.

<sup>2</sup> This does not include the \$50 million loan element of the CERF.

**Figure 2. Donor contributions to humanitarian pooled funds 2006-2008**

\* ERF figures include CERF contributions of \$12.5 million \*\* As of 6 April 2009.

### Strengthening common humanitarian strategic planning

Improvements in the CAP in 2008 – such as greater prioritization, stronger NGO participation, clearer roles and responsibilities, and more strategic monitoring – indicate that implementing reforms such as the cluster approach and HC leadership are having a direct effect on the quality of country-level strategic planning and appeals.

OCHA led efforts to refine and strengthen the Consolidated Appeals Process, including flash appeals, to ensure it is the primary tool to coordinate the planning, implementation, and monitoring of humanitarian action. New guidelines on the development of flash appeals shortened the time for initial appeal publication and increased the proportion of appeals revised to reflect emerging requirements. This was part of a broader flash appeal overhaul endorsed by donors and the IASC. In addition, for the first time, a majority of consolidated appeals included prioritized projects based on a transparent scoring system that included peer review by clusters and HCTs.

With the inclusion of an increased number of NGO activities and funding needs, appeals also became more inclusive strategies as well as comprehensive barometers of humanitarian requirements. The CAP crossed a crucial threshold in late 2008; the new 2009 consolidated appeals were published with 52 percent of projects from NGOs.

To assist with performance measurement, OCHA developed a blueprint for strategic-level monitoring for the updated

CAP guidelines. Although the IASC has not yet agreed on key indicators for the measurement of results of humanitarian action elaborated in appeals, seven of the 11 consolidated appeals in 2008 included reporting on outputs and indicators by cluster/sector.

To support the preparation of better formulated consolidated and flash appeals – including revisions of strategic plans and their associated funding requests, in line with evolving realities – OCHA will have to invest in further automation appeal development at the field level. OCHA must also take complete advantage of online information sharing and appeal dissemination to donors and other stakeholders.

### Meeting humanitarian pooled funding objectives

Humanitarian pooled funds continued to meet the respective objectives for which each fund was created. CERF supplied advances from the loan element, as well as resources from the grant element. The latter is to enable rapid response to humanitarian crises and address critical humanitarian needs in under-funded emergencies. The CERF's global reach expanded by eight countries in 2008. This brought the total number of countries benefiting from the fund since inception to 68, or one-third of the globe. Perhaps even more pertinent, the CERF served as a useful tool for early and essential funding for coordinated humanitarian action, providing the third largest source of emergency funding to flash appeals.

Of the more than \$80 million in CERF grants for flash appeal projects in 2008, about 73 percent of funding was provided before or within two weeks of appeal publication. The grants therefore kick-started the response; and the majority of other funding sources came on board a month or more after flash appeal publication.

With respect to country-based funds, the ten ERFs that OCHA administered ensured increased support for small localized initiatives, primarily implemented by NGOs. Existing CHF in Sudan and the DRC, as well as the recently established CHF in the Central African Republic (CAR), defined the consolidated appeal as a framework for allocation decisions. This provided predictable support to priority and/or under-funded projects, and covered sudden onset needs through an emergency reserve, the latter often in partnership with the CERF.

#### PREDICTABLE AND NEEDS-BASED FINANCING: EXTERNAL EVALUATION OF THE CERF

- As requested by the General Assembly, the Secretary-General (SG) commissioned an independent evaluation of the CERF in 2008. Overall, the evaluation found that the Fund largely achieved its objectives and proved a valuable and impartial tool. In a short timeframe the service had become an essential feature of international humanitarian action, complementing other humanitarian financing mechanisms.
- The evaluation also outlined several challenges, and presented 37 strategic and operational recommendations to ensure that the Fund continues to meet its objectives. A management response matrix, prepared in late 2008, serves as a road map for the work that needs to be undertaken until the next review of the CERF in 2011. The CERF Advisory Group is using the matrix to measure progress. Virtually all the recommendations were accepted and implementation is well underway.
- The recommendations helped OCHA and humanitarian partners focus on specific improvements required to strengthen performance. Action has already been taken to address issues related to enhanced guidance, performance and accountability, and potential improvements related to the administration and management of the Fund as well as UN-NGO partnership.

#### Enhancing pooled fund management

By making resources available to RCs/HCs for priority interventions identified at the field level, pooled funds have a positive impact on humanitarian response. Of the 27 HCs currently deployed, all have benefited from a country-based pooled funding mechanism or a CERF allocation; 76 percent of the more than \$1 billion in CERF grant disbursements since 2006 went toward life-saving activities in countries where a HC is deployed.

The identification of funding priorities closer to the implementation point has limited duplication, increased coverage, and heightened field-level coordination and partnership. However, challenges persist in ensuring that

funding decisions are based on inclusive and transparent processes, with clear emphasis on needs assessment and priority-setting.

To strengthen the field-based decision-making process, a series of comprehensive efforts were undertaken throughout 2008. This included enhanced guidelines and training, as well as surge support and coaching for RCs/HCs and HCTs on the pooled fund mechanisms. These efforts deepened the understanding of the purpose and scope of pooled funds and strengthened the prioritization and allocation process. Moreover, the quality of grant requests improved, and participation of humanitarian partners in decision-making was broadened.

Along with these efforts, several steps were taken at the headquarters level to ensure a consistent and coherent approach to humanitarian financing. Humanitarian financing issues, including those related to United Nations and NGO partnerships, were systematically raised by the IASC Working Group to enable strategic policy discussions. OCHA established a Funding Coordination Section in the Office of the Director in New York to support the oversight of country-based pooled funds and reinforce coherence among pooled funding mechanisms. The CERF Secretariat was further strengthened to ensure that the Fund is managed in accordance with established procedures. Increased capacity over the last two years, coupled with improved CERF guidelines, reduced the CERF's rapid response approval process time. The process was down to an average of three days from the receipt of a final grant request, which enabled humanitarian partners to respond quickly to time-critical emergencies.

#### Improving performance and accountability measures

As humanitarian reform became the humanitarian norm in 2008, efforts to improve the humanitarian financing system were supported by continued measures to improve leadership, capacity, and partnership. HCTs, as well as clusters, are now more inclusive and reflective fora; needs and coverage are mapped, projects are peer-reviewed and prioritized, and most major humanitarian actors are united in one strategic plan. The responsibilities of RCs/HCs with respect to strategic planning and pooled funds management, and their measurements of success, have been crystallized. Humanitarian pooled funds support established systems of common planning and concerted action. These trends are expected to continue.

Key to a more predictable and needs-based humanitarian financing system is developing a common approach to needs assessments and strengthening accountability measures, in line with OCHA work covered under Objective 2.3 of this report. These efforts should be coupled with increased advocacy and outreach to improve the quantity and quality of humanitarian funding, as well as greater coherence and complementarity among funding streams. By further ensuring that needs are reliably identified and coverage is planned and then resourced, OCHA supports the ultimate goal of providing effective protection and assistance for people in need, on time.

#### PREDICTABLE AND NEEDS-BASED FINANCING: 2008 HIGHLIGHTS

- Almost half of the funding recorded was provided to projects in consolidated and flash appeals, covering approximately 70 percent of the \$7 billion appeal requirements.
- Key elements of flash appeal overhaul were implemented; flash appeals now are published much faster, and a larger proportion is revised as requirements outline.
- With 52 percent of projects being those of NGOs, consolidated appeals became more inclusive strategies, as well as comprehensive barometers of humanitarian requirements.
- Due to OCHA concerted resource mobilization efforts at field and headquarters levels, donors contributed a combined total of \$859 million to the CERF, CHFs, and ERFs – a 22 percent increase over the previous year.

## 1.2 Improved Coordination Structures at Global, Regional, and National Levels

In 2008 the significant investments by donors and organizations to improve coordination through the various pillars of humanitarian reform began to achieve expected results. While work in 2007 centred primarily on the finalization of policy and guidance, partners in 2008 focused on implementing and further integrating the various pillars of reform, thus overhauling humanitarian coordination and ensuring a tighter, more robust delivery of humanitarian assistance. In playing a fundamental role in the development of the Secretary-General's June 2008 Policy Committee decision on integration, OCHA also helped ensure that improved coherence and wider United Nations integration arrangements would not undermine principled humanitarian action.

Working actively with IASC partners, great efforts were made to ensure closer integration and coherence of the mutually reinforcing elements constituting reform – leadership, coordination, partnership, and financing – to sustain a stronger framework for humanitarian action.

Key improvements helped systematize and strengthen humanitarian leadership, including the revision of the Terms of Reference for both RC/HCs. The aim was to reflect more clearly humanitarian accountabilities and solidify the responsibility to lead and coordinate humanitarian action. More than 55 percent of RCs and 40 percent of HCs received specialized training in 2008. The HC pool was re-launched to develop a professional, transparent and participatory selection system. Individual compacts were agreed upon between the Emergency Relief Coordinator (ERC) and HCs, and the humanitarian section of the RC/HC/Designated Official (DO) Performance Appraisal System was developed to strengthen accountability. Of the 27 currently deployed, 18 HCs had signed compacts with the ERC by end 2008, thus providing a basis for measuring performance and setting mutual expectations.

Significant progress on the implementation of the cluster approach was observed in 2008, particularly at the field level. Twenty-one of 27 countries with HCs reached agreement on using the cluster approach as the humanitarian coordination framework for both new and ongoing emergencies, thereby fully integrating the reform principles of predictability, partnership, leadership, and accountability into humanitarian community business practice. Improvements were evident in the response to the surge of humanitarian needs in Myanmar, Georgia, Haiti, Sri Lanka, and Gaza. During the early scale-up days of these humanitarian operations, HCTs agreed to implement the cluster approach in support of the national-led efforts.

In addition to strengthening partnerships on the ground through more inclusive and equitable coordination mechanisms, such as the systematic establishment of HCTs, OCHA bolstered partnership initiatives at the global level. Three new NGOs became members of the Principals Forum of the IASC, improving the balance between United Nations and non-United Nations membership. The Global Humanitarian Platform, which met for the second time in July 2008, stepped up its efforts to broaden the inclusion of national NGOs, particularly from developing countries, and strengthen their participation.

More predictable humanitarian financing at country level has helped to consolidate these structures and strengthen the efficacy of response. For instance, as noted in the previous section of this report, all 27 HCs currently deployed have benefited from a country-based pooled funding mechanism or a CERF allocation, and 76 percent of recent CERF grant disbursements have gone to





Displaced children in Sudan collect water from a submerged hand pump.

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countries where a HC is deployed. Meanwhile, OCHA established a Funding Coordination Section to better oversee country-based pooled funds and strengthen coherence among pooled funding mechanisms.

While OCHA facilitated more inclusive and coordinated humanitarian community work, it also sought to ensure that the broad drive for coherence and the integration of strategic objectives across the United Nations did not undermine principled humanitarian action.

The integration agenda has been an issue of concern for the humanitarian community since the notion of an “integrated approach” was first introduced in the Secretary-General’s 1997 report on UN Reform. Neither the 1997 report nor the 2000 Brahimi report made specific mention of the structural aspects of integration, i.e. the absorption of the HC and the OCHA humanitarian coordination support function into a United Nations peacekeeping or political mission. However, ensuing debate raised concerns that humanitarian action would be politicized in an integrated mission environment.

Supported by a dedicated team established in 2008, OCHA played a key role in the development of the Secretary-General’s June 2008 Policy Committee (PC) decision on integration. The decision reaffirmed “integration” as the guiding principle in an integrated United Nations presence – defined as all contexts where the United Nations has both a country team and multi-dimensional peacekeeping or political mission. It emphasized that integration means working together more coherently and supportively to enable the greatest impact in conflict and post-conflict situations, without necessitating the involvement of structured integration of all actors. The decision also stipulated that integration arrangements should take full account of humanitarian principles and safeguard humanitarian space, while facilitating effective humanitarian coordination with all humanitarian actors.

The PC decision introduced or strengthened a number of structures to improve coherence. At headquarters level, the decision created a senior Integration Steering Group to ensure implementation and progress on integration-

related issues. The USG/ERC is the OCHA representative in this group, signaling the importance OCHA attributes to it. The PC decision highlighted the importance of strengthening inter-agency and inter-departmental taskforces so that coherent and consistent support and policy guidance is provided to all integrated United Nations presences. The decision also stressed the importance of strengthening country-level planning arrangements. To date, this area has received the least attention throughout the United Nations system.

Integration discussions within the United Nations emphasize the need for shared planning capacity where there is an integrated presence, to improve the coherence of United Nations country-level actions. This capacity will likely be situated in the RC/HC's office, particularly in situations where a peacekeeping office or political mission has yet to be deployed and the RC/HC must play a stronger leadership role. OCHA will need to support the RC/HC in this role, build up its strategic planning capacity in key countries, and serve as a critical link between the humanitarian community and the PKO or political mission.

The need to operationalize the PC decision also led to a new/invigorated stream of work at headquarters, both within OCHA and throughout the United Nations system. As part of this effort, OCHA initiated a Policy Instruction on OCHA Structural Relationships within an Integrated UN Presence. The instruction clarifies how and under what conditions decisions are made about the structural aspects of integration. OCHA also increased its engagement in the Integrated Missions Planning Process, including the revision of guidelines for both headquarters and field-level planning. OCHA participated in United Nations strategic and technical assessment missions to individual countries (Somalia, Sudan, Chad, and CAR) to make recommendations on United Nations strategic priorities and structures for specific contexts. This was done to ensure effective support to United Nations coherence in any given country, while safeguarding principled humanitarian action.

### 1.3 Strengthened OCHA Emergency Response Capacity

The multitude of new or worsening emergencies worldwide that required OCHA response in 2008 underscored the critical importance of reliable internal rapid response capacity. OCHA credibility and performance hinge on the proactive discharge of its coordination functions in support of partners during the initial stages of emergencies and

disasters. In 2008, OCHA emergency response capacity was considerably strengthened and enhanced in numerous key areas: surge capacity mechanisms and internal surge management; equipment management; partnerships at the global and regional levels; and policy and guidance practices. Also in 2008, OCHA instituted a rapid after-action review of its emergency response to each medium-scale emergency, to identify lessons and improve future performance and internal coordination.

#### Surge capacity and deployments

OCHA recognizes that surge capacity is a key area that still warrants significant enhancements. During sudden onset emergencies, OCHA improved its ability to ensure a readily available number of humanitarian generalists and specialists for immediate response. Most of OCHA surge resources are versatile Humanitarian Affairs Officers, in line with needs at the field level. In addition, throughout 2008, an extensive range of professional skill-sets increasingly provided centralized surge capacity in: Information Management (IM); United Nations Humanitarian Civil-Military Coordination (UN-CMCoord); Information Communication Technology (ICT); and Logistics and Administration.

In 2008, OCHA successfully implemented its Emergency Response Roster (ERR) to address sudden critical peaks in workload. The ERR is a central internal mechanism through which pre-cleared and prepared OCHA staff may be re-deployed from regular duty stations to newly emerging crises. In 2008, a total of 19 deployments serviced nine emergencies, including Myanmar, Georgia, Haiti, DRC, Yemen, South Africa, Kenya, Kosovo, and Afghanistan.

In addition, OCHA strengthened the Stand-By Partnerships Programme (SBPP) by which experts on mission are sourced through external partners. SBPP has developed into a 10-agency network that collectively provided 54 secondees in 2008. Operational improvements included the introduction of user-friendly SBPP request and deployment documentation and better adherence to Standard Operating Procedures (SOPs). OCHA further enhanced its strategic dialogue with SBPP agencies through the convening of the First Annual Consultations. Significant dialogue revolved around mission preparedness and training, line-management in the field, and the appropriate usage of Stand-By Partner secondees.

OCHA introduced the Whole Organization Approach (WOA) for surge capacity management within the organization



at large. The aim was to enable stronger internal and external coordination, greater flexibility, better prioritization, and quicker decision-making. In 2008, WOA was initially employed in situations requiring several surge deployments from different parts of the organization. For Cyclone Nargis in Myanmar, for instance, information on all surge deployments was centralized, providing an overview of the staffing situation and enhanced planning. WOA proved particularly useful in challenging large-scale crises declared a “Corporate OCHA Response” by the ERC.

The Civil-Military Coordination Section (CMCS) firmed up its UN-CMCoord Officer Concept and Deployment Plan. This resulted in 59 UN-CMCoord Officers registered on its roster, of which nine were newly deployed; additional UN-CMCoord trained personnel were included in the OCHA SBPP. For enhanced rapid response to sudden onset emergencies, CMCS further identified personnel trained by both the UNDAC system and UN-CMCoord.

Also notable, OCHA provided four deployments of advocacy and public information staff in 2008.

OCHA surge capacity clearly improved over the last year in quantitative terms; i.e. more resources were made available and procedures were rendered more systemized and efficient. Challenges remained, however, in the ability of OCHA to define staffing needs quickly, and coordinate and use all of OCHA internal and external surge resources. Other challenges include harmonizing and simplifying surge request modalities across OCHA, as well as ensuring more timely recruitment of staff so that surge does not become a substitute for regular recruitment.

### Training and workshops

To strengthen emergency response capacity, OCHA must have a common corporate approach to coordination, as well as a common understanding of Stand-By Partner (SBP) procedures. To this end, in 2008, OCHA ensured that all training programmes managed by OCHA for OCHA staff and external partners fully integrated these concepts.

The Surge Capacity Section (SCS) organized two SBP trainings, targeting 50 potential secondees, and supported further training events organized by SBP themselves. SCS also conducted a pilot Emergency Response Training (ERT) for 20 ERR roster members.

All OCHA surge/response mechanisms, including training courses, were remodeled to include the principles and approaches introduced through humanitarian reform,

and which now constitute normal practice within OCHA. As a result, all course participants should be capable of promoting and implementing these principles and approaches at the basic level.

For example, UNDAC training events fully integrated humanitarian reform into UNDAC methodology. Similarly, humanitarian reform was fully integrated in the UN-CMCoord Training Programme.

The HCSSP organized three regional workshops for RCs on the basic principles of and approaches to humanitarian coordination. The workshops highlighted the leadership role RCs have to play in areas such as the cluster approach, partnerships and humanitarian financing/CERF, as well as how OCHA might provide related support.

The Communications and Information Services Branch (formerly Advocacy and Information Management Branch or AIMB) led OCHA second external public information surge capacity training workshop, with participants nominated by standby partner Governments. Participants were given the opportunity to better understand how the United Nations system operates during a crisis, improve skills in emergency media relations and develop public information products. The workshop also considered modalities for surge deployment of advocacy and public information support to regional and field offices.

In 2008, the HRSU provided all regional offices with training and guidance to support country teams. RCs/HCs helped to best manage expectations and demands during the first phase of an emergency. Field Offices have sent staff to these events. In addition, guidance and training were provided to countries where clusters have been implementing operational support.

### Procurement and interactive communications technology

To strengthen its capacity to respond to two simultaneous large-scale emergencies, OCHA finalized the procurement processes for equipment reserve items, including personal deployment kits, ballistic vests and helmets, and telecommunications equipment. With regard to vehicles, an agreement was discussed with WFP for the establishment of a virtual stock in Dubai. Furthermore, a customs agreement on facilitation measures was signed in 2008 with the Government of Honduras; and negotiations are far advanced with several countries in Africa, Asia, and Latin America.



Student survivor awaits rescue.

© UN PHOTO, MARCO DORMINO

OCHA strengthened the ICT component of its emergency response initiative by defining standard ICT response SOPs, providing surge ICT capacity, facilitating the recruitment of new ICT officers in the field, deploying additional ICT kits, and developing and implementing consistent ICT policies and standards. Additionally, an ICT Workshop was held for all ICT staff in OCHA field offices. This streamlined existing ICT practices across all offices, increased awareness of corporate and inter-agency policies and standards, consolidated common projects, and ensured common guidelines for development and project management practices.

#### Private-sector partnerships

OCHA revised the 2001 OCHA-Ericsson agreement to include new services, such as the Wireless local area network (LAN) in Disaster and Emergency Response (WIDER) solution, and initiated an evaluation of the

partnership to explore areas for greater cooperation. An evaluation workshop was conducted with DHL to further improve the OCHA/DHL partnership and extend the existing agreement in collaboration with UNDP. In 2008, OCHA also began to formalize partnership with Microsoft. Moreover, Google provided a grant to enhance the FTS with new visualization tools and in-kind assistance tracking features.

#### 1.4 Greater Incorporation of Disaster Risk Reduction Approaches and Strengthened Preparedness in Humanitarian Response

In 2008, the frequency and intensity of storms, cyclones, torrential rains, and floods continued to affect severely lives and livelihoods across the globe. Strong earthquakes and severe droughts were also a significant concern.





Members of the Jordanian Battalion of the United Nations Stabilization Mission rescue Haitians from Hurricane Ike.

© UN PHOTO, MARCO DORMINO

Other factors in 2008, such as dramatic food and fuel price fluctuations and the emerging global financial crisis pushed many chronically vulnerable people into acute crisis, while simultaneously diminishing national government capacity to respond. The combination of climate change and other trends – such as population growth and increased urbanization – has continued to raise questions about how OCHA and the international humanitarian system at large prepare for and respond to acute humanitarian needs that arise from a series of compounding hazards, but do not necessarily result in a sudden conflict or disaster.

OCHA was therefore prompted to rethink how best to focus its work in preparedness and disaster risk reduction. To that end, OCHA commissioned a strategic review of the disaster preparedness support that it currently provides. Expected to be completed in 2009, the review will feed into OCHA new Strategic Framework for 2010-2013.

Meanwhile, in 2008, OCHA continued its preparedness work primarily to: (a) strengthen the response capacity of international stakeholders at the global and national level; (b) strengthen the response capacity of national and regional authorities; and, (c) develop its own internal capacity to respond (related to Objective 1.3 Strengthened OCHA Emergency Response Capacity).

### **Strengthening the response capacity of international stakeholders at global and national level**

At the global level, OCHA continued its engagement in several inter-agency initiatives, including climate change, the IASC Sub-Working Group (SWG) on Preparedness and Contingency Planning, and the Capacity for Disaster Reduction Initiative (CADRI).

OCHA re-enforced its commitment to play a key role in preparing for and adapting to the impact of climate

change. OCHA contributed to the IASC consultation process on the humanitarian impact of climate change, most prominently through two IASC-endorsed submission papers to the UNFCCC meeting in Poznan. The pieces promoted the inclusion of the humanitarian perspective on climate change in the UNFCCC negotiations, traditionally dominated by non-humanitarian stakeholders and emissions mitigation issues.

OCHA worked closely with IASC partners to promote the revised Inter-Agency Contingency Planning Guidelines, adopted in November 2007. The guidelines underline a multi-hazard approach to emergency preparedness, the cluster approach, partnership building, leadership, and accountability in humanitarian action. OCHA also continued contributing to inter-agency risk analysis, by helping draft the quarterly Early Warning Early Action report produced by the IASC SWG on Preparedness and Contingency Planning. This IASC early warning tool serves to foster enhanced preparedness and early humanitarian response, with particular attention to potentially new crises and changes in existing emergencies.

At country level, OCHA supported the response capacity of the humanitarian community in preparedness and contingency planning – mainly through the development of training and guidance material, as well as the preparation of modules on disaster preparedness for internal and external training. Drawing on the revised IASC Contingency Planning Guidelines and the Guidance and Indicator Package for Implementing Priority Five of the Hyogo Framework for Action (HFA), OCHA directly facilitated or participated in specific workshops designed to strengthen preparedness and contingency planning in several countries. OCHA also contributed to the development of IASC Contingency Planning training modules, designed to help HCTs understand and implement the 2007 guidelines. Moreover, OCHA launched and disseminated the first version of the online OCHA Disaster Response Preparedness Toolkit, providing guidance to OCHA staff and RCs/HCs on disaster preparedness tools and services.

OCHA also continued co-chairing the Emergency Directors Meeting (EDM), a forum for key humanitarian actors on major and potential humanitarian emergencies. In 2008, the EDM held three formal and three ad hoc meetings. A series of consultations were held with key stakeholders including United Nations agencies, think-tanks, and women's networks. Topics included gender and age components of emergencies.

Through the CADRI, a joint OCHA-ISDR-UNDP/BCPR initiative, OCHA supported the capacity development of two UNCTs in disaster risk reduction and disaster preparedness. CADRI also commenced work with the Disaster Preparedness and Prevention Initiative based in South-Eastern Europe.

OCHA functions as the secretariat of the International Search and Rescue Advisory Group (INSARAG), a global network of urban search and rescue providers that defines global standards for earthquake response. In this capacity, OCHA supported five INSARAG External Classification Exercises to determine response capacity of international urban search and rescue teams. This helps ensure adherence to international standards and facilitates decision-making on international assistance by governments during collapsed structure disasters. OCHA also organized four UNDAC/INSARAG Familiarization Workshops that brought together national, regional, and international responders. A session was held in Moscow for The Commonwealth of Independent States (CIS) countries, jointly with Emergencies and Elimination of the Consequences of Natural Disasters (EMERCOM) of Russia, and three others in the Middle East region, jointly with national disaster response organizations.

Furthermore, in 2008, to increase awareness of the pandemic threat and revitalize planning processes, PIC provided pandemic planning support to 90 UNCTs and conducted 44 simulation exercises for UNCT, national governments, headquarters inter-agency groups, and regional actors. In collaboration with the IFRC, PIC hosted and facilitated a high-level simulation for 22 senior managers from the United Nations, Red Cross Movement and NGO humanitarian organizations in Geneva, to look at how humanitarian partners would coordinate and divide labour in a pandemic.

### **Strengthening the response capacity of national and regional authorities**

At the request of the Government, three UNDAC Disaster Response Preparedness Missions were fielded in 2008, to Bhutan, Honduras, and Uganda. The aim was to assist these governments in evaluating their national disaster response preparedness plans and make recommendations for improvement.

As a follow-up to the 2nd Asian Ministerial Conference on Disaster Risk Reduction (Delhi 2007) and regional meetings held during the year, OCHA convened a special high level consultation on Central Asia regional cooperation in preparedness during the 3rd Asian





Afghanis participate in WFP Food for Work Project.

© UN PHOTO, WFP

Ministerial Conference on Disaster Risk Reduction in Kuala Lumpur (December 2008). Countries reconfirmed their intent to create a regional centre; they requested that OCHA continue supporting these efforts. They also requested assistance regarding regional risk assessment, mitigation and risk reduction measures, regional contingency planning, and joint simulation exercises – mechanisms for early warning information exchanges, as well as other preparedness and response measures.

With a view to supporting the Economic Community of Central African States (ECCAS) and its member states in strengthening national preparedness, response, and disaster risk reduction capacities, OCHA initiated a process for a Memorandum of Understanding between OCHA, ISDR, UNDP/BCPR and ECCAS, which will provide the cooperation framework.

### **Strengthening internal response capacity and coordination of preparedness activities**

To help exchange and record good practices on disaster preparedness, OCHA organized the first Emergency Preparedness Forum, bringing together some 30 OCHA headquarters and field staff involved in preparedness activities. With the same objective in mind, three virtual conferences were also organized. Additionally, OCHA extensively used the tools developed in 2007 to prioritize its activities. The Global Focus Model, a multi-risk prioritization tool, served to identify priority countries for support in developing IA Contingency Plans and the Minimum Preparedness Actions to improve OCHA readiness to respond to rapidly deteriorating humanitarian crises. Additionally, OCHA started working on policy guidance on improved preparedness and risk reduction.

## 1.5 A Strategy Contributing to Seamless Transition and Early Recovery

The key to seamless transition and early recovery is for the United Nations system to enable systematic and predictable planning, with clear roles and responsibilities, as well as the appropriate guidance and resources allocated to support these roles. As crisis situations improve, the need for humanitarian action and the role of OCHA coordination diminishes. In turn, the roles of government and development partners increase. In 2008, OCHA continued to strategize with inter-agency partners and field offices to develop good policy and practice to ensure seamless transition and early recovery. In addition, OCHA developed comprehensive phase-out plans for all OCHA field offices in the process of transition.

At the global level, OCHA participated in a range of formal and informal inter-agency fora aimed at advancing both policy and practical approaches to improving planning, coordination and funding for transition.

Together with the United Nations Development Operations Coordination Office (DOCO), OCHA continued to co-chair the UNDG-ECHA Working Group on Transition (WGT). In 2008, the WGT worked with the World Bank and the European Commission to develop an inter-agency methodology for joint post-conflict and post-disaster needs assessments. The working group also played a proactive role in United Nations system-wide discussions on the role and capacity of the RC system regarding the management of transition and recovery situations. The WGT also sought to improve the levels and predictability of funding for transition activities. To address the issue of financing in transition contexts, in its role as co-chair, OCHA contributed substantively in numerous donor fora, including the Copenhagen Early Recovery Policy Forum and the Organization for Economic Cooperation and Development/Development Assistance Committee (OECD/DAC) Task Team on Financing and Aid Architecture in Situations of Conflict and Fragility.

OCHA continued to work with the inter-agency Cluster Working Group on Early Recovery to help raise awareness within the international community on a range of transition issues, and mainstream early recovery activities into the other clusters.

On country issues, OCHA worked closely with the UNDP/BCPR and DOCO, at both senior and working levels, to provide tailored support to country offices

undergoing their own transition planning. Building on the efforts of the Joint Initiative on Recovery Coordination, which culminated in the endorsement of the Principles and Recommendations for Effective Recovery in 2008, OCHA reinforced United Nations partner support to field offices in Côte d'Ivoire, Georgia, Myanmar, Nepal and Uganda, to refine their transition strategies and exit timelines.

Internally, to help ensure a coherent approach to transition and early recovery planning and coordination, the OCHA Transition Working Group (OTWG) – established in 2007 and Chaired by the Assistant Secretary-General for Humanitarian Affairs – continued to serve as the forum for the development of internal policy and practice. In 2008, OTWG efforts ranged from developing global policies on OCHA roles and responsibilities in transition situations to assisting individual field offices in developing country-specific guidance. For example, in close collaboration with RCs/HCs and partners, the OTWG helped offices in Burundi and Timor Leste manage phase-down, through the development of administrative guidance and exit strategies. OCHA offices in these countries were closed in 2008.

### SEAMLESS TRANSITION AND EARLY RECOVERY: 2008 CONTRIBUTIONS TO SYSTEM-WIDE IMPROVEMENTS

- OCHA ability to plan for the responsible phase down and exit of its country offices is closely linked to UNDP/BCPR and DOCO efforts to improve and support the capacity of the United Nations system in planning, coordinating and implementing recovery activities in countries where the United Nations is phasing down its humanitarian operations. Through its continued partnership with UNDP/BCPR and DOCO, OCHA in 2008 established more standard practice and predictability within its own operations. In addition, OCHA began promoting the implementation of joint transition plans in specific countries with its transition partners.
- Predictable capacity and financial resources are essential to ensuring seamless transition from relief to development. In 2008, OCHA/DOCO, BCPR and other UNDG-ECHA partners continued to engage in a substantive dialogue with donors to explore how predictable funding flows may be secured.
- The Secretary General's Report on Peacebuilding in the Immediate Aftermath of Conflict is expected to provide a range of recommendations that will influence how the United Nations system undertakes planning, coordination and programming in the post conflict phase. By keeping abreast of these issues in 2008, OCHA contributed to evolving system-wide policy and practice, and ensured coherence with its own policy and guidance on transition planning, phase down and exit.



## Goal 2 Recognized OCHA Leading Role in Humanitarian Policy, Advocacy and Information Management

### 2.1 Action-oriented Analysis of Humanitarian Trends and Emerging Policy Issues

OCHA conducted, coordinated and supported analyses of humanitarian trends and policy issues. OCHA subsequently formulated action-oriented recommendations addressed to member states, United Nations organizations and the broader humanitarian community including NGOs. Policy engagement with member states continued throughout 2008, through various fora such as the General Assembly,

Somali child awaits registration at Kenyan refugee camp.



the Security Council and the Economic and Social Council (ECOSOC) – as well as the OCHA Donor Support Group (ODSG) and Humanitarian Liaison Working Group (HLWG). The ERC, as Chair of the IASC Principals, and the Director of OCHA Geneva, as the Chair of the IASC Working Group, continued to lead the IASC, the primary humanitarian policy making body for the international humanitarian system with strong support and significant resources from all parts of OCHA, on issues such as climate change, rising food and fuel prices, the economic downturn's effects on donors and beneficiaries, humanitarian principles, and the humanitarian reform agenda.

In 2008, OCHA bolstered its contribution to the development of sound analysis and policy on the humanitarian implications of climate change. An informal IASC Task Force, which included OCHA/ISDR (International Strategy for Disaster Reduction), developed a written submission to the UNFCCC Secretariat. The purpose was to draw attention to the humanitarian consequences of climate change to negotiators of member states in Poznan in December 2008. Together, OCHA and the IFRC led an IASC delegation to these negotiations. OCHA was also part of an informal IASC group that composed a working paper (also submitted to UNFCCC) conceptualizing the effects of climate change on migration and displacement. The piece identified the legal frameworks that may apply to each of the types of displacement caused by environmental degradation and the potential protection gaps, particularly relating to cross-border movements.

On the reform agenda, OCHA led the inter-agency process. This resulted in significant progress and agreement on aspects of the cluster approach and the strengthening of the HC system. In relation to the cluster approach, following extensive consultations, the IASC Working Group endorsed Operational Guidance on the concept of "Provider of Last Resort", setting out specific responsibilities of cluster leads in the field. OCHA also led the IASC to agree to continue the HC Pool for a further three years and create an IASC Humanitarian Coordination Assessment Panel (HCAP) to undertake the selection of HC candidates to strengthen humanitarian leadership in the field.

On the issue of access, the OCHA Policy Development and Studies Branch (PDSB) and UNHCR led a core group

to analyze the effect of limited humanitarian access and new factors complicating humanitarian work. OCHA conducted a study based on field consultations with country teams in Afghanistan, Colombia, Myanmar, oPt and Sudan to analyze specific challenges. The results fed into November 2008 discussions by the IASC Working Group, which tasked OCHA and UNHCR to develop an action plan for workshops on the assertion of humanitarian principles in the field in 2009. Regarding integrated missions, the IASC continued its dialogue with the UN Department of Peacekeeping Operations (DPKO), and DPKO presented its overarching policy document on peacekeeping operations in March. Pursuing dialogue with DPKO throughout the year, OCHA reflected humanitarian community concerns regarding integrated peacekeeping missions expressed through IASC discussions.

In the fall of 2008, the IASC developed the document: *Towards a More Strategic and Relevant IASC*. Its aim was to ensure a strategic shift of the IASC over the next few years. The November 2008 Working Group agreed on five proposed strategies/actions: (a) to respond to policy gaps and challenges identified in the field, such as humanitarian access and HC strengthening; (b) to engage with external policy networks and other expert entities; (c) to examine current tools and instruments for coordination to reflect longer-term strategies, addressing future vulnerabilities, risks and threats; (d) to collaborate more systematically with partners that address preparedness, transition, recovery and development; and (e) to reinforce regional strategies, including partnership with regional organizations. As it develops its new Strategic Framework for 2010-2013, OCHA will consider how best to position itself and support leadership in relation to these proposed strategies.

During the reporting period, OCHA continued to engage strategically with member states on emerging policy issues through the intergovernmental processes. The highlight of this engagement is the annual ECOSOC Humanitarian Affairs Segment (HAS), which is well attended by member states and humanitarian partners. In 2008, and during the ECOSOC HAS, OCHA organized two formal panels on the issue of the food crisis and the humanitarian implications of climate change. The panels provided comprehensive analysis of the selected topics, identified priorities and formulated possible strategies for consideration by all stakeholders. The ECOSOC segment also included eight side-events organized by OCHA, which highlighted issues such as the effectiveness of foreign military assets in natural disasters and gender equality

## HUMANITARIAN TRENDS AND EMERGING POLICY ISSUES: THE GLOBAL FOOD CRISIS

The consequences of the volatile food price peaks of 2008 triggered global recognition that an immediate and comprehensive response was necessary. The availability and higher cost of food had come with extra humanitarian, economic, political, and social consequences: increased risk of malnutrition, inflation and recession, violence and unrest, and possibly new waves of migration. Yet, if properly addressed, the crisis might prove an opportunity for the international community to formulate new partnerships and approaches to jointly tackle the deep-rooted problems of the global food system and food insecurity. Given the potential ramifications and opportunities, OCHA was called to action in both traditional and innovative ways.

At the headquarters level, OCHA demonstrated its leadership in bringing together relevant stakeholders to devise rapid response strategies. In April 2008, OCHA led a Secretary-General Policy Committee discussion that resulted in recommendations for the formation of a High-Level Task Force (HLTF) to coordinate information, advocacy and policy initiatives. The USG/ERC was subsequently asked to assume an additional role as the Coordinator of the HLTF in support of the Secretary-General, from 28 April 2008 to 1 January 2009. Supported by dedicated OCHA staff, he coordinated development, humanitarian and financial actors. In particular, he oversaw the main HLTF task of developing a Comprehensive Framework for Action (CFA), bridging the humanitarian and development agenda, and addressing both the immediate food crisis and broader food security.

At the country and regional level, OCHA offices reacted quickly. They provided analysis of the humanitarian impact, participated in inter-agency country-level food security assessments, and coordinated responses to increased humanitarian caseloads and complex operating environments. As the effects of the crisis varied from country to country, OCHA was asked to respond to differing challenges: increases in malnutrition; incidents of unrest requiring advocacy; demand for new fora and assessments; and the establishment of new partnerships.

OCHA drew on its various financial coordination mechanisms. Many 2008 Consolidated Appeals increased their food security and nutrition requirements at the mid-term. Four special food security appeals and action plans were issued during the year (Afghanistan, Haiti, Syria and Tajikistan) to combine short and medium-term actions. In May 2008, the USG/ERC announced that \$100 million of existing CERF resources would be set aside; and many OCHA field offices intensified their roles in coordinating the additional CERF requests.

The global food crisis demonstrated that humanitarian needs continue to appear in countries with no obvious "triggering disaster" to attract humanitarian concern and funds. The USG/ERC has now focused on the role of the HLTF in coordination. Still, for OCHA and its partners the challenges will persist, as well as the expectations to reduce vulnerability. These crises will oblige humanitarian and development organizations to work in parallel, not in succession – and donors to fund humanitarian stresses in development situations.

programming in humanitarian action. OCHA also facilitated side-events organized by humanitarian partners. This provided a valuable advocacy opportunity to amplify partner policy recommendations on issues such as protecting persons affected by natural disasters and reducing disaster risk as a climate change adaptation strategy.

In preparation for the GA and ECOSOC Segment in 2008, OCHA prepared analytical policy reports on behalf of the Secretary-General on strengthening of the coordination

of emergency humanitarian assistance of the United Nations (A/63/81 – E/2008/71); International cooperation on humanitarian assistance in the field of natural disasters, from relief to development (A/63/277); Humanitarian assistance and rehabilitation for selected countries and regions (A/63/659); Humanitarian assistance and reconstruction of Liberia (A/63/295). The Secretary-General reports are an important policy tool for OCHA and the international humanitarian community, whereby humanitarian actors can present their major policy concerns, analyses and recommendations to member states. The reports and subsequent humanitarian deliberations by member states – which are substantively supported by OCHA – have throughout the years produced GA and ECOSOC resolutions that have normatively and operationally advanced the frameworks for the provision and coordination of humanitarian assistance.

## 2.2 More strategic advocacy of humanitarian principles and issues

In 2008, the USG/ERC, senior managers and staff continued to raise awareness of humanitarian concerns and policies, promoting respect for humanitarian principles through systematic engagement with member states, regional organizations, the IASC and with counterparts in the United Nations Secretariat. Through various channels and mechanisms, OCHA pursued the primary aims of its advocacy and outreach: to speak out on behalf of people affected by humanitarian crises; to promote the protection of civilians; to prevent and end displacement wherever possible; and to maximize the effectiveness of humanitarian response. The development of context- and country-specific “key messages”, and their circulation to OCHA humanitarian partners, assisted in ensuring clearer and more unified messaging on these issues.

To increase awareness of humanitarian principles at the field level, OCHA regional and field offices developed advocacy action plans in consultation with humanitarian partners. These plans, endorsed by the relevant RCs/HCs, led to Humanitarian Country Teams more consistently raising awareness of the rights and needs of civilians affected by conflict or natural disaster. OCHA encouraged governments and parties to armed conflict to protect civilian populations in accordance with international humanitarian law, ensure the safety and security of aid workers, and allow access to affected populations for the delivery of humanitarian assistance.

## Global advocacy

OCHA embarked on two strategic campaigns to highlight major humanitarian concerns: the humanitarian implications of climate change and the plight of internally displaced persons. These strategic campaigns aim to leverage the entire advocacy potential of OCHA, on the basis that a sustained and coherent approach across the organization is more likely to lead to a tangible outcome. Guidance and materials – including multimedia and online content – enable OCHA staff and partners to effectively promote campaign aims. The campaigns took advantage of the growing visual media capacity of OCHA, and its links with IRIN, to produce multimedia products to better convey campaign messages to target audiences.

Following extensive consultation and research, climate change campaign messages and multimedia materials were produced and released in December 2008, in time for the United Nations Framework Convention on Climate Change (UNFCCC) Conference in Poznan. Campaign materials and resources were distributed to OCHA staff and made public in preparation for a sustained campaign – in collaboration with IASC partners – in the run up to the Copenhagen Conference in December 2009.

The campaign on internal displacement was also launched in late 2008. OCHA continued to work closely with partner agencies – particularly the UNHCR, Norwegian Refugee Council, the SRSG on the Human Rights of Internally Displaced Persons – on raising awareness of the plight of internally displaced through a series of high-level events, notably the 10th anniversary of the Guiding Principles on Internal Displacement in Oslo. (See [www.ochaonline.un.org](http://www.ochaonline.un.org) for more details of both campaigns).

## Ongoing outreach

OCHA continued its outreach to the media and the general public through strategically placed op-ed articles and a number of television, radio and print interviews, with a special focus on non-western outlets. The OCHA public information team gave or supported over 100 interviews covering all of the major complex emergencies and natural disasters that occurred over the course of 2008. The aim was to raise awareness and understanding of humanitarian action, and advocate for the needs of those affected and seeking funds for relief programmes. This work ensured that the USG/ERC’s humanitarian priorities and field missions received maximum attention and coverage. OCHA also provided briefings on humanitarian crises to universities, diplomatic missions and private and philanthropic organizations.





John Holmes, Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator (fourth from left) visits IDP Camp in DRC.

© UN PHOTO, MARIE FRECHON

In order to strengthen the capacity of the organization’s Public Information Officers, OCHA held its first specialized training in April 2008 in Nairobi. The purpose was to bolster the skills required by staff for effective communication and outreach. Moreover, the aim was to deepen staff understanding of the humanitarian reform process, as

well as issues such as internal displacement and the protection of civilians. Agreement was reached on the need to standardize the organization’s public information work through the development of policies and procedures, which is now well underway.

**OP-ED PIECES ON ISSUES OF HUMANITARIAN CONCERN TO THE EMERGENCY RELIEF COORDINATOR**

Date	Title	Subject	Media
03/01/2008	Disasters the ‘new normal’	DRR and climate change	USA Today (USA), Mainichi Shimbun (Japan), Egyptian Mail (Egypt)
04/03/2008	Gaza: Hope not hatred	Gaza crisis	Al-Ahram (Egypt), Daily News (Egypt), Asian Age (India), Gulf News (UAE)
06/08/2008	Myanmar’s lessons	Cyclone Nargis	The Washington Post
30/09/2008	Food crisis in Africa	Hunger	The Washington Times (USA)
13/10/2008	Homeless at home	IDPs	Numerous via Project Syndicate (Global)
5/11/2008	The world needs help	Global financial crisis and humanitarian funding	The National and Al-Bayan (UAE)
19/11/2008	More help now, please	DRR and climate change	The World in 2009 (The Economist) (Global)
23/11/2008	Somali struggle	Somalia	The Daily News (Egypt)
25/11/2008	An end to cluster munitions	Oslo convention on cluster munitions	Sol (Portugal), Eleftherotypia (Greece)

### Member state engagement

Two-thirds of the G77 Member States were engaged throughout the year through targeted events in New York. The focus included such topics as the presentation of the Secretary-General's report on Strengthening of the Coordination of Emergency Humanitarian Assistance of the United Nations. In Geneva, OCHA convened Member State briefings and advocated with donors in order to deliver key messages on humanitarian crises and to mobilize resources and political support for emergency situations around the world.

### Humanitarian news and information

During the year, IRIN produced over 5,900 multi-lingual news and feature reports on issues of humanitarian concern identified by its Africa, Middle East, and Asia regional editorial staff. A strong continuing interest in IRIN's reporting was reflected in a 40 percent growth in subscriptions to the email service, with a total of 35,000 registered users at the end of the year. At least two million online readers accessed the website; millions more accessed IRIN material through newspapers, websites, radio and TV stations that use the service for free. IRIN produced five full-length film documentaries and 11 short features covering a range of issues including internal displacement (in DRC and the Philippines), HIV/AIDS, and climate change adaptation. In addition, some 1,800 free print-quality photographs from the field were made available for use by humanitarian partners with almost 25,000 downloads recorded during the course of the year. IRIN also published a number of new media products, including a number of "sound slides", and a range of improved maps and graphics.

In 2008, IRIN continued to produce radio content for local broadcast, but phased out its projects in Côte d'Ivoire, Liberia, and Uganda to focus on enhancing humanitarian radio content and broadcast services in Afghanistan and Somalia.

The OCHA platform for sharing humanitarian information on natural disasters and complex emergencies, continued to act as a community-wide vehicle for timely and reliable advocacy on emerging crises. In 2008, ReliefWeb enhanced its products to support advocacy for OCHA strategic priorities, as well as highlighted under-reported situations through improved user experience, rigorous selection and framing of issues, maps, and other visual products. New products and features – such as interactive vacancies, collaborative filtering and RSS feeds – enhanced accessibility to information.

## 2.3 A Common Approach to Needs Assessments and Impact Evaluation

As the number of humanitarian actors grows, the key is to harmonize the work being undertaken. Harmonization ensures the complementarity and optimization of competitive advantage, without jeopardizing individual actor identities and mandates. Consistent with its responsibility to take a leadership role in humanitarian policy, OCHA is working with humanitarian actors to define common indicators and approaches for needs assessment, monitoring and evaluation. The development of common approaches strengthened predictability and accountability in humanitarian operations – both central elements of humanitarian reform.

### Needs assessment

The Assessment and Classification of Emergencies (ACE) Project was launched in October 2007 as the first step towards implementing OCHA's strategic priority to develop "a common approach to needs assessments and impact evaluation". The project aims to improve the basis on which relief actors identify needs and make decisions on the prioritization and allocation of resources, by supporting, harmonizing and improving the comparability of inter-agency assessment and analysis activities. This is an ambitious, long-term project, and its emphasis in 2008 was on mapping major needs assessment and humanitarian classification efforts; identifying commonly agreed indicators and definitions; and piloting the use of these indicators in two countries to help determine the severity of the humanitarian situation.

The Assessment and Classification of Emergencies (ACE) project conducted two interrelated consultation processes in 2008. The first process, to harmonize the supply side of humanitarian information, focused on mapping existing multi-sectoral needs assessment initiatives and key sectoral indicators. This process involved intensive bilateral consultations with clusters and agencies, as well as three multi-stakeholder meetings. The main results of the mapping were shared with the IASC WG for its commentary. The mapping report included a suggested framework for the sequencing of needs assessment activities, in accordance with the emergency timeline.

The second process, to address the demand side of humanitarian information, focused on the development of a tool to consolidate needs assessment and other core information for humanitarian decision-makers





Rice is distributed to tropical storm victims.

© UN PHOTO, LOGAN ABASSI

in a standardized and accessible manner. Based on a concept note developed by the ACE project, a multi-stakeholder workshop led to a consolidated humanitarian situation and response analysis tool. This “humanitarian dashboard” serves to inform decision-making on a real-time basis. A revised strategy for piloting the dashboard was developed with the goal of pilot testing of the tool by the end of 2009.

At its November 2008 meeting, the IASC endorsed the role of OCHA in facilitating the development of this consolidation tool. Meanwhile, the volume of input on needs assessment demonstrated a consensus regarding the necessity for more work in this area. Specifically, the IASC Working Group requested that OCHA pursue further complementarities between the clusters’ and sectors’ respective needs assessments initiatives. Greater harmonization of methodologies, indicators and collected information is being actively promoted by OCHA to improve inter-cluster assessment approaches.

In 2008, OCHA created and piloted a rough severity estimation tool for internal use in the event of disasters;

this experience will be borrowed for developing the dashboard. The internal tool was piloted in five countries: Haiti, Honduras, Yemen, Pakistan and Sri Lanka.

To improve needs assessment, OCHA worked with partners to integrate HIV as a priority cross-cutting issue into needs assessment and other areas of humanitarian action. These included emergency preparedness, response, and financing. In 2008, an Induction Package was created by a small inter-agency group within the IASC Task Force on HIV in Humanitarian Situations, incorporating OCHA, UNDP, WHO, UNHCR, and UNAIDS. The package clarified the main coordination arrangements, tools, and resources for addressing HIV in humanitarian contexts.

### Monitoring

In 2008, OCHA developed a strategic-level monitoring system for appeal situations and guidelines for project prioritization. For the first time ever, a majority of CAPs were prioritized: each project in the appeal was given a priority score based on peer reviews by clusters and humanitarian country teams. The prioritization was



further extended for the 2009 Consolidated Appeals, published in late 2008. The CAP Section developed a blueprint for strategic-level monitoring (with an additional module specifically for pooled funds) incorporated into the 2009 CAP guidelines.

The remaining challenges, namely of building consensus in the IASC on key indicators, thresholds and methods, are being addressed by the work of the ACE Project on needs assessment.

### Evaluation

In 2008, OCHA and its partners developed a framework to conduct the second phase of the cluster evaluation and provide a clear conceptual basis for future impact evaluations. This evaluation framework was developed through broad-based multi-stakeholder consultation to guide the 2009 Cluster Phase 2 evaluation. The framework established a common set of indicators for assessing cluster effectiveness, by mapping impact across the individual clusters. The framework prompted requests to develop similar frameworks for impact evaluations of pooled funds and other humanitarian reform initiatives.

## 2.4 Protection Advanced at Global, Regional, and National Level

Protection of civilians is a core element of all principled humanitarian action, in both conflict and disaster settings; as such, it is central to all of OCHA primary functions. As conferred by the General Assembly and the Security Council, in particular, OCHA supports the USG/ERC and his mandate to: address issues of protection and assistance for internally displaced populations; report on the protection of civilians; advocate for adherence to international law; and, advocate for the rights of people in need. With a broad range of actors, through the IASC and with member states, OCHA works to mobilize and support an integrated response, ensuring that safety, security, dignity, integrity, and human rights are at the foundation of all humanitarian intervention. To strengthen predictability and accountability with partners and the organization's wide range of stakeholders, OCHA also seeks to integrate protection as a core component of OCHA staff members' skill set.

### Global level

During the course of 2008, OCHA undertook a series of consultations with partners and member states. Negotiated through these consultations, and revised to reflect more adequately civilian protection developments

with the Security Council, the *Aide Mémoire* on the Protection of Civilians was adopted in Security Council in January 2009.

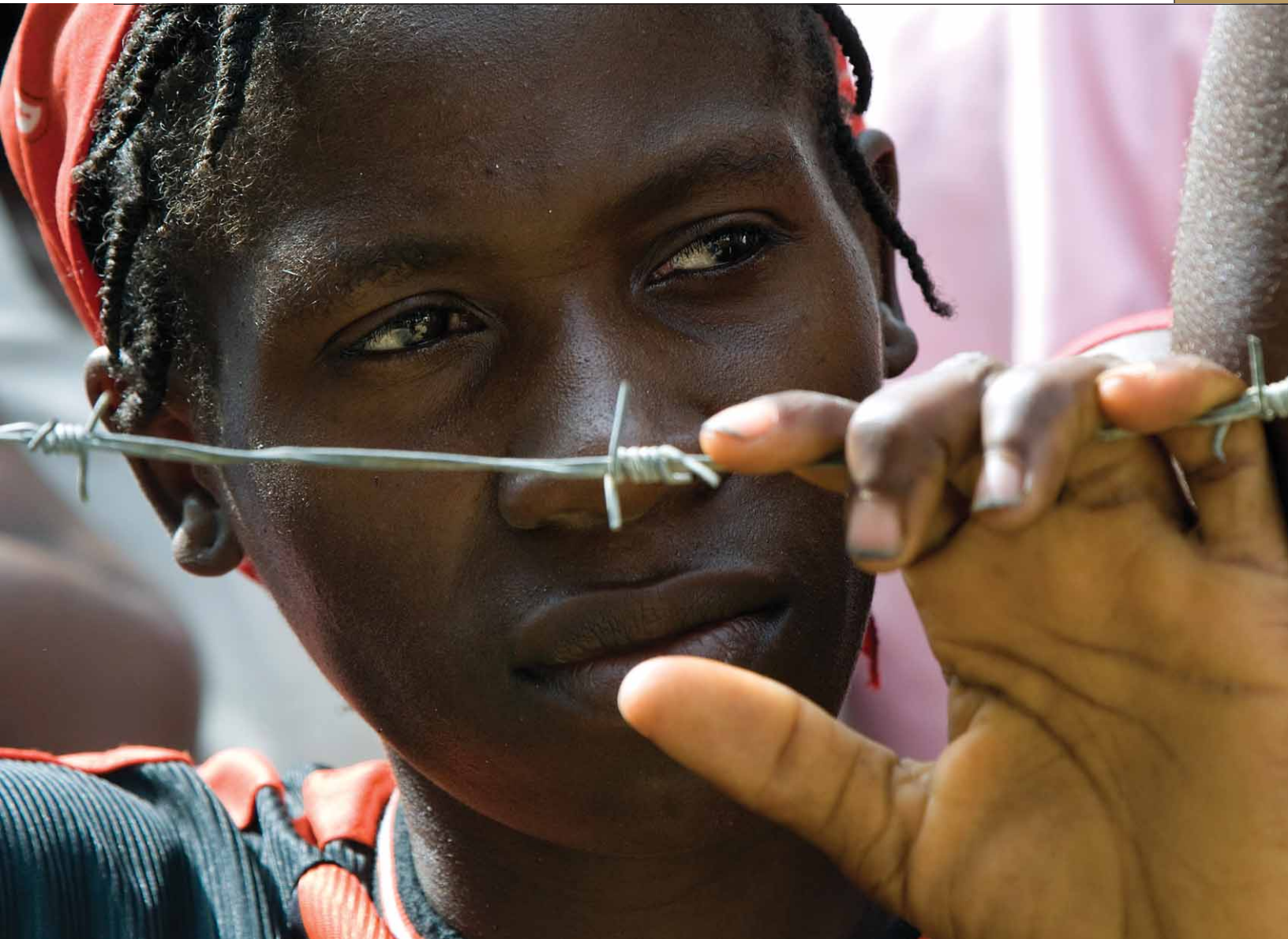
To consolidate the interest generated during these consultations and the high level of engagement with member states, an informal Security Council Expert Group on the Protection of Civilians was also established in 2008. The group serves as an informal forum for timely discussions on pressing protection concerns, particularly in the context of the renewal or establishment of peacekeeping mandates.

As mentioned under Objective 2.2, in 2008, OCHA launched a global advocacy campaign to raise international awareness regarding the growing number of IDPs worldwide. The campaign seeks to strengthen multilateral response to internal displacement, including significant efforts to prevent displacement; end long-term displacement through durable solutions and dependency reduction; and, promote the meaningful participation of displaced populations in decision-making.

OCHA continued its institutional commitment to address sexual violence in conflict as a particular protection priority, with dedicated resources for the UN Action against Sexual Violence in Conflict initiative. Staff worked specifically to strengthen the operational coordination mechanisms of the Protection Cluster's "area of responsibility" on Gender-Based Violence (GBV) by: sharing inter-agency good practice; drafting assessment tools; and, contributing to the GBV coordination training efforts (led by UNFPA on behalf of the cluster). In June, OCHA further organized a meeting of academic experts and field practitioners. Its aim was to develop a common agenda to link study and practice for stronger policy and programming in 2009 and beyond.

OCHA hosted a global meeting of experts working on protection from sexual exploitation and abuse (PSEA) committed by humanitarian actors (UN, NGO, IGO) and supported the training of 90 field-based PSEA focal points. OCHA continues to provide inter-agency leadership in its role as Co-chair of the ECHA/Executive Committee on Peace and Security taskforce on PSEA. Working with partners, OCHA contributed to the Victim Assistance Policy adopted by the General Assembly. A detailed guide for implementation was developed for OCHA staff and IASC partners, to be piloted in 2009.

Building on the USG/ERC mandate to facilitate efforts to enhance humanitarian access, OCHA developed an Access



Woman waits in line at food distribution centre.

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Monitoring and Reporting Framework. The Framework aligns OCHA monitoring and reporting of access with a common standard, and informs both policy and operations related to access, particularly in situations of armed conflict. The Framework has received positive feedback within OCHA and from other humanitarian actors. Access monitoring results will serve as the basis for a report on humanitarian access, to be annexed to the Secretary-General's report to the Security Council on the protection of civilians.

Within the framework of the humanitarian reform process and in view of the humanitarian implications of climate change, humanitarian protection actors stressed the need for increased focus on protection in natural disasters. Such protection represents a gap inadequately addressed during the humanitarian reform process. Subsequently, a global Protection Cluster working group on protection

in natural disasters, with strong technical and staffing support from OCHA, was established in April 2008. Its main objectives are: (1) to strengthen accountability, leadership capacity and predictability for the protection cluster in disaster situations; and, (2) to strengthen preparedness and technical capacity to respond to disaster situations, and ensure that capacities are in place in the cluster to meet these responsibilities.

### Regional level

Throughout 2008, OCHA engaged with the AU to support their preparations for a summit on forced displacement, proposed for early 2009. As a key component of this initiative, OCHA provided legal, policy, and practical advice to the AU concerning a draft Convention on internal displacement, as well as other key summit background documents. The Convention, to be further elaborated and ratified in 2009, will provide clarity and

consistency regarding the principles and approach for protecting the rights of those displaced by conflict, disasters, or other causes in the AU. The Convention should provide a far-reaching model for potential development in other regions.

OCHA has also offered significant support to the Secretariat of the International Conference on the Great Lakes Region (ICGLR). OCHA planned a workshop (to be held in 2009) for the development of a work plan to implement the Protocol on the Protection and Assistance of Internally Displaced Persons, signed by member states of the ICGLR. Building on lessons learned, the workshop is key to ensuring that written commitments will be accompanied by well-considered and pragmatic steps for full implementation.

### National level

At the country level, protection was strengthened through the establishment/reinforcement of protection clusters, clear designation of accountable leadership, and development of consolidated protection strategies in more than 20 emergencies. OCHA provided support to the Protection Cluster globally to improve field linkages and country-specific support: guidance development, field deployments, and inter-agency consultations for improved field capacity. For instance, in Kenya, during the response to post-election violence, OCHA worked with the global protection cluster to deploy senior protection staff and

field-based protection officers. OCHA strengthened capacities on the ground, drew on ProCap resources to complement agency activities, and actively linked advocacy strategies with the RSG on Human Rights of IDPs.

In addition, OCHA strengthened protection support for HCs at country level; this included the systematic integration of protection elements into the HC's reporting to the USG/ERC. To best address outstanding HC/RC needs, OCHA also undertook a scoping project of HC/RC protection challenges, capacities, priorities, and expectations related to (field-specific) protection advocacy and legal frameworks. Building upon these consultations with the United Nations, HC/RCS, and INGOs, a scoping report was produced as the basis for a series of 2009 workshops.

During 2008, OCHA continued to host the secretariats for both Protection Stand-by Capacity (ProCap) and Gender Stand-by Capacity (GenCap) for inter-agency strategic deployments in new and prolonged emergencies. Through ProCap, 20 senior protection officers were deployed – to UNHCR, UNICEF, OHCHR, DPKO, as well as OCHA and HC/RC offices – in support of efforts to develop an integrated protection response to 15 crises. In addition, 80 stand-by protection experts were trained from seven NGOs and roster partners. GenCap deployed 26 advisors to support HCTs and clusters in 18 crises. This ensured that gender perspectives were incorporated into all humanitarian activities and violations were actively prevented. Consistent with humanitarian reform, both of these mechanisms directly benefit national operations, while also strengthening the predictability and protection response quality at the systems level.

### OCHA capacity to support protection strengthened

OCHA continued its efforts to build strong capacity among field and headquarters staff to integrate support for protection activities into their core functions, consistent with OCHA internal policies and guidance. A series of workshops and capacity-building activities were undertaken for staff and with partners to address issues related to applicable legal frameworks, protection analysis tools, protection coordination mechanisms, advocacy, strategy development, preparedness and contingency planning, humanitarian access, support to HCs' mandates, and working in stronger partnership with protection-mandated agencies. Workshops were held in two regional offices and nine country offices. Four more workshops were held specifically on GBV concerns.

### PROTECTION ADVANCED: A FEW INSIGHTS

- The advances in strengthening the predictability and accountability for protection of IDPs in conflict settings highlight the need to improve response for disaster contexts. A new framework for achieving heightened response is emerging for 2009.
- The potential role of the HC/RC in advocating the rights of affected populations and facilitating and integrated protection response has thus far been relatively overlooked in systems reform. A survey of a diverse range of actors served to identify necessary HC skills or knowledge for challenging field environments (legal frameworks, negotiation skills, inclusive advocacy strategies, etc.).
- The IDP Campaign was developed to reinforce displacement issues/solutions and ensure they remain at the top of the ERC agenda. The campaign resulted in clearer identification of policy and operational gaps, including displacement prevention, and contingency planning and preparedness.
- OCHA has also identified the need to support member states in assuming a leadership role in instituting principled policies and legislation for IDP protection. OCHA may facilitate greater peer support among member states in similar situations, thus exploiting regionally available capacities, resources, and expertise.
- The updating of the *Aide Mémoire* for the Protection of Civilians in Armed Conflict presently requires considerable research and consultation, and thus time/commitment. Bilateral consultations on the structure and content of the *Aide Mémoire* with Security Council member states are essential.



Building on the need to integrate protection into all areas of OCHA work, specific emphasis was placed on internal training programmes which were developed in the course of the year, particularly for Emergency Roster deployments and for the revision of the Humanitarian Field Coordination Programme, ensuring that they contained explicit modules on protection. In support of field response, surge capacity for protection functions was also provided in new emergencies including Kenya and South Africa.

During each of these capacity-building efforts, consultations were also held with colleagues about their own work in supporting and promoting protection as a component of humanitarian action. Outcomes of these consultations have been used to strengthen and revise internal policy guidance and SOPs (approved 2009) so that OCHA protection support to HCs, partners, authorities and member states will be increasingly predictable and integrated into all functions.

## 2.5 Strengthened Information Management Based on Common Standards and Best Practices

The humanitarian community's ability to share, manage, and exchange information continues to be characterized by challenges and opportunities. Timely, relevant and reliable information is increasingly expected to support evidence-based advocacy, decision-making and resource allocation. In 2008, OCHA addressed these challenges and opportunities at three levels. Firstly, OCHA built on the extensive 2007 review of its own information products and services, as well as that of its information management practices. Secondly, in collaboration with cluster/sector leads and their members, OCHA led inter-agency efforts to improve information management through the development of mutually-agreed policies and practices at the global level. Thirdly, OCHA strove to be a predictable partner through the application of global policies at the field level.

Building on the recommendations from the 2007-2008 Information Management Review, the Information and Communication Technology Review and the ERC's Five-year Perspective, the Advocacy and Information Management Branch initiated a remodeling plan in the middle of 2008 to transform itself into the Communications and Information Services Branch (CISB). CISB provides a range of services to the organization to manage its information and to communicate it strategically to influence the policies and

practices of key actors, e.g., through advocacy. The new structure for the branch reflects a streamlined approach to communication and information services that emphasizes building partnerships to meet the information needs of the humanitarian community, donors, affected governments, and the public.

Inter-agency collaboration at the global level and on the ground has allowed the humanitarian community to work together better across clusters, among partners and with national governments. The Operational Guidance on Responsibilities of Cluster/Sector Leads and OCHA in Information Management, which was prepared by the Inter-Agency Information Management Working Group and endorsed by the IASC WG in December, for the first time outlines the different information management responsibilities between OCHA and cluster/sector leads in emergencies.

The Operational Guidance also outlines information management responsibilities for intra-cluster coordination by the Cluster/Sector Leads, as well as OCHA information management responsibilities for inter-cluster coordination. Building on the outputs of the Inter-Agency Information Management Working Group, participating agencies recognized the need for continued efforts to improve humanitarian Information Management at the global level through the IASC. At the end of 2008, the IASC therefore established an 18-month Task Force on Information Management to strengthen inter-agency information exchange before and during emergencies. Consultations with humanitarian partners on the Humanitarian Information Centre (HIC) led to the IASC WG formally endorsing the revised ToR for HICs in May 2008.

With the introduction of the Online Projects System (OPS), OCHA also sought to strengthen the information management aspects of the CAP development process. Organizations can now post proposed CAP projects directly into a web-based system, which allows clusters (and agency headquarters, HCs, and OCHA) to peer-review them. The system also enables running totals for CAP and cluster funding requests, as well as OCHA publication of the projects electronically through the FTS. Introduced in September 2008, the first version of the OPS will be further refined in 2009, including a function for CAP revisions. The value of OPS has already been proven through better CAP selection and prioritization. The OPS also allows a more efficient transmission of project information from field to agency HQs, and then automatically into FTS.



Secretary-General Ban Ki-moon (third from left) participates in the UNHCR "Refugee Run" campaign, a re-enactment of life in a refugee camp. Also participating with him (from left to right): António Guterres, United Nations High Commissioner for Refugees; and John Holmes, Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator.

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In 2008, ReliefWeb continued to promote common standards and best practices by providing timely coverage of 28 emergencies and 124 natural disasters. This included the posting of over 39,000 response documents and 3,200 maps from humanitarian sources and partners. The outcomes of the Global Symposium +5 on strengthening humanitarian information management [<http://www.reliefweb.int/symposium/>] informed the development of its 2008 and 2009 work plans. This was reflected in the development of a ReliefWeb Handbook to promote web governance and capture best practices through OCHA Policy and Guidance initiative. The handbook incorporated agreed web content management policies, guidance, and standard operating procedures.

As part of improving web governance, OCHA improved the online CERF database and introduced an expanded search feature that allows for the easy extraction and manipulation of data, including time series analysis. All data on project applications, approval of projects, disbursement of funds, and contributions and pledges are updated daily in the database and pushed to the CERF website in real time. The CERF website is updated almost hourly as information becomes available, and the country pages on the CERF website include allocation information through I-frames.

OCHA further strengthened information management practices by improving the GDACS and the VOSOCC through automatic alerts, impact estimations, and real-time online information exchange among international responders in major sudden-onset disasters. Most donor countries and disaster response organizations worldwide assigned their Operation Centres to exchange operational information in all major disasters throughout 2008 and coordinate their activities with other actors.

In sum, OCHA took multiple steps to strengthen information management in 2008. The development of mutually-agreed information management policies and practices at the global level was and will continue to be fundamental to OCHA predictability and accountability. To strengthen information management in support of decision-making, OCHA recognizes it must further improve internal standards for humanitarian reporting. For instance, an inventory of existing OCHA websites located over 60 sites and applications with different visual designs and conflicting content. A review of these sites suggested that OCHA web presence is inefficient and contrary to best practices. Based on the findings, a new web portal will be developed integrating the multitude of OCHA sites, thus forging a cohesive online web space and identity.

## Goal 3 An effectively Managed and Responsive Organization

To fulfill its mandate of coordinating effective and timely humanitarian action for those most in need, OCHA must identify, recruit, and deploy humanitarian workers to affected areas in the shortest time possible. Once deployed, OCHA staff must be provided with the tools and guidance to function with the greatest cohesion possible, concentrate on achieving agreed upon priorities, and be rendered accountable. To facilitate all this, OCHA financial management tools must enable clear and defined allocation and expenditure of funds, ensuring that resources are effectively managed and monitored to ensure the maximum possible impact.

### Human resources management

In addition to the normal safety, security, and hardship challenges associated with staffing locations where there is humanitarian need – as well as high staff turnover rate – OCHA must grapple with a set of elaborate and complex human resources rules and regulations. In 2008, a particular emphasis was placed on improved accountability, delegated responsibilities and management processes for the delivery of more efficient and effective human resources management.

In 2008, OCHA established a Senior Human Resources Committee composed of the Under-Secretary-General, Assistant Secretary-General and Senior Directors in order to agree upon critical human resources policy and staffing issues. In February, OCHA was delegated authority to recruit, deploy, and administer its staff in the field, with OCHA becoming fully accountable in the second half of the year. The new authority, coupled with relevant guidance provided to the field in March 2008, laid the ground work for revamping recruitment action and should allow for an accelerated deployment of staff to emergency locations.

To expedite recruitment for field positions, a new Roster Management Programme was initiated to establish and maintain a pool of qualified, competent and pre-screened candidates available for rapid field deployment. OCHA interview policy was developed to ensure the Roster Management Programme is run fairly and transparently. Towards year-end, an increasing number of candidates began to be recruited from the roster of roughly 1,000 eligible applications. At least 70 percent of field recruitments are expected to be filled through the roster in 2009. Closer collaboration between OCHA's organizational divisions also ensured that emergency deployment through the emergency roster was implemented more smoothly.

Meanwhile, OCHA worked closely with system colleagues towards the approval of significant United Nations-wide human resources management reform initiatives. Under "One UN", a unified contract type is to be granted to all staff regardless of appointment type (temporary, fixed-term, continuing), and a rest and recuperation scheme (R&R) will be introduced – changes expected to enhance staff development and mobility opportunities. In addition, cooperation with other United Nations agencies expanded over the course of the year, resulting in the review and clarification of wider human resources procedures and roles and responsibilities in the field. Discussions on the implementation of standard service level agreements with UNDP are expected to yield positive results in 2009.

OCHA made limited progress implementing its performance appraisal system, in part by clarifying reporting lines for heads of offices and within the executive and administrative offices. Compliance rose from approximately 30 percent in 2007 to 50 percent in 2008, but is still very unsatisfactory.

### Corporate cohesion

During the second full year implementing the new planning and reporting system, OCHA focused its efforts on building corporate cohesion around its 14 strategic objectives and fostering a more results-oriented culture. Reflecting the Under-Secretary General's Five Year Perspective launched in 2007, the Strategic Framework's objectives provided staff in HQ and the field with greater direction on organization-wide priorities, and improved tools to help manage planning, monitoring, and reporting. In 2008, the annual reporting and planning processes were organized for the first time around these objectives, rather than around organizational divisions, resulting in greater clarity on corporate priorities and their implementation. Joint-planning also helped identify an improved and streamlined set of performance indicators that will facilitate monitoring and demonstrate greater impact in reporting for 2009.

The end of 2008 also marked the second full year of the Guidance Management Project (GMP), which aims to do the following: fill gaps in OCHA guidance, especially relating to field activities; link OCHA policies and guidance materials to clear expectations of compliance; and, provide a more coherent platform for the induction and training of OCHA staff. Following its collection and categorization of pre-existing guidance to identify





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critical guidance gaps affecting OCHA operations, the GMP reprioritized its plans to develop a corporate identity document to focus instead on working with managers across the organization to close these gaps. In critical areas, the Guidance Project worked with managers and subject matter experts to develop subject-specific guidance frameworks. In 2008, guidance frameworks were developed covering integration and transition, and development began on three other frameworks. OCHA also made progress improving its corporate approach to the cross-cutting issue of gender equality. For the third consecutive year, OCHA developed, implemented, and reported on its office-wide Gender Action Plan, as the main monitoring tool for assessing the implementation of OCHA Policy on Gender Equality endorsed in 2005.

The launch of the Humanitarian Field Coordination Programme pilot provided staff training on integrated approaches to field coordination and provided critical feedback for a full rollout of the programme in 2009. Although OCHA was unable to launch its staff induction

training due in part to IT constraints and delays in content finalization, the progress made will ensure its implementation in the coming year.

### Financial management tools

OCHA's financial management serves to ensure that resources are effectively allocated, managed and monitored. In order to strengthen financial accountability and management, in 2008, OCHA focused on exercising greater budgeting discipline and on providing regular financial statements that enable programme managers to effectively monitor their cost plans.

At the 2008 mid-year review, changes to cost plans were considered in light of the rate of expenditure and new requirements. While there were some additional requirements at individual programme level, most of these were offset with savings across OCHA. The preparation for the 2009 cost plans, which took place in the third quarter of the year, took advantage of increasing individual capacity to manage cost plans while ensuring that corporate priorities, programmatic as well as financial, were supported. The generation of monthly expenditure reports for programme managers improved cost planning and facilitated budget management. The next step will be the development of online reports that can be generated on demand. Meanwhile, the budgeting process was simplified through the design of standardized templates that helped with costing and oversight. The further development of online reports would result in a heightened monitoring and reviewing of areas and offices. These would address weaknesses, identify gaps, and enhance efficiencies.

In 2008, OCHA streamlined administrative processes and provided relevant training for field offices. It developed Phase I of a contribution tracking database to follow unpaid pledges and contributions, from allocation through to donor reporting. While further financial management tools were developed in 2008, much work still remains – including the kick-off of the Field Management System.

Many of the achievements in 2008 are in their initial stages. As well as internal coordination, continued efforts will facilitate access to accurate information, through agreement with official United Nations accounting records, real-time feeds, and accessibility. As tools develop and access increases, OCHA managers must be supported to guarantee proper usage of these tools and interpretation of the budgeting results.

## B. Performance of the Field

### REGIONAL OFFICES

Regional Office for Asia and the Pacific  
 Regional Office for Latin America and the Caribbean  
 Regional Office for the Middle East, North Africa and Central Asia  
 Regional Office for Central and East Africa  
 Regional Office for Southern Africa  
 Regional Office for West Africa  
 African Union Liaison Office

### FIELD OFFICES: AFRICA

Burundi  
 Central African Republic  
 Chad  
 Côte d'Ivoire  
 Democratic Republic of the Congo  
 Eritrea  
 Ethiopia  
 Guinea  
 Kenya  
 Niger  
 Somalia  
 Sudan  
 Uganda  
 Zimbabwe

### FIELD OFFICES: MIDDLE EAST

Iraq  
 occupied Palestinian territory

### FIELD OFFICES: ASIA

Indonesia  
 Myanmar  
 Nepal  
 Sri Lanka  
 Timor-Leste

### FIELD OFFICES: LATIN AMERICA AND THE CARIBBEAN

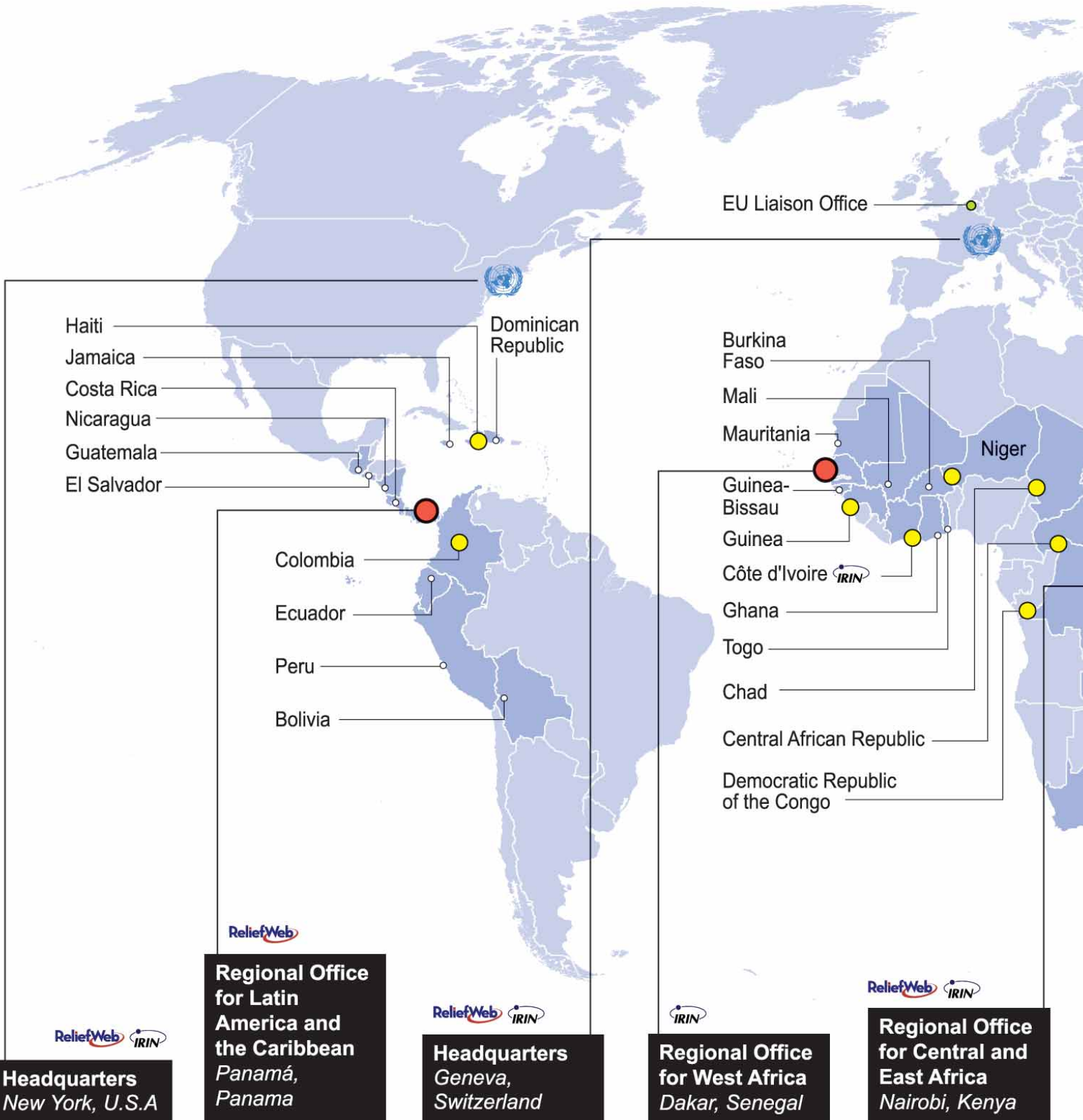
Colombia  
 Haiti

### FIELD OFFICES: EUROPE

Georgia

# United Nations Office for the Coordination

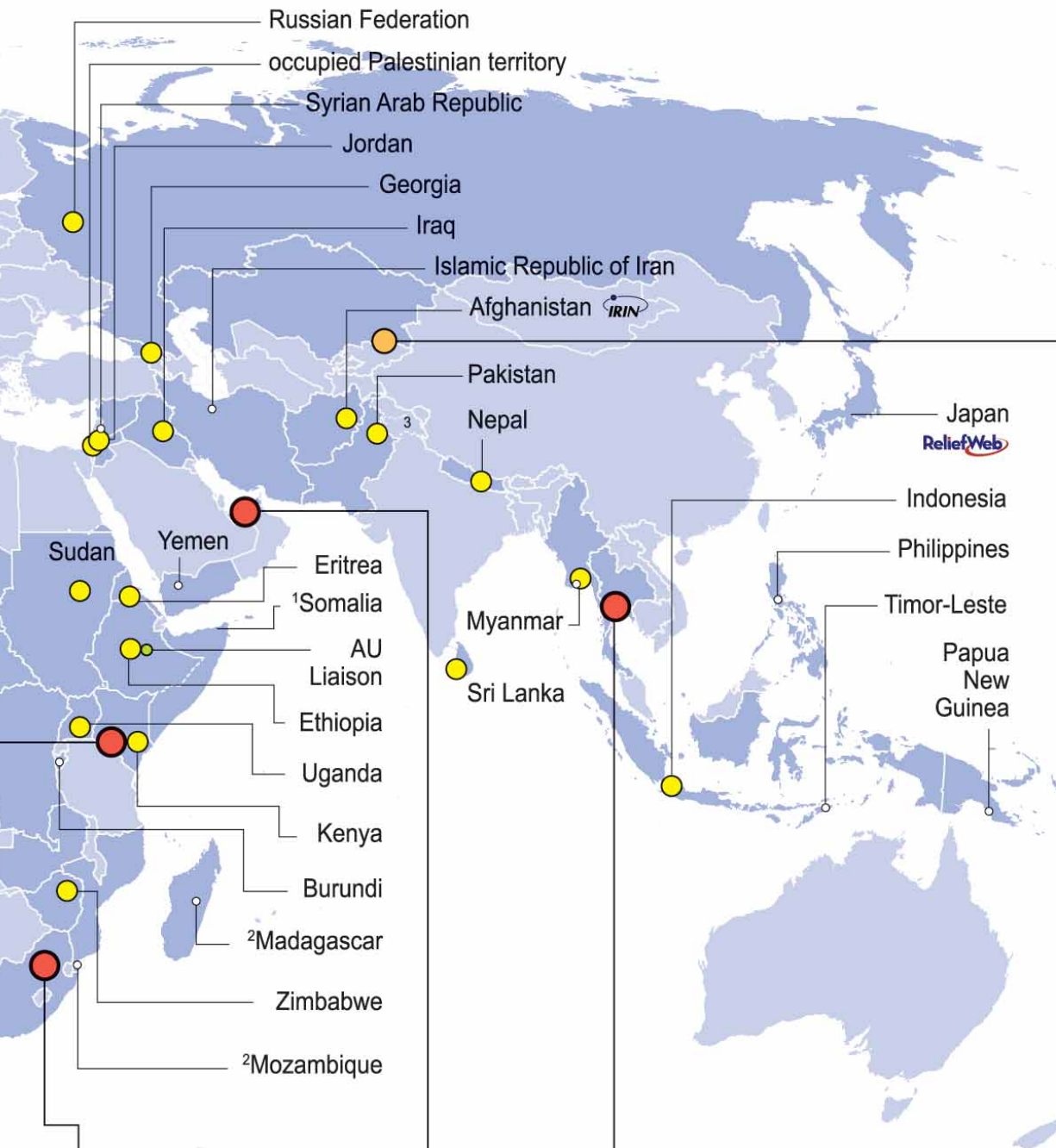
● Regional Office & RDRA  
 ● Regional Disaster Response Adviser  
 ● Field Office  
 ● Liaison Office





# of Humanitarian Affairs - presence 2008

○ Presence   ■ Country with OCHA Presence    IRIN Location    ReliefWeb Location



1. Field Office for Somalia in Kenya
2. Presences in Madagascar and Mozambique are phasing out in March 2009
3. 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.

The boundaries and names shown on this map do not imply official endorsement or acceptance by the United Nations.

**Regional Office for Southern Africa**  
Johannesburg, South Africa

**Regional Office for the Middle East, North Africa, and Central Asia**  
Dubai, UAE

**Regional Office for Asia and the Pacific**  
Bangkok, Thailand

**Regional Disaster Response Adviser for Central Asia**  
Almaty, Kazakhstan

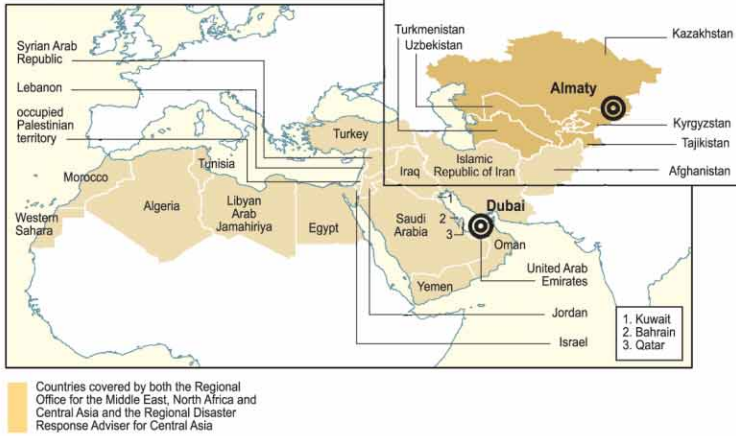
**Regional Disaster Response Adviser for the Pacific**  
Suva, Fiji



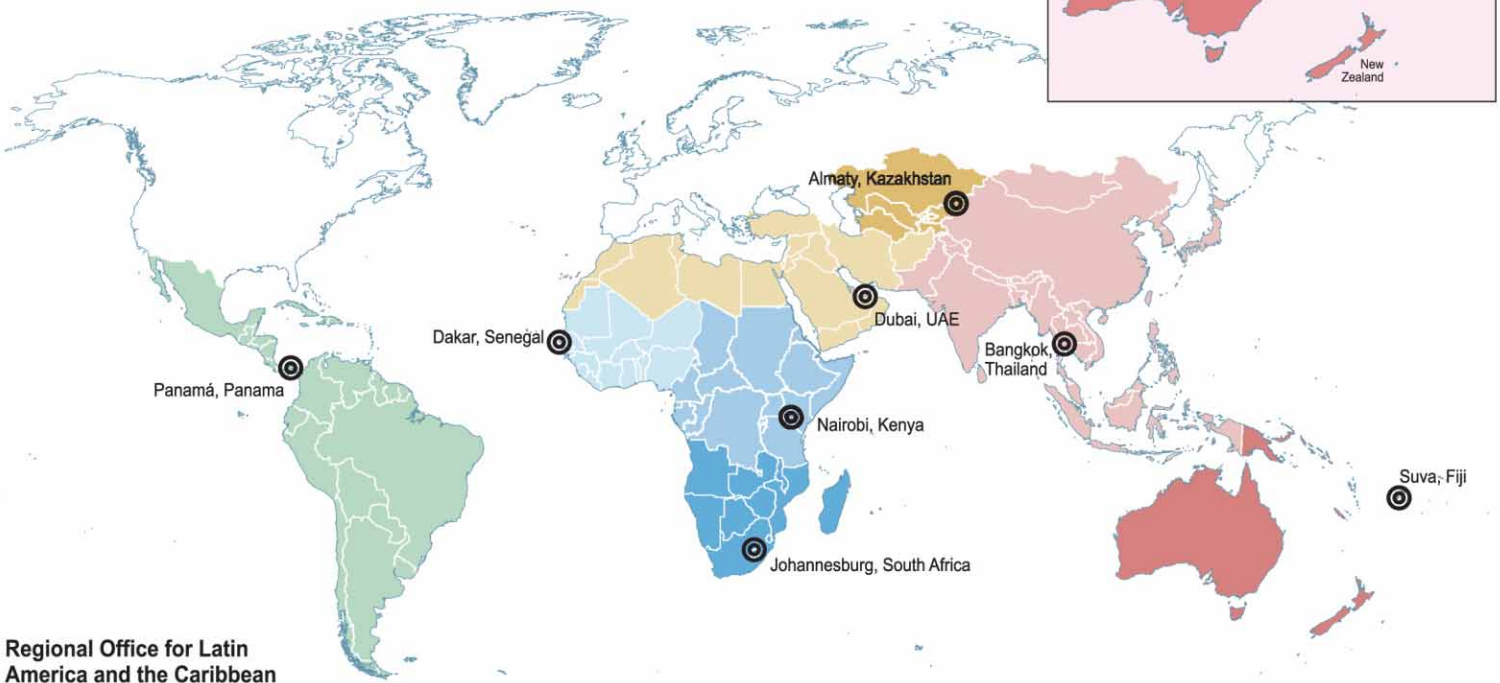
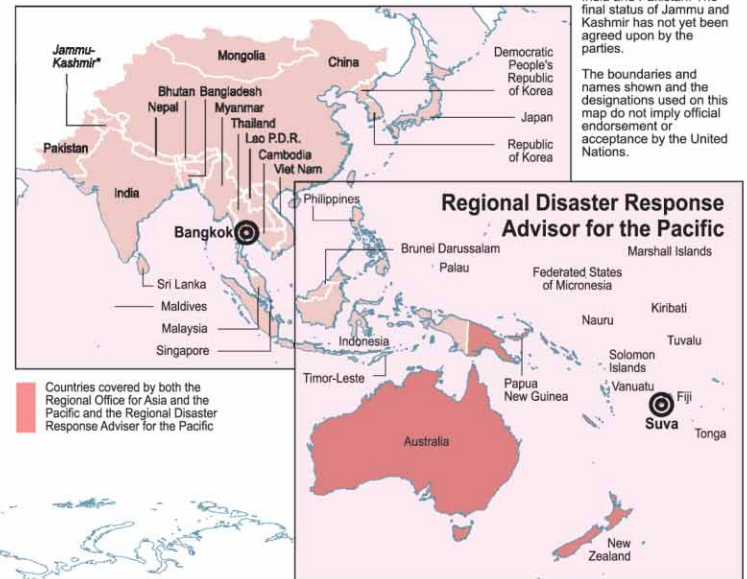
# Countries Covered by the Office for the Coordination of Humanitarian Affairs

## 2008 REGIONAL OFFICES AND REGIONAL DISASTER RESPONSE ADVISERS

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



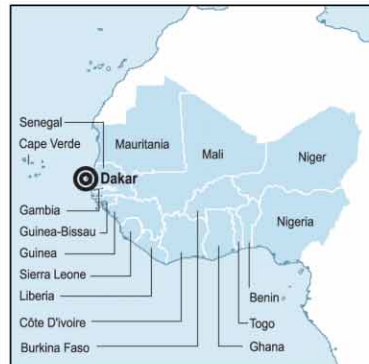
**Regional Office for Asia and the Pacific**



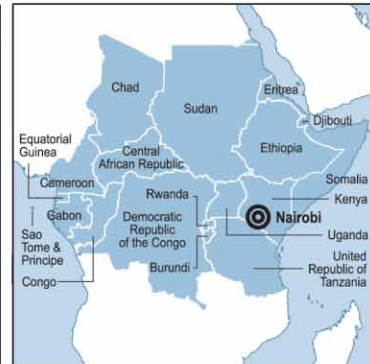
**Regional Office for Latin America and the Caribbean**



**Regional Office for West Africa**



**Regional Office for Central and East Africa**



**Regional Office for Southern Africa**



# Regional Offices

- Regional Office for Asia and the Pacific
- Regional Office for Latin America and the Caribbean
- Regional Office for the Middle East, North Africa and Central Asia
- Regional Office for Central and East Africa
- Regional Office for Southern Africa
- Regional Office for West Africa
- African Union Liaison Office





Survivors of Cyclone Nargis Residing in IDP Camp.

© UN PHOTO, EVAN SCHNEIDER

## Regional Offices

2008 marked the third year in OCHA realignment and consolidation of its global architecture, including the maturing of its regional office network. Policy guidance developed served to harmonize and standardize the roles, responsibilities and core services of regional offices. The resulting policy instruction clarified reporting lines for countries within a region and defined primary activities for regional offices:

- preparedness, including early warning and contingency planning
- support to emergency response, and
- development of regional coordination.

Throughout the year, the role of OCHA regional offices became increasingly critical. The impact of global trends demonstrated the need to prepare for and respond to emergencies driven by a broad range of intersecting hazards, including the effects of climate change. In

particular, the food price crisis challenged the OCHA regional office network by placing new demands on regional coordination efforts and expanding the set of humanitarian partners. OCHA response to Hurricane Nargis evidenced the critical surge response of regional offices to new emergencies in locations without OCHA offices. Meanwhile, ASEAN's instrumental role in response to Nargis emphasized the benefits of regional office engagement with regional bodies.

Finally, regional offices strengthened preparedness through their support to UNDAC preparedness missions, contingency planning and pandemic preparedness. Prioritization of countries within each region was spearheaded through the further development and use of the Global Focus Model, which provided a sound, analytical basis for focusing limited resources.

## The Global Focus Model (GFM)

The Global Focus Model (GFM) is a risk analysis tool, comprised of 16 indicators to identify countries that combine high potential for hazards and vulnerability with low capacity. The GFM covers 148 countries that currently fall under any of OCHA six regional offices. While it is grounded in quantitative data, the model also reflects specific country conditions that can influence the extent and type of assistance OCHA might provide. A "Focus" indicator, pertaining to the United Nations role and used entirely at the discretion of each regional office, reflects regional priorities and realities.

The GFM was rolled out to all regional offices in August 2007. The success in mainstreaming it in such a short period stems from the fact that the process was driven from the regional offices, based on identified needs.

In 2008, the GFM was used extensively to prioritize OCHA support for preparedness activities, such as

inter-agency contingency planning, training on humanitarian coordination, and UNDAC preparedness missions. The GFM helped identify where OCHA should situate National Disaster Response Advisors. Regional offices called on the GFM to identify priority countries during OCHA work plan process. At all levels within OCHA, this ensured a more efficient and effective approach to providing preparedness support to RCs and HCTs.

In 2009, OCHA plans to expand the GFM by creating an online platform that will provide more in depth information on hazards, vulnerability and capacity through additional datasets and sub-national data. The expanded GFM will also focus on broader issues, such as climate change and the global financial crisis. The overall aim is to provide higher quality information to staff at headquarters, regional level and field level on the humanitarian context.

## The Tripartite Core Group Responds to Cyclone Nargis

Cyclone Nargis struck Myanmar on 2-3 May 2008, affecting some 2.4 million people living in Ayeyarwady and Yangon Divisions. According to official figures, nearly 140,000 people were killed or remain missing. With OCHA's involvement, an agreement was reached leading up to the ASEAN-UN International Pledging Conference on 25 May 2008, to establish a Tripartite Core Group (TCG) comprised of representatives of the Government of the Union of Myanmar, the Association of South East Asian Nations (ASEAN) and the United Nations.

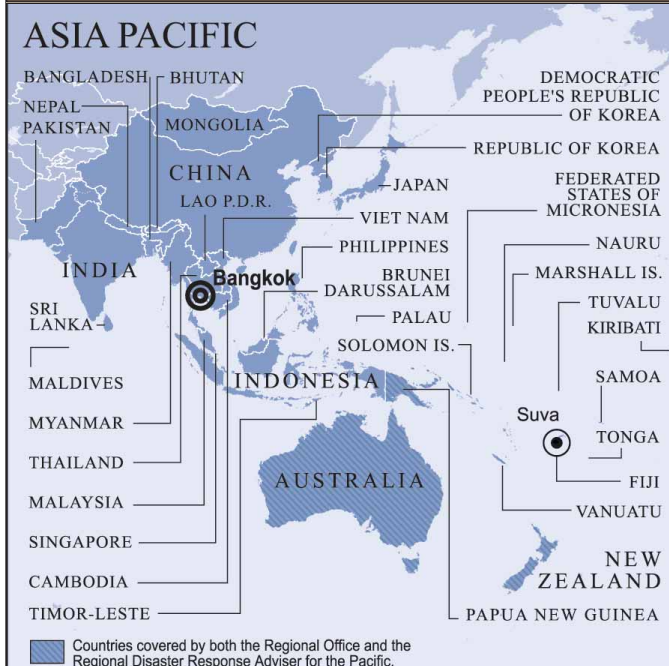
The purpose of the TCG is to coordinate relief efforts and provide a forum for resolving issues affecting the delivery of relief assistance. The TCG has been instrumental in fostering cooperation among the three parties and collaborative undertakings such as the Post-Nargis Joint Assessment (PONJA); PONJA identified key humanitarian needs in the affected areas and was fundamental to a focused and

coordinated Nargis response. Laying out a three-year recovery framework, the Post-Nargis Response and Preparedness Plan (PONREPP) now provides a platform for the transition from emergency relief and early recovery to medium-term recovery.

The TCG continues to be seen as a model on how the United Nations and regional organizations can work together on humanitarian issues, disaster risk reduction and emergency response. At the ASEAN Ministerial Meeting in July 2008, the presence of ASEAN was extended into 2009, enabling the TCG to continue playing a vital role in the early recovery phase. Beginning in the fall of 2008, OCHA and ASEAN initiated a process of devising a joint framework for future collaborative humanitarian response in the region based on the Nargis experience. A first UN-ASEAN working-level workshop was convened by OCHA with ASEAN at the latter's Secretariat in Jakarta to formalize this process.



## Regional Office for Asia and the Pacific



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

The Asia-Pacific region experienced several major natural disasters in 2008. In addition to the devastating effects of Cyclone Nargis in Myanmar and the Sichuan earthquake in China, large parts of South Asia were affected by monsoon flooding, most notably Bihar province in India. Lao PDR and Viet Nam also suffered the effects of unusually destructive floods during the second half of the year. Towards year's end, sea swells in the Pacific flooded coastal areas in Papua New Guinea and several Pacific Island nations.

Complex emergencies in North-Western Pakistan and the Southern Philippines caused massive displacement, leaving hundreds of thousands in need of humanitarian assistance. The situation in Sri Lanka deteriorated significantly during the last months of the year, with particularly severe humanitarian consequences for civilians trapped in the conflict zone in the north of the country. Compounded by the impact of the global food crisis, climate change and ongoing influenza pandemic, these events placed heavy demands on OCHA and its humanitarian partners. While governments in these regions continued to strengthen relevant capacity, their reluctance to seek international assistance presented significant challenges to timely and effective humanitarian response.

## Performance Evaluation

**Improved coordination structures at the global, regional, and national levels**

The regional Inter-Agency Standing Committee (IASC) network played a crucial role during the initial phases of the Cyclone Nargis response, when limited access made close coordination at the regional level essential. The Regional Disaster Response Adviser (RDRA) for the Pacific led a contingency planning process, which was a major step forward in sub-regional coordination. At the country level, Regional Office for Asia and the Pacific (ROAP) led or co-facilitated workshops on coordination in China, Myanmar, and Sri Lanka. The regional office further supported IASC structures in Pakistan, the Philippines, and Papua New Guinea through national staff, including National Disaster Response Advisors.

**Strengthened OCHA emergency response capacity**

ROAP deployed staff to seven emergencies in the Asia-Pacific region in 2008, despite continuing challenges in obtaining visas and travel clearances. The office was a key source of surge capacity in the aftermath of Cyclone Nargis, with 12 staff members deployed during various stages of the response. A range of training was offered over the course of the year to ensure continued staff deployability. ROAP staff participated in United Nations Disaster Assessment and Coordination (UNDAC) and Humanitarian Field Coordination Programme (HFCP) training. A total of 10 staff members underwent training in humanitarian reporting, while six took part in a CERF workshop, alongside IASC partners from the region.

**Greater incorporation of disaster risk reduction approaches and strengthened preparedness in humanitarian response**

ROAP supported inter-agency contingency planning processes in the Democratic People's Republic of Korea, Indonesia, Lao PDR, Myanmar, and the Pacific sub-region. The regional office participated in UNDAC and International Search and Rescue Advisory Group (INSARAG) preparedness missions to Bhutan and the Philippines. Three data preparedness missions were further undertaken, while the office's Avian and Human Influenza (AHI) Unit supported the revision of AHI contingency plans in 10 countries. The Unit also worked with the Association of Southeast Asian Nations (ASEAN) to develop a system

of common indicators for assessing national-level multi-sectoral pandemic preparedness in those countries.

### Action-oriented analysis of humanitarian trends and emerging policy issues

ROAP piloted a new weekly reporting format in 2008 that provides concise analytical updates on key humanitarian situations. This ensured regular coverage of countries without an OCHA field office. A humanitarian reporting workshop in Bangkok also helped strengthen the links between reporting and information management activities.

### More strategic advocacy of humanitarian principles and issues

ROAP contributed to more strategic public advocacy during several complex humanitarian responses in 2008. It also

facilitated more prioritized and systematic coverage of cross-cutting issues. The office supported country-level communications strategies in Sri Lanka, Thailand, Myanmar, and Pakistan. Regional-level cluster lead organizations benefited from briefings, trainings and workshops on key policy elements. The events included a workshop with the Government of China on humanitarian coordination. The activities familiarized over 2,000 regional military and civil defence staff and humanitarian actors with civil-military coordination tools and humanitarian principles. Guidelines on contingency planning, protection, gender and HIV/AIDS were distributed to Humanitarian Country Teams throughout the region.

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## Regional Office for Latin America and the Caribbean

The frequency of natural disasters in Latin America and the Caribbean (LAC) appears to be on the rise, with a third of the population now exposed to such catastrophes. Despite common belief, natural disasters in LAC extend beyond the Atlantic hurricane season. And prolonged normal rains have had an insidious and devastating effect.

In 2008, LAC registered 102 disasters, 80 percent relating to hydro-meteorological events such as storms and floods, with approximately half in South America (54 percent). Flooding affected 55 percent of the population, while hurricanes affected 31 percent. This resulted in approximately 1,400 deaths, 10 million affected people, and damages worth over \$60 million.

Since 2001, OCHA ROLAC has continued to support: (1) the formalization of 18 United Nations Emergency Technical Teams (UNETT) and three Humanitarian Country Teams (HCTs); (2) the preparation of Inter-Agency Emergency Response Plans; (3) national/regional workshops and meetings; (4) technical advisory missions and teleconferences; and (5) the establishment of four posts of National Disaster Response Advisors.

New humanitarian tools, mechanisms, and financial structures necessitate more frequent and in depth trainings, orientations and coordination activities. Lessons learned from the 2008 disasters reinforced the need for close advisory support to United Nations



Country Teams (UNCT), UNETT, HCT, Resident Coordinators, humanitarian partners and national authorities involved in preparedness and response.

### Performance Evaluation

#### Improved coordination structures at the global, regional, and national levels

OCHA prepared materials and carried out UNETT/United Nations Disaster Management Team (UNDMT)/Government trainings, including: disaster preparedness and response

activities; minimum preparedness activities; lessons learned; and humanitarian coordination mechanisms. OCHA provided critical guidance for the update of the Inter-Agency Emergency Response Plans and supported the creation/formalization of the HCTs in three priority countries (Guatemala, Nicaragua, and Peru). OCHA actively assisted with UNDAC Team Induction, Refresher, and Team Leader Courses.

OCHA has been particularly instrumental in creating a framework to: (1) provide all in-country humanitarian actors (notably: United Nations agencies, civil defence, and the international community) with preparedness tools, humanitarian response mechanisms, and coordination tools; and, (2) build institutional capacity for timely and effective humanitarian response.

### **Strengthened OCHA emergency response capacity**

OCHA ROLAC significantly increased its emergency surge capacity by strengthening the NDRA structure. ROLAC added two regional disaster response advisers and trained *Red Humanitaria* (Redhum) assistants, as well as other office staff. The regional office effectively supported the deployment of six UNDAC response teams (Bolivia, Ecuador, Haiti, Honduras, Panama, and Turks & Caicos) and the UNDAC Evaluation on National Capacity and Disaster Response Preparedness Mission to Honduras. During the 2008 hurricane season, OCHA deployed regional staff and NDRAs for emergency response and the preparation of two Response Plans of Action (Colombia and Cuba). In addition, an expert was mobilized to Bolivia to support post-disaster activities through the Stand-by Partnership Programme (SBPP). To ensure successful missions, further clarity is required on the funding and operational commitments of SBPP experts.

### **Greater incorporation of disaster risk reduction approaches and strengthened preparedness in humanitarian response**

The 2008 Operational Plan guided the regional offices inter-agency work. Four thematic working groups were created and convened throughout the year. The Risk, Emergency and Disasters Task Force (REDLAC) maintained regular monthly working meetings, eight emergency coordination meetings, and other special thematic sessions with senior United Nations headquarters representatives and donors. It carried out Preparedness and Response Joint Missions (e.g. Bolivia, Cuba, Ecuador, Honduras, and Panama) and facilitated workshops, meetings, and seminars with 17 countries. REDLAC also

produced and rolled out a key study on the effects of Hurricane Mitch, synthesizing vital input from 13 regional organizations. As a whole, ROLAC was successful in promoting a robust inter-agency platform for disaster risk reduction and strengthened humanitarian response.

### **A common approach to needs assessments and impact evaluation**

OCHA was particularly helpful in bringing together partners and reinforcing a common methodology. ROLAC promoted the REDLAC methodology for Rapid Needs Assessment (RNA) in all UNETT trainings (national and regional) and inter-agency field evaluation missions in the aftermath of natural disasters (in Guatemala, Honduras, Bolivia, Ecuador, Costa Rica, and Panama). The results achieved, both in the creation and use of the RNA, are a direct outcome of the coordinated, joint work achieved through REDLAC. Moving forward, the RNA will require continued revision and improvement.

### **Strengthened information management based on common standards and best practices**

With the intensive participation of Redhum Information Assistants in several countries – as well as United Nations agencies, NGOs, government, and humanitarian partners – OCHA successfully strengthened information management based on common standards and best practices. OCHA strong support has enabled Redhum to:

- provide timely and continuous information on relevant natural disasters in the region with 50 emergencies covered – more than 3,000 records;
- consistently increase the number of visits to the Redhum website – reaching 315,000 hits from more than 125,000 visitors;
- create an easily searchable database with more than 2,000 documents; 500 maps; 7,000 news articles; 300 activities; 480 vacancies, and other types of information;
- upload more than 1,200 records on the Who-What-Where database.

OCHA has advocated and promoted common standards and best practices in information management. And ROLAC was instrumental in the creation, growth and wide acceptance of the Redhum platform. In fact, Redhum staff received more than 30 requests to provide information sessions to inter-agency groups on information management concepts and tools.



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

In 2008, escalating conflicts in oPt, Afghanistan, and Yemen resulted in massive population displacements, deteriorating humanitarian conditions, and increasing protection concerns for civilians.

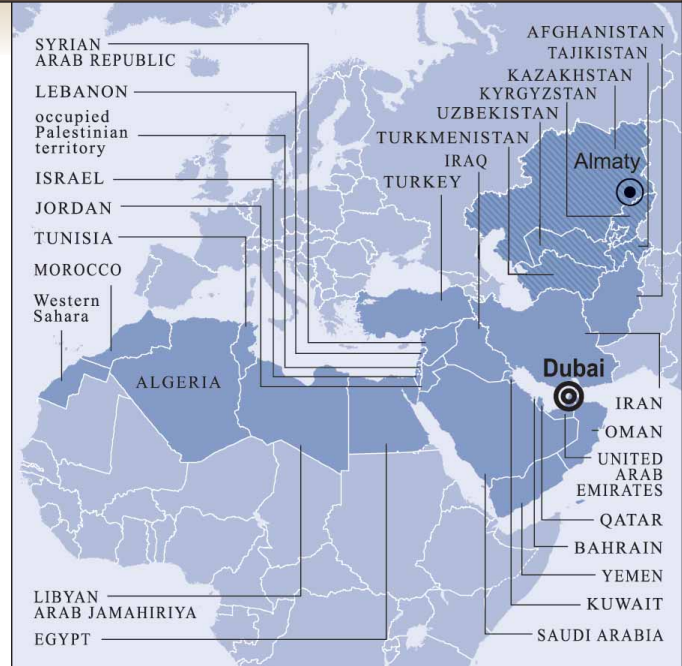
Natural disasters continued to adversely affect other countries, particularly those with limited national disaster management capacities. In 2008, Iran and Kyrgyzstan suffered from strong earthquakes. More than one hundred people were killed by severe floods in Yemen; and, thousands more lost their homes and livelihoods. Tajikistan experienced a compound crisis, when severe cold weather was aggravated by an energy crisis. For the entire region, the increase in global food and energy prices, coupled with the consequences of the global financial crisis, led to increased humanitarian needs and economic instability.

Over 1,300 people were killed in Gaza and thousands more were injured during the conflict that erupted at the end of 2008. The regional office (RO) supported relief efforts, including the coordination of aid to Gaza through Egypt. In Afghanistan, the civilian population suffered from ongoing armed conflicts, while natural disasters and economic crises further aggravated the already precarious humanitarian conditions. In Yemen, a ceasefire brokered between the Government and Al-Houthi followers in Sa'ada remained fragile, with more than 100,000 internally displaced persons (IDPs). Although the violence in Iraq subsided, 2.8 million internally displaced remain, while another two million found refuge in neighbouring countries.

In responding to these humanitarian needs, the regional office faced a number of constraints, including a broad misperception that United Nations humanitarian arms are pursuing "Western" political agenda. Others relate to inadequate national capacity in disaster management; low capacity of international partners to address emergencies; lack of coherence in donor resource mobilization; limited humanitarian access; and, inadequate integration of humanitarian and development interventions.

### Improved coordination structures at the global, regional, and national levels

The RO continued to act as the secretariat for a regional IASC Network for the Middle East and North Africa, which met twice to address key issues related to preparedness and response, leading to enhanced agency discussions on strategic issues. In 2008, the RO provided support to the



■ Countries covered by both the Regional Office for the Middle East and Central Asia and the Regional Disaster Response Adviser for Central Asia.

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establishment of an Aid Coordination Office in the United Arab Emirates (UAE), a structure that will be strengthened and extended elsewhere. The Abu Dhabi launch of the 2009 Humanitarian Appeal in November 2008 marked a significant shift in regional attitudes towards multilateral funding mechanisms, as well as closer cooperation with the United Nations. The RO also contributed to finalizing of flash appeal and consolidated appeal process (CAP) in Tajikistan, Kyrgyzstan, Afghanistan, oPt, Iraq, Yemen and Syria. The RO also supported the Special Humanitarian Envoy for the Secretary-General to promote regional government engagement in the multilateral humanitarian system.

## Performance Evaluation

### Strengthened OCHA emergency response capacity

RO deployed staff, in most cases within 24 hours, to satisfy requests for general and specialized support from national governments and United Nations Resident and Humanitarian Coordinators for coordination, needs assessments, resource mobilization, contingency planning, pandemic preparedness, information management, and public information. In 2008, the RO deployed support missions to Iraq, Afghanistan, Tajikistan, Kyrgyzstan, Kazakhstan, Syria, oPt, and Yemen.





Cereal vendor in the Central Market of Kabul, Afghanistan, where prices have soared.

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### **Greater incorporation of disaster risk reduction approaches and strengthened preparedness in humanitarian response**

During 2008, in collaboration with the Emergency Services Branch, the RO continued to roll-out OCHA response tools and services at the regional level. This included UNDAC and INSARAG familiarization workshops in Qatar, Russia, UAE, Libya, and Oman, as well as a second regional United Nations Civil Military Coordination (CMCOORD) course in Qatar. The UAE hosted an INSARAG Africa/Europe/Middle East Regional Meeting. Regional cooperation was reinforced through negotiations on a regional disaster response center for Central Asia; a legal charter for such a center had been adopted by Kazakhstan, Kyrgyzstan, and Tajikistan. The Pandemic Influenza Contingency Planning (PIC) Unit in Cairo held capacity-building and preparedness events, including workshops in Bahrain, Kuwait, and Cairo, and simulation exercises in Egypt and Jordan. The PIC also carried out missions to support pandemic preparedness in Syria and Morocco. The RO was instrumental in conducting contingency planning processes in Uzbekistan, Kyrgyzstan, occupied Palestinian territory (oPt), Syria, and Yemen, and simulation exercises on the earthquake response in Iran and Uzbekistan.

### **Strengthened information management based on common standards and best practices**

Over the course of 2008, the RO Information Management Unit (IMU) advocated the provision of products and services for improved information management and decision-making support in emergency response. A website serves as a key humanitarian gateway. A web-page developed by the RDRA's Office in Almaty hosts contact information, a 3Ws database, maps, an events calendar and key documents.

The RO collected and compiled baseline data to support effective information management in an emergency. Various regional, thematic, and humanitarian profile maps were produced and disseminated among partners. The RO also produced 3Ws databases for priority countries. An online Contact Management Directory of key humanitarian partners in the region was developed. Throughout the year, IMU staff were deployed to support OCHA offices in Iraq and oPt, as well as Resident Coordinators' Offices in Yemen and Lebanon.

### **More strategic advocacy of humanitarian principles and issues**

Along with key counterparts, the RO held humanitarian reporting workshops to equip regional journalists with knowledge of the international humanitarian system for accurate reporting. The RO produced a number of articles and op-eds with regional media outlets, and OCHA representatives conducted interviews on humanitarian concerns. In addition, OCHA staff presented to regional partners, including schools, universities and non-governmental organization (NGO) consortia. The RO continued to provide support to the Dubai International Humanitarian Aid and Development (DIHAD) Conference and Exhibition, an important platform for knowledge-sharing. In addition to ad hoc situation reports and press releases, the RO produced and disseminated a monthly humanitarian update and a quarterly humanitarian funding update. The RO further advocated the increased engagement of regional governments and organizations through events such as quarterly donors' briefings. Gender issues related to emergencies and climate change were also mainstreamed in the strategic objectives and advocacy initiatives.

## Regional Office for Central and East Africa

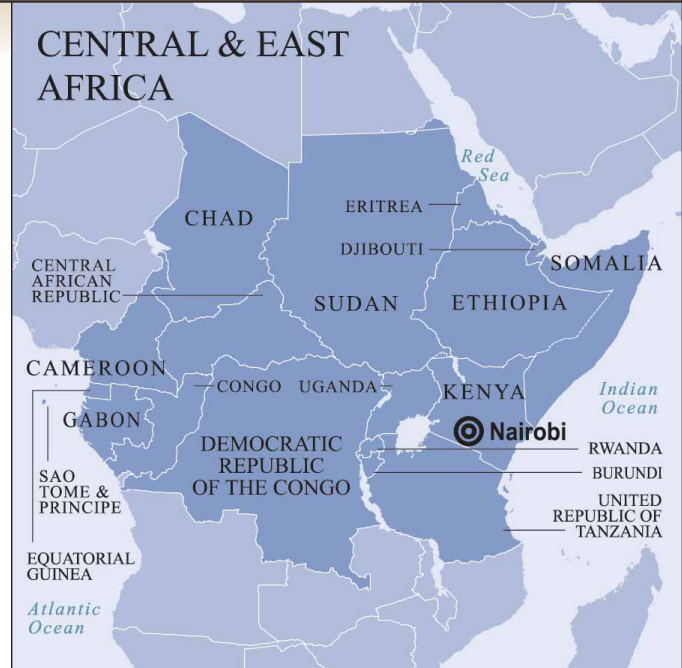
Outbursts of armed conflict or violence engulfed several countries in Central and East Africa region during 2008, causing humanitarian emergencies. Flashpoints included the January post-election violence in Kenya and the June Eritrea/Djibouti border clashes. Eastern Democratic Republic of the Congo (DRC) also faced massive displacement as the result of sustained hostilities between the Congolese military and the armed group *Congrès national pour la défense du peuple* (CNDP). At the same time, the Lord's Resistance Army (LRA) attacks on civilians spread across Southern Sudan and northern DRC. The violence resulted in numerous deaths and increased the number of IDPs and refugees. In 2008, an overall lack of civilian protection represented a serious and persistent concern throughout the region.

The Chad-Cameroon-Central African Republic (CAR) sub-region lingered on as a protracted, complex emergency despite scaled-up humanitarian presence and interventions. This was also true in the Darfur region of Sudan, the Karamoja region of Uganda and the Somali region of Ethiopia. Some countries continued to strengthen their peace-building, such as Burundi; but these processes remained fragile.

By year's end, the combined number of IDPs and refugees stood at a staggering 10.9 million. Their need for humanitarian relief and protection shows no sign of diminishing.

In parallel, vulnerable communities across the entire Horn of Africa descended into a humanitarian crisis driven by drought and soaring food and fuel prices. This affected the lives and livelihoods of more than 17 million people. Pastoralists were increasingly singled out as extremely vulnerable to climatic shocks, as well as inter-communal violence driven by scarce resources and political marginalization. Meanwhile, the urban poor emerged as a new major category of people requiring humanitarian assistance.

Humanitarian organizations carried out their challenging work in the face of increased insecurity and direct targeting of their aid workers. Thirty-four humanitarians were killed and 26 abducted in Somalia alone in 2008; over 100 security incidents targeting aid workers were recorded in Eastern DRC. Access remained severely constrained in many of these settings, putting populations at risk of more threats and less support.



In all areas of Regional Office for Central and East Africa (ROCEA) expertise, the number of country office and partner requests for support increased relative to previous years; and the consolidation of the Regional Humanitarian Partnership Team (RHPT) added significant workload. While the office reinforced its partnership building initiatives on a regional level, some requests had to be re-directed elsewhere. In addition, the volatile humanitarian situation regularly required immediate surge capacity missions to support field operations, which slowed down planned activities with regional counterparts. While the office does not maintain supervisory oversight for field operations, it nevertheless provided programming and technical support for the operations. The challenge remains the collection, analysis, and dissemination of good data, which affects the quality and timeliness of regional analysis used by a large number of partners and stakeholders.

### Performance Evaluation

#### Improved coordination structures at the global, regional, and national levels

ROCEA established the Regional Humanitarian Partnership Team (RHPT – the equivalent to a regional IASC) in May 2007. The identification of a few key projects strengthened the RHPT. At the same time, the RO involvement with the Regional Directors' Team for Eastern and Southern Africa became more predictable. ROCEA ensured the provision of

humanitarian inputs for the Horn of Africa crisis. Moreover, the RO contributed to the reshaping of the Regional Emergency Preparedness and Policy Group; it brought INGOs and United Nations agencies together to increase focus on preparedness rather than response.

**Greater incorporation of risk reduction approaches and strengthened preparedness in humanitarian response**

ROCEA provided extensive support to countries in their preparedness and fundraising activities. This was achieved through direct and remote assistance, as well as training and workshops. Due to the high number of crises in this region, countries acknowledged the added value of support to joint preparedness.

**Action-oriented analysis of humanitarian trends and emerging policy issues**

ROCEA prioritized and improved existing humanitarian reporting products. It introduced the Horn of Africa Crisis

Report in response to the drought and livelihood crisis in the Horn of Africa. ROCEA expanded the production and quality of custom maps to partners in support of decision-making. This was achieved through heightened collaboration and reporting practices with regional thematic and sector working groups.

**Strengthened information management based on common standards and best practices**

ROCEA strengthened information management based on common standards and tools, as well as the sharing of best practices. Activities focused on network-building and support to cluster coordination at the country level.

**Protection advanced at global, regional, and national levels**

ROCEA supported inter-agency and inter-governmental body initiatives and joint programming, and the office promoted protection as a cross-cutting issue.

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**Regional Office for Southern Africa**



natural disasters – compounded by rising food and fuel prices – brought food insecurity to nearly eight million. 2008 further saw a spike in water-borne diseases such as cholera, particularly in endemic areas.

Zimbabwe’s continuing economic decline and the contested March elections resulted in a significant number of internally and externally displaced. In South Africa, violence against foreign nationals and some South African citizens led to 60 deaths while 40,000 persons were internally displaced; another 41,621 fled to neighbouring countries.

ROSA took numerous steps forward in strengthening preparedness and reducing risk. Still, difficulties remain in addressing multiple countries affected simultaneously. Describing the needs of migrants of humanitarian concern was increasingly critical in Southern Africa in 2008. This challenging task underscores the important requirement of a common humanitarian position on migrants.

Southern Africa experienced a number of threats in 2008, including climate change, regional migration, higher food and fuel prices, and HIV/AIDS.

For a second consecutive year, a combination of floods and cyclones battered Angola, Lesotho, Madagascar, Malawi, Mozambique, Namibia, Swaziland, Zambia, and Zimbabwe, affecting more than a million people. These

**Performance Evaluation**

**Greater incorporation of disaster risk reduction approaches and strengthened humanitarian preparedness**

In 2008, OCHA provided surge capacity to Comoros, Mozambique, South Africa, and Zambia – countries affected by floods and civil unrest. A regional Flash



Appeal was launched, which for the first time included disaster risk reduction and preparedness components. ROSA strengthened preparedness activities and provided technical support to nine countries for the revision of their Contingency Plans according to the IASC guidelines. Of these, seven countries completed contingency plans to integrate PIC – Botswana, Comoros, Mauritius, Madagascar, Namibia, and Swaziland. In partnership with the South African Development Community (SADC), ROSA convened a Regional Training Workshop for Flooding, Cyclone and Drought Preparedness for the 2008/09 flood/cyclone season. Additionally, ROSA and WHO convened a Regional Consultative Meeting on Pandemic Preparedness in Southern Africa for disaster managers, with full government and UNCT presence.

### **A strategy enabling seamless transition and early recovery**

ROSA supported the development of a prioritized Regional Inter-Agency Coordination and Support Office (RIACSO) action plan through joint work planning with the International Strategy for Disaster Reduction (ISDR) and Bureau for Crisis Prevention and Recovery (BCPR). The aim of the plan was to strengthen linkages between humanitarian response and longer-term development, including disaster risk reduction. ROSA and UNDP/BCPR provided joint staffing to Resident Coordinators offices in two countries (Madagascar and Zambia) to support this approach. ROSA is a member of the Regional Directors Team (RDT) Quality Support Assurance cluster in Johannesburg. As such, it has provided technical support to the United Nations Development Assistance Framework (UNDAF) planning processes in Angola, Botswana, and the Seychelles. ROSA also supported Malawi and Namibia with media training focused on Disaster Risk Reduction (DRR) reporting.

### **Action-oriented analysis of humanitarian trends and emerging policy issues**

The ROSA Information Management Unit, in collaboration with partners, established inter-agency working groups to improve humanitarian trend analysis and information-sharing in response to xenophobic violence, high food prices, cholera, and regional migration. This was achieved through contact management, consolidation of baseline data for the

region, data repositories, and IM products such as 3Ws, mapping, event timelines, and public information. ROSA also strengthened information management capacity to support multiple coordination efforts in Madagascar, Mozambique, and Zambia.

### **Improved coordination structures at the global, regional, and national levels**

The SADC increasingly identified the need for a stronger coordinated approach in disaster preparedness and response. National roadmaps for the completion of preparedness and contingency plans were developed at the 2008 SADC regional training workshop for flooding, cyclone and drought preparedness and contingency planning. Parties agreed that the SADC Secretariat would become focal point and clearing house for all DRR information. ROSA worked closely with SADC to promote sustainability of interventions. ROSA continued to chair bi-monthly meetings of regional humanitarian partners in RIACSO.

### **Protection advanced at the global, regional, and national levels**

ROSA supported strategic and operational coordination for common advocacy, operational coordination and response. In particular, ROSA was instrumental in advocating for the human rights of IDPs, in regards to the attacks against foreign nationals in South Africa in providing technical advice and guidance on a reintegration plan.

ROSA supported several initiatives that trained in total 149 disaster managers on various aspects of the protection agenda in the region. These included: training workshops by the Special Representative of the Secretary General on Human Rights of IDPs in Madagascar (30 people), Mozambique (25 people) and South Africa (45 people). In total, 100 disaster managers were trained on the human rights of IDPs. OCHA also supported a training workshop on Gender Equality and Gender-Based Violence (GBV) Programming in Humanitarian Action for cluster actors in which 22 focal points from 11 countries participated. In addition, ROSA also supported a training workshop on Protection from Sexual Exploitation and Abuse and 27 participants (United Nations and NGO) were trained from 12 countries.



## Regional Office for West Africa



West Africa remained a highly vulnerable region in 2008. The threats to lives and livelihoods were numerous: natural disasters and climate change; food insecurity and malnutrition; youth unemployment and irregular migrations; rapid urbanization and acute urban vulnerability; *coups d'état* (Guinea, Guinea-Bissau and Mauritania) and cross-border criminal networks (narcotics and arms smuggling). These realities severely affected ongoing poverty reduction programmes. They further undermined the fragile progress toward peace and stability and the reduction of humanitarian need.

Following the kidnapping of the United Nations Special Envoy, the security situation in Northern Mali and Niger drew significant attention. Low intensity conflicts simmered, reducing humanitarian access, endangering civilians, and affecting food security. Compounded by the escalation in commodity prices, food security was a particular concern in the Sahel. The erosion of coping mechanisms there and elsewhere compelled governments, donors, and humanitarian actors to coordinate their efforts to minimize the destabilizing impact on social stability and cohesion. Meanwhile, a rise in narcotics smuggling and small arms trafficking presented further challenges.

The conflict and violence had serious repercussions on humanitarian relief operations and actors. The Regional Office for West Africa (ROWA) was confronted with a

shrinking humanitarian space and diminishing access. As a result of the growing insecurity, the office was unable to carry out any joint assessment mission in Northern Niger and Mali. And due to the global financial outlook and associated budgetary restrictions, activities were cancelled or postponed.

## Performance Evaluation

### Improved coordination structures at the global, regional, and national levels

ROWA reinforced the coordination and use of humanitarian tools to 10 United Nations teams through support missions (contingency planning, field simulations, appeals and CERF, data preparedness, policy advice and early warning, advocacy, field assessments, etc.) – primarily emphasizing the cluster approach and CERF. At the regional level, the CAP remains the main frame for strategic and technical coordination processes (eight IASC-like thematic groups). In some instances, the Emergency Working Group convened stakeholders in 24 hours or less and provided effective guidance and support to field teams.

### Greater incorporation of risk reduction approaches and strengthened preparedness in humanitarian response

In Dakar in April, ROWA organized a regional consultation to share lessons learned from the 2007 floods and prepare for possible 2008 floods. Natural disaster management officers from the Economic Community of West African States (ECOWAS) member states and experts from the ISDR participated in this planning process. ROWA reactivated the regional platform on natural disasters, which focuses on early warning, information-sharing and coordinated responses. It handed over the chairmanship to the International Federation of Red Cross and Red Crescent Societies (IFRC).

### A common approach to needs assessments and impact evaluation

West African Civil Defence specialists developed a rapid needs assessment form. The intention is to merge this tool with the one developed by OCHA Regional Office for Latin America and the Caribbean (ROLAC) for wider use during the 2009 rainy season. An online “Survey of Surveys” on food security and nutrition was integrated

into the ROWA website. It provides completed, on-going and planned assessments throughout the region. And it also includes links to an online report library for completed assessments reports.

### Protection advanced at the global, regional, and national levels

Continuous support to the regional inter-agency protection working group focused on strengthening the technical capacity of countries to collect, produce, and disseminate protection data (including GBV); ensure proper reflection in the CAP; and develop evidence-based advocacy.

www

[ochaonline.un.org/rocea](http://ochaonline.un.org/rocea)

## African Union Liaison Office

Since its establishment in 2002, the African Union (AU) has assumed roles and responsibilities much wider in scope and more complex in nature than its predecessor, the Organization of African Unity (OAU). Important work includes leading efforts to mediate and settle crises in various countries such as Sudan and Somalia. Such commitment created unprecedented possibilities to enhance OCHA strategic partnerships with the African Union Commission (AUC) and respective regional organizations, particularly the Regional Economic Communities (RECs). It positioned the continental organization as the principal strategic entry point for the United Nations and other international organizations in Africa. Currently, some 21 non-African countries and organizations are accredited to the AUC, with established representation in Addis Ababa.

The groundwork having been laid, the OCHA-AU liaison office was established in September 2008 to support this cooperation and further facilitate AU interaction with the relevant OCHA regional offices, divisions, and branches. In effect, Africa bears the majority of current humanitarian crises – and constitutes approximately 70 percent of OCHA global presence.

Main areas of OCHA/AUC collaboration include:

- policy development and protection of civilians;
- emergency response coordination;
- advocacy and information management;
- resource mobilization.

OCHA functions are aligned with three AUC Directorates:

- Political Affairs;
- Peace and Security;
- Rural Economy and Agriculture.

While the liaison office is still very new, the AUC is already benefiting from restructured relationships and more effective engagement focused on enriching humanitarian response through the establishment of processes, deliberations, and policies.

To enhance OCHA/AU collaboration *vis-à-vis* the wider humanitarian agenda, the office immediately initiated an assessment of relevant AUC Department/Directory capacity. Areas identified for potential collaboration include:

- **Strengthening the humanitarian function.** Multiple AUC Directorates address humanitarian issues, including rural economy and agriculture, as well as peace and security. Dedicated and strengthened AU humanitarian capacity is required to improve the interface with the various humanitarian actors. Similarly, the AU's engagement in monitoring and implementation of humanitarian commitments must be reinforced;
- **Supporting AUC efforts for the endorsement of the AU Convention on Internal Displacement.** The Convention is slated to be adopted in an AU Summit scheduled for 2009 in Kampala;
- **Establishing an early warning, disaster preparedness and response programme.** Because the continent is vulnerable to the extremely high prevalence of natural disasters, the AU is keen to institute an effective program.

OCHA and the AUC are presently in the process of institutionalizing their cooperation through a formal Memorandum of Understanding (MoU) and action plan governing future collaboration.

## Field Offices

### Value and Reach of OCHA Field Presence

Strengthening the predictability and accountability of the international humanitarian system has been an OCHA priority since 2006, as reflected in the current Strategic Framework.

OCHA field and regional offices have been at the forefront of translating “humanitarian reform” into the normal way that humanitarian partners work together at the country level. In practice, resources are deployed to facilitate humanitarian country team development of inclusive humanitarian action plans and appeals, and contingency plans that, from the outset, build the

cluster approach into planning. Day-to-day leadership is supported, so HC/RCs may effectively perform their complex duties. Millions of dollars are managed across the globe in country-based pooled mechanisms. Inter-cluster coordination and information management systems support crucial, time-sensitive decision-making processes. These are simply a few key elements that demonstrate the breadth of OCHA field presence support.

What is the value of OCHA coordination efforts in the greater scheme of the international humanitarian system? In 2008, OCHA work at the country level facilitated the coordination of humanitarian plans valued at \$7.2 billion. OCHA field and regional presence cost less than 2% of that amount.

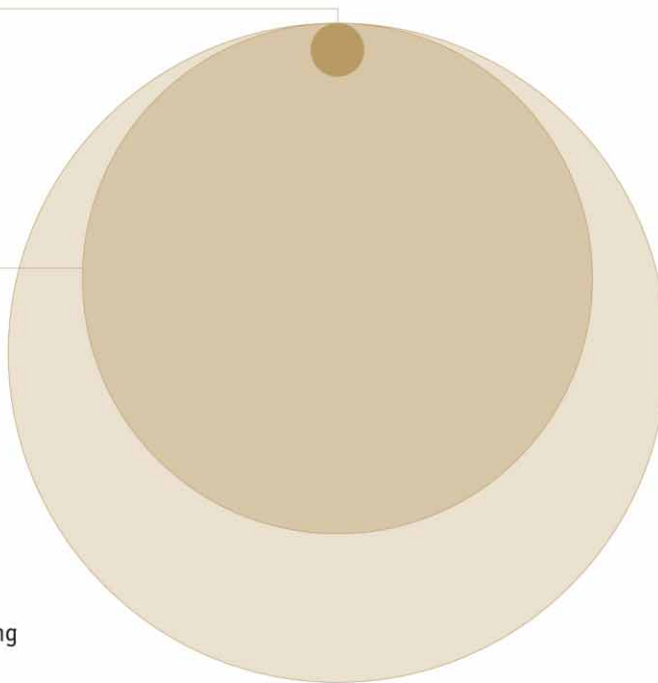
### Cost of OCHA Field and Regional Presence in 2008

In 2008, OCHA coordinated common humanitarian plans and appeals valued at \$7.2 billion. Of that, OCHA field presence cost less than **2 percent**.

**\$134 million**  
OCHA field and regional presence requirements in 2008

**\$7.2 billion**  
Value of funding appealed for by agencies and NGOs organized through OCHA

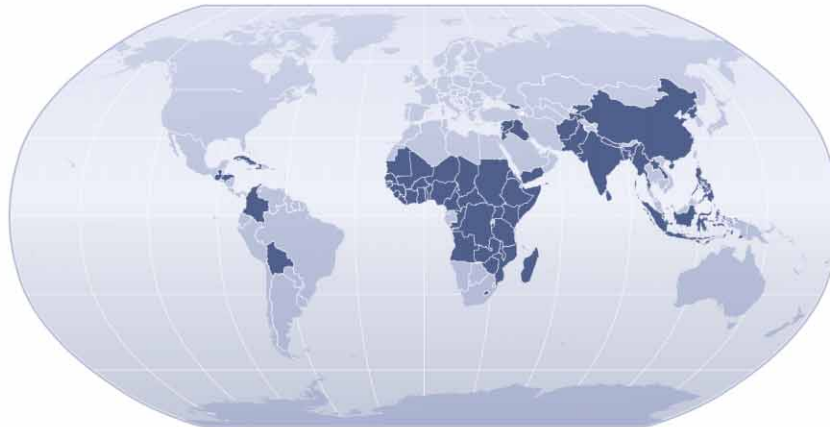
**\$12 billion**  
Global humanitarian spending recorded by OCHA financial tracking system



## Humanitarian Financing

More than **55** countries received humanitarian financing through tools managed by OCHA: CAP, CERF and pooled funds.

Received humanitarian financing through OCHA managed tools

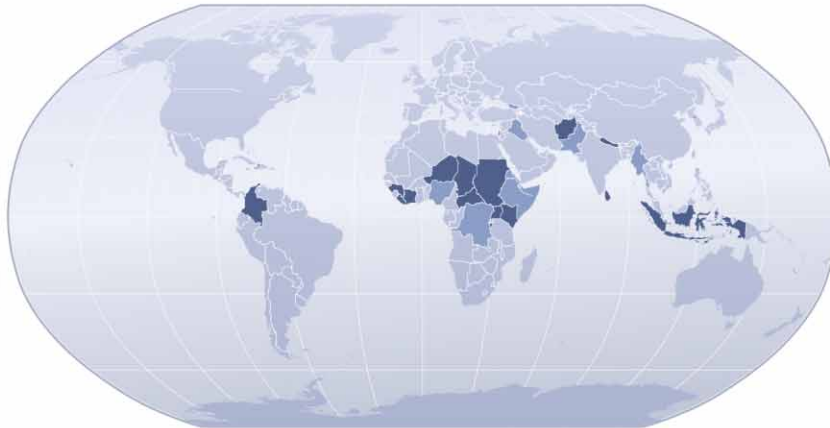


## Humanitarian Leadership

Countries with Humanitarian Coordinators

Humanitarian Coordination Compact signed

Humanitarian Coordinators had signed **18** compacts with the Emergency Relief Coordinator by end 2008, of **27** HCs currently deployed. Ongoing training has better prepared HC/RCS around the world.



## Inter-Agency Coordination: Clusters and Contingency Plans

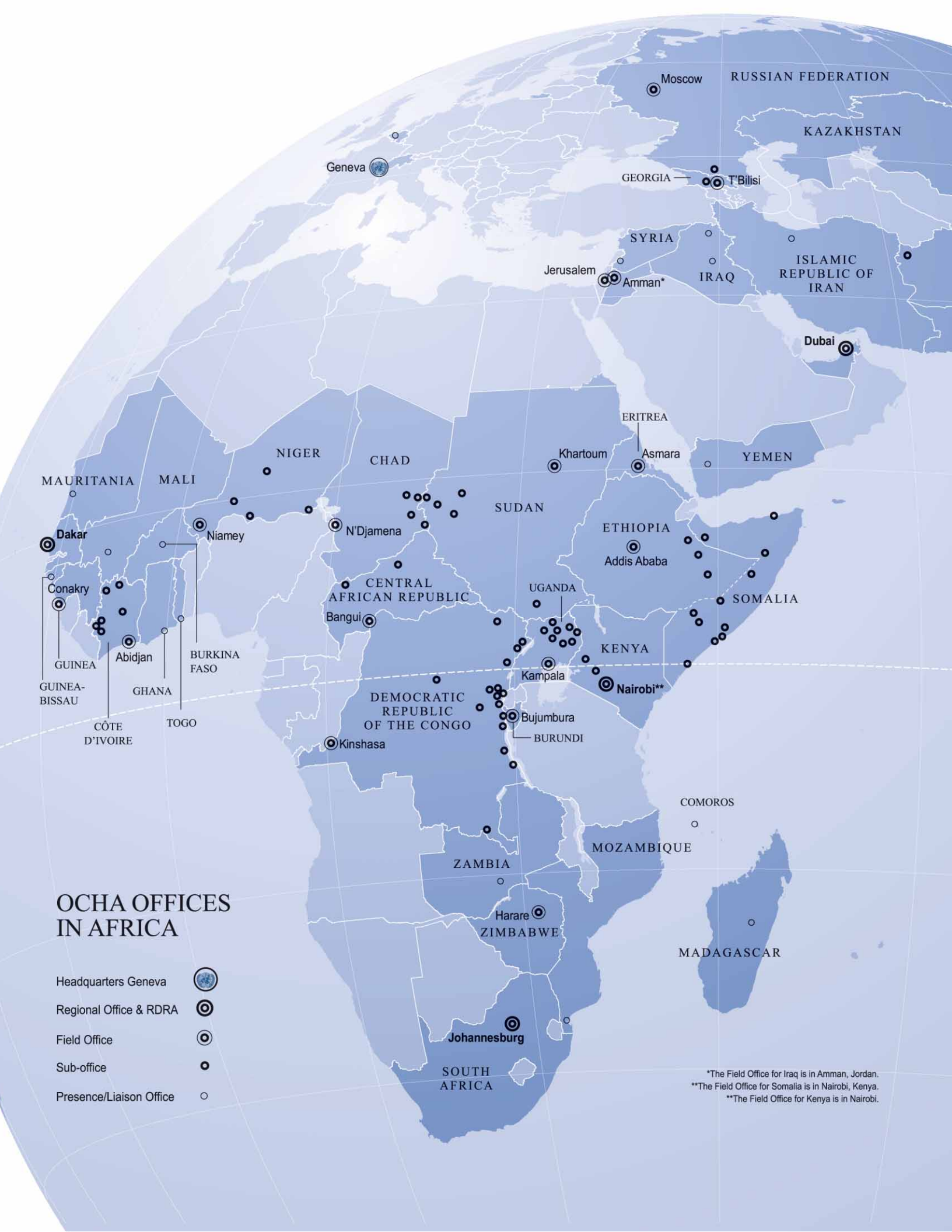
Contingency Plan in place

Contingency Plan and Cluster System in place

OCHA has helped develop contingency plans with partners in **85** countries. **32** have used or are using the cluster approach, the modus operandi for response in ongoing and major new emergencies.







## OCHA OFFICES IN AFRICA

- Headquarters Geneva 
- Regional Office & RDRA 
- Field Office 
- Sub-office 
- Presence/Liaison Office 

\*The Field Office for Iraq is in Amman, Jordan.  
 \*\*The Field Office for Somalia is in Nairobi, Kenya.  
 \*\*The Field Office for Kenya is in Nairobi.

# Field Offices: Africa

Burundi  
Central African Republic  
Chad  
Côte d'Ivoire  
Democratic Republic of the Congo  
Eritrea  
Ethiopia  
Guinea  
Kenya  
Niger  
Somalia  
Sudan  
Uganda  
Zimbabwe

## Burundi



Although the peace process saw important progress – notably, key benchmarks were set between the government and the remaining rebel group, *Forces nationales de libération* (FNL) – the fragile political environment contributed to general insecurity. The pervasiveness of criminality and violence, increases in gender based violence (GBV), and challenges to social reconstruction all suggest that the road to stability will be long.

The high number of returnees in 2008 led to a rise in reintegration needs. Since 2002 some 474,000 Burundian refugees (mainly from Tanzania) returned home. This included 95,000 in 2008 alone, the highest number since the start of repatriation programme. Tanzania and the United Nations High Commissioner for Refugees (UNHCR) succeeded in reaching an agreement for the naturalization of about 170,000 refugees from 1972, a first ever in Africa.

The soaring food and fuel prices further exacerbated food insecurity in the country; 16 percent of Burundians are food secure. In addition, a new category of poor is surfacing in urban areas.

In 2008, OCHA Burundi mainly focused on phasing out and handing over coordination mechanisms for transition to early recovery. Although the exit strategy was effectively managed, the slow path to political stability and weak government ownership of humanitarian/recovery activities delayed the handover of certain coordination and monitoring activities to UNDP and government counterparts.

### Performance Evaluation

#### A strategy enabling seamless transition and early recovery

OCHA exit strategy was reviewed and refined throughout the year to enable a smooth transition. The humanitarian response to a short-term displacement of populations following the April-May 2008 confrontations between the Palipehutu- *Forces Nationales de Libération* (FNL) and the government tested coordination structures and international support with a limited OCHA presence. This experience informed a joint Coordination and Response Division (CRD-ROCEA) mission, conducted in May 2008 that undertook a scenario analysis and wide-ranging consultations with all key stakeholders in Bujumbura on OCHA exit strategy. The mission's recommendations resulted in the formalization of humanitarian coordination

arrangements in Burundi through the roll out of the cluster approach, to maintain strong humanitarian preparedness and response mechanisms to better prepare for future emergencies as OCHA phases out.

OCHA pro-active engagement with UNDP to build its capacity in disaster response and implement its planned programs in Burundi was also crucial in enabling a smooth transition. In this regard, three national and provincial workshops with key authorities and humanitarian partners, which OCHA conducted with UNDP, reinforced coordination structures at the provincial level. And OCHA began to gradually hand over its partnership with the Civil Protection to the UNDP early recovery support team.

As part of the exit strategy, OCHA Burundi's mapping and information management capacity, highly valued by the humanitarian and recovery community, was formally transferred to the government's *Direction de l'Action Humanitaire contre les Mines et engins non explosés* (supported by UNDP). OCHA had provided capacity-building trainings to GIS throughout 2007 (three trainings) and 2008 (two trainings).

#### Improved management practices for 'one OCHA'

OCHA Burundi's original exit strategy to close the office on 30 June 2008 and leave a residual team of three national officers was revised in May 2008. Instead, the office closed on 30 December to finalize the roll out of the cluster approach and facilitate the handover of coordination activities. In 2009, OCHA will support one national coordination officer, one national information officer, one administrative officer, and two drivers. This will complement the team supporting the RC/HC in Burundi, including a Department of Peacekeeping Operations (DPKO) international Humanitarian Advisor, and a UNDP early recovery technical team of three. In addition, ROCEA has a dedicated focal point for Burundi who closely monitors developments and provides systematic support through regular missions.

#### Accountable and transparent human resources planning and management

The OCHA Burundi exit strategy was planned since 2006; staff were regularly updated and eventually reassigned.

## Central African Republic

www

hdptcar.net



The most remarkable 2008 development was the return home of almost half of Central African Republic's (CAR) 197,000 internally displaced people. By year's end, members of the Humanitarian and Development Partnership Team (HDPT) estimated the number of IDPs to be 108,000. A further 104,000 Central African refugees remained in neighbouring Cameroon, Chad, and even Sudan's Darfur region.

In 2008, an atmosphere of almost absolute impunity and violence against civilians was a great concern. Entire villages were assaulted by bandits. In one instance, in what is now known as the 'widows' village', bandits killed all men, leaving only women and children behind. In response, some villagers organized themselves in self-defence militias, risking a further escalation of violence. In the Northeast, communal violence led to the emergence of a new militant group. In the Southeast, attacks by the Ugandan LRA temporarily forced 5,000 people away from their homesteads.

The grim realities highlight a pronounced need for early recovery and reinforce some of the challenges still faced in addressing these gaps. Nonetheless, because OCHA successfully negotiated humanitarian access with armed groups and authorities, the entire country remained accessible to humanitarian workers at almost all times.

### Performance Evaluation

#### A predictable and needs-based humanitarian financing system

In 2008, the Coordinated Aid Program for CAR was the best funded CAP, at 91 percent. This generous support from donors enabled humanitarian organizations to provide life-saving assistance, protection and early recovery aid to a million people affected by conflict and violence. Two locally administered funds – an ERF upgraded in July to a Common Humanitarian Fund (CHF) – supported humanitarian assistance and protection for 520,000 people with \$9.4 million in 2008.

#### Improved coordination structures at the global, regional, and national levels

OCHA was pivotal in strengthening coordination within and between clusters. All aid agencies participate as members or observers in the cluster system; and cluster leads meet regularly with the Humanitarian Coordinator.

The role of clusters also became more important, as they now play a central role in determining CHF allocations. Still, cluster leads must strengthen the mapping and coordination of activities, advocacy and humanitarian strategy planning.

#### Greater incorporation of disaster risk reduction approaches and strengthened preparedness in humanitarian response

Preparedness was mainly strengthened by an increased presence of aid agencies in areas affected by conflict and banditry. Some organizations pre-positioned emergency stocks of plastic sheeting and other household items; but, these stocks must be replenished and increased. An inter-agency contingency plan was updated twice in 2008. This plan incorporated a new emergency profile linked with the LRA threat posed against civilian populations of South Eastern CAR.

#### More strategic advocacy of humanitarian principles and issues

OCHA, together with aid agencies in CAR, greatly increased its advocacy efforts in 2008 at all levels. OCHA continuously negotiated with militant groups and armed forces for free and safe humanitarian access, as well as respect for humanitarian principles and basic human rights. The members of the protection cluster organized a number of human rights training workshops for displaced people, youth associations, and others affected by violence. It did so for armed groups and the state's armed forces, as well.

## Chad

www

ochaonline.un.org/chad



The grave humanitarian crisis in Eastern Chad remains a concern, with urgent humanitarian assistance provided to about 250,000 Sudanese refugees – 60,000 from Central African Republic (CAR) and about 166,000 internally displaced persons. Since January 2009, a new influx of over 17,000 refugees from CAR into Southern Chad, due to fighting between rebel factions and with government forces, has resulted in an increase in refugees. The long-term presence of such numerous refugees and IDPs has resulted in growing tension with the host populations, competition over limited resources, and additional strain on the environment.

There has been no major military activity since the attack on N'Djamena in February 2008, when armed opposition groups attempted to overthrow the Chadian regime. However,



the situation remains fragile and volatile, given the internal instability within Chad and spill-over from the sub-region.

The climate of insecurity and instability continues to seriously undermine humanitarian operations by limiting access for the delivery of life-saving assistance. Banditry in the form of carjackings, armed robberies and crime is a regular occurrence in an already challenging environment in Eastern Chad. Consequently, some NGOs have resorted to temporary suspension, scaling down of activities, or complete withdrawal. In the absence of a settlement to the crisis in Darfur, there is no prospect for the return of refugees. Following a transition from EUFOR, the presence of the United Nations Peacekeeping Force and the deployment of the Integrated Detachment for Safety (DIS) are vital to the improvement of the security situation for refugees, IDPs, local population and the humanitarian community.

Despite the increasingly challenging environment in Eastern Chad, the delivery of critical humanitarian needs continued in 2008. With the support of a Deputy Humanitarian Coordination, OCHA supported these efforts by further strengthening the coordination structures in Eastern Chad and consolidating humanitarian reform. In Chad, the humanitarian response to a large extent was dependent on the context, as the humanitarian community continued to react to emerging needs.

## Performance Evaluation

### Improved coordination structures at the global, regional, and national levels

2008 was marked by significant improvement in the overall coordination of humanitarian assistance to vulnerable populations. This included better and more regular information-sharing and gaps/needs' identification, to inform humanitarian response under the different clusters. As of December 2008, nine out of eleven clusters had been rolled out (excluding early recovery and environment). The cluster approach put in place in July 2007 was rendered operational, except for two clusters (environment and early recovery). Inter-agency cluster-based assessments and village assessments now take place on a regular basis to monitor progress. When emergencies arise, cluster-based recommendations are formulated and the OCHA sub-office follows up.

### A strategy enabling seamless transition and early recovery

The acute emergency is deemed over; however, the security situation is still very volatile, with only critical

staff in the area of operations. In addition to those held in Eastern Chad, coordination meetings focused on the return process and durable solutions. Such solutions for IDPs have been established in four locations where OCHA sub offices are located (Abeche, Farchana, Goz Beida and Koukou). In April 2008, a strategic framework for the return, relocation and integration of IDPs drafted by OCHA was widely endorsed by local authorities, United Nations agencies and other humanitarian partners. While transition and early recovery plans are still in their infancy, OCHA will continue to facilitate transitional considerations regarding early recovery and long-term approaches to IDPs.

### More strategic advocacy of humanitarian principles and issues

OCHA ensured that the mandate, modus operandi and activities of the European force and United Nations Mission in the Central African Republic and Chad (MINURCAT) were appropriately conveyed to the aid community. Coordination and dialogue between humanitarian and military actors were crucial to maintaining the humanitarian space, guaranteeing a clear division of labour, and reiterating basic humanitarian working principles. The OCHA role in civil military coordination contributed to a more effective interface between the military (EUFOR) and the humanitarian community. In ensuring adherence to humanitarian principles by non-humanitarian actors, a number of workshops and regular meetings were conducted. Advocacy efforts for improved humanitarian access and preserving the humanitarian space resulted in critical gaps being met.

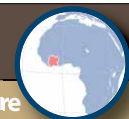
### Strengthened information management based on common standards and best practices

All clusters share information arising from inter-agency missions/assessments through OCHA inter-agency information management tools, including a database on key humanitarian indicators, maps, etc.

## Côte d'Ivoire

[www](http://www)

[ochaonline2.un.org/cotedivoire](http://ochaonline2.un.org/cotedivoire)



The signing of the Ouagadougou Political Agreement (OPA) in March 2007 put an end to armed hostilities and offered new opportunities for peace. Côte d'Ivoire (CDI) embarked upon economic recovery as it resumed discussions with donors. The overall humanitarian context improved throughout 2008 with a spontaneous

large-scale voluntary return of IDPs, reinforcing the International Organization for Migration (IOM)-supported return operation completed in 2007.

Despite these improvements, persistent reports highlighted key humanitarian concerns in the West. IDPs continued to face reintegration and protection problems. These included land ownership disputes, nationality and citizenship issues, and insecurity. In particular, along the Guiglo-Bloléquin axis, host communities violently denied some returnees access to their farms in Zéaglo and neighbouring settlements.

In some northern areas, climatic hazards coupled with poor harvest and limited access to health facilities accentuated malnutrition among vulnerable groups. A July 2008 Standardised Monitoring and Assessment of Relief and Transitions (SMART) survey by WFP and UNICEF in collaboration with the state-run *Programme National de Nutrition* (PNN) revealed up to 17.5 percent global acute malnutrition (GAM) among northern populations.

With the positive evolution in the humanitarian context, OCHA began to refocus its strategic priorities. Under the leadership of the Humanitarian Coordinator, OCHA established co-located UNDP/Food and Agriculture Organization [FAO]/UNICEF/IOM/OCHA offices in Guiglo (West) in June 2008. A United Nations joint office led by a UNDP/OCHA appointed Humanitarian Affairs Officer (HAO) is planned for 2009 in Korhogo (North). Finally, the UNDAF for 2009-2013 was developed in accordance with national priorities.

## Performance Evaluation

### A predictable and needs-based humanitarian financing system

OCHA ensured active involvement of the Inter-Agency Humanitarian Coordination Committee (IAHCC) – the local IASC – in the allocation of CERF grants from the under-funded and rapid response windows. This was done according to common humanitarian strategies and the CDI 2008 CAP. OCHA assisted the HC and IAHCC in reviewing and submitting the Mid-Year Review of the 2008 CAP, the 2009 Critical Humanitarian Needs document, and the HC's CERF 2007. OCHA also ensured the monitoring of ERF project implementation, as well as the reporting and audit processes.

### Improved coordination structures at the global, regional, and national levels

In facilitating the roll out of the cluster approach in 2008, OCHA strengthened humanitarian coordination

mechanisms managed by the HC through the IAHCC. To address reintegration and protection concerns, OCHA further facilitated the May 2008 reconciliation workshop in collaboration with government and community leaders in Bloléquin. Parties tentatively agreed to the return of non native communities and free access to their former plantations. OCHA also facilitated "Go and See" and "Come and Talk" home visits in the Zou area, where relief teams accompanied IDP representatives. While reinforcing collaboration between humanitarian partners, authorities, and IDPs, these efforts began to address the needs of the 76,000 voluntary returnees registered in the western regions.

### Action-oriented analysis of humanitarian trends and emerging policy issues

OCHA continued to regularly update, consolidate, and disseminate information; maps and data on IDP return in the West (including 42 situation reports); security incidents; gender-based violence (GBV); peace committees; social cohesion issues; malnutrition in the North; and flood preparedness. Workshops in Abidjan, Bouaké and Guiglo trained NGOs, United Nations agencies and state aid workers on the best practices concerning information management and reporting during a transition phase.

### Protection advanced at the global, regional, and national levels

OCHA reviewed and implemented its CHAP and Strategy for the protection of IDPs. The plan was endorsed by the IAHCC and the governmental Inter-Ministerial Committee on IDPs in January 2008.

## Democratic Republic of the Congo

www

rdc-humanitaire.net



In early 2008, the ceasefire following intense combat between the Congolese Armed Forces (FARDC) and *Congrès national pour la défense du peuple* (CNDP) rebels seemed to be holding. The Kivu Conference on Peace provided a forum for the various factions to air grievances, establish constructive dialogue, and agree on steps forward. Humanitarian actors expressed optimism that the Conference and Amani peace process might end years of human suffering in Eastern DRC. Hopes were dashed, however, following a gradual increase in clashes between the FARDC and CNDP, and the temporary CNDP withdrawal from the Amani process.

During the second half of 2008, fighting intensified, forcing over 400,000 people in North Kivu to flee their



IDP camp resident in DRC carries food ration bag distributed by WFP in collaboration with the NGO, CARITAS.

© UN PHOTO, MARIE FRECHON

homes. In Ituri, the resurgence of several armed groups that were thought to have dissolved – and subsequent clashes with the FARDC – resulted in over 100,000 new IDPs. In late September, Joseph Kony's LRA began a vicious campaign of kidnapping, rape, and mass murder against the population of Dungu territory in Northern Province Orientale. Under the overall coordination of OCHA, the Rapid Response Mechanism and the clusters conducted rapid needs assessments and delivered lifesaving health, food, non-food, and water and sanitation assistance to displaced populations and their host communities.

Yet, humanitarian needs in DRC were not limited to conflict areas. The humanitarian community responded to epidemics, acute malnutrition and food insecurity, as well as violence against civilians where thresholds established in the Humanitarian Action Plan (HAP) were surpassed. The recurring humanitarian crises and a lack of sustainable development have left portions of the Congolese population in a very fragile state and highly vulnerable to new emergencies. Moreover, due to poor

transport and widespread insecurity in the East, OCHA and humanitarian actors face significant constraints in accessing populations.

OCHA has been instrumental in helping United Nations agencies, international and local NGOs, donors and the Government identify and respond to the humanitarian needs of civilian populations in the DRC. Whether organizing and supporting inter-agency assessment missions, or negotiating access and respect for humanitarian principles with the Government of DRC and armed actors, OCHA has been a driving force behind humanitarian action in the DRC. OCHA strengthened inter-cluster coordination at national and provincial levels and further promoted use of the Humanitarian Action Plan (HAP) and its needs assessment tools for a better identification of needs and improved coordination of humanitarian activities in the DRC. The HAP has also become the tool for the prioritisation of funding allocations, including those from the CHF, the CERF, and bilateral funding. In the framework of the HAP, OCHA worked with partners to update scenarios and humanitarian contingency plans every six months.



## Performance Evaluation

### A predictable and needs-based humanitarian financing system

HAP was 78 percent funded in 2008, the highest level of funding in five years. Of the \$654 million received, 41 million emanated from the CERF under-funded emergency window, of which DRC has been the single largest beneficiary for the past three years. Another \$125 million came from the Pooled Fund through two standard allocations and several allocations from the Rapid Reserve for the crises in the Kivus. The percentage of Pooled Funding provided directly to NGOs jumped from 32 percent in 2007 to over 50 percent in 2008. The HAP guides all funding allocations and contributions. Funded activities are directly linked to HAP objectives, activities, and priority areas outlined in HAP 2008.

### Improved coordination structures at the global, regional, and national levels

OCHA continued to work with partners to strengthen Provincial Inter Agency Committees (CPIAs), provincial strategy and policy coordination bodies, and multi-sector coordination through inter-cluster coordination mechanisms. The HC's decision to request that clusters designate NGO co-facilitators led to improved cluster participation, more representative strategies, and more balanced funding distribution. In Katanga and North Kivu, OCHA also established "*cadres de concertation*", coordination mechanisms whereby humanitarian actors work with the provincial authorities to resolve issues related to civilian protection and delivery of humanitarian assistance. There are plans to do the same in South Kivu and Province Orientale. Additional outreach is still required to ensure greater engagement of government technical services in clusters.

### More strategic advocacy of humanitarian principles and issues

OCHA role in liaising with United Nations Mission in DRC (MONUC), FARDC and armed groups was key to ensuring security for humanitarian actors, improving protection for civilians, and ensuring access to humanitarian assistance. OCHA recruited a legal consultant to navigate the complex rules and regulations for NGOs; ultimately, a user's manual was produced. With support from donors and in collaboration with the DRC Government, OCHA organized a mission by the UK-based Charity Commission to review existing NGO registration procedures, improve efficiency, and explore a revision of existing legislation. More missions are to follow. In the meantime, ad-hoc demarches with authorities have helped address reoccurring *tracasseries* (harassment).

### A common approach to needs assessments and impact evaluation

OCHA worked with clusters to set thresholds for humanitarian action in the DRC, such as a combination of common indicators (e.g., high mortality/morbidity rates and malnutrition trigger responses by health, food security and water/sanitation clusters). Clusters then agreed on a set of five strategic objectives and corresponding multi-sector assistance packages aimed at bringing indicators below threshold levels. This framework forms the basis for the DRC's Common Humanitarian Strategy, the HAP. Clusters report on activity indicators as well as indicators linked to the strategic objectives and the humanitarian thresholds.

### Strengthened information management based on common standards and best practices

The 3Ws database, the [www.rdc-humanitaire.net](http://www.rdc-humanitaire.net) web platform, and mapping services have all become important operational tools for the humanitarian community. Mapping of humanitarian threshold indicators collected by clusters allows visualization of priority areas and monitoring of impact. Throughout the crises in the Kivus and Province Orientale, OCHA produced and disseminated detailed maps that tracked population movements, alerted humanitarian actors to areas of insecurity, and inventoried humanitarian actions in favor of affected populations. The [www.rdc-humanitaire.net](http://www.rdc-humanitaire.net) website managed by OCHA but belonging to the humanitarian community in the DRC, is an important platform for information-sharing and dissemination. OCHA further supports clusters with tools for monitoring and evaluation in the context of the HAP.

## Eritrea

[www](http://www)

[rdc-humanitaire.net](http://rdc-humanitaire.net)



The overall operational environment in Eritrea remains challenging. The border dispute with Ethiopia (and more recently Djibouti) is an unresolved facet of Eritrea's socio-economic development. The impasse also soured relations between Eritrea and the United Nations. As a result, the mandate of the United Nations Mission in Eritrea and Ethiopia (UNMEE) was terminated at the end of July 2008. Additionally, limited strategic inter-agency coordination with government departments and limited NGO operations have resulted in a reduced number of humanitarian partners, as well as difficulties in coordinating humanitarian assistance.



While there is no up-to-date information on the food security situation in Eritrea, the drought and food crises affecting the Horn of Africa countries (as evidenced by appeals in Somalia, Ethiopia and Djibouti) point to a looming famine and critical humanitarian crises. The risk of food insecurity was exacerbated by volatile global food and fuel prices. This resulted in sharp increases in the staple cereal prices in the local market. An estimated 85,500 malnourished children and 300,000 pregnant and lactating women – as well as urban poor, HIV/AIDS – infected, newly returned/resettled IDPs and drought-affected – are most vulnerable. Up to two million people might be food-insecure.

Besides the strained relations with authorities, OCHA faced numerous constraints in 2008, including: lack of assessments; access restrictions for international staff; prohibition of smaller NGOs and United Nations partnership with NGOs; lack of strategic coordination and humanitarian engagement with government; disavowal of the humanitarian situation; absence of a CAP or a strategic resource mobilization tool; and existence of a diesel embargo on United Nations agencies and NGOs.

## Performance Evaluation

### Improved coordination structures at the global, regional, and national levels

In 2008, OCHA was instrumental in supporting and maintaining the monthly meetings of the IASC, the only humanitarian forum chaired by the HC and attended by United Nations agencies, NGOs, and donors. With the support of OCHA, the IASC was responsible for preparation and updating of the CHAP and Contingency Plan as an internal IASC document. Under the chairmanship of the HC, the IASC vetted and prioritized CERF resources.

Unfortunately, due to access restrictions and the lack of implementation partners (e.g., NGOs), little progress was achieved in rolling out the cluster approach at field level. However, humanitarian reform, and particularly the cluster approach, was introduced at country level at the end of 2006/early 2007.

### Greater incorporation of disaster risk reduction approaches and strengthened preparedness in humanitarian response

With the support of OCHA, the United Nations Country team prepared a contingency plan. Even though government departments disengaged from humanitarian/emergency issues, disaster risk reduction was incorporated within

the UNDAF. OCHA will assist through capacity-building in collaboration with UNDP.

### A strategy enabling seamless transition and early recovery

Because of the Eritrean authority disavowal of the humanitarian/emergency situation, United Nations operational agencies incorporated emergency responses within their normal development framework (UNDAF). This enabled seamless transition from relief to early recovery. While humanitarian/development programmes are implemented through government partners, humanitarian partners have participated in strategy development at the cluster/sector working group level.

### Action-oriented analysis of humanitarian trends and emerging policy issues

This objective was only partially achieved. No inter-agency assessments have been conducted since 2006. Analysis of humanitarian trends was based on anecdotal evidence, collected by United Nations operational agencies. And they were supplemented by regional trends in the Horn of Africa. Policy issues were therefore difficult to discern.

## Ethiopia

www

[ochaonline.un.org/ethiopia](http://ochaonline.un.org/ethiopia)



2008 was marked by the combined effects of the global food crisis and a devastating drought across the Horn of Africa. High food prices and seasonal rains generated alarming levels of food insecurity. In addition to the 7.6 million people addressed under the Productive Safety Net Program (PSNP), food relief requirements rose from 2.2 million in April to 6.4 million by September 2008. Meanwhile, in the Somali region of 4.5 million people, a drought and counter-insurgency operations led to a complex humanitarian emergency.

The Ethiopian Government launched an ambitious program to restructure institutions and policy orientation. It also adopted a Disaster Risk Management (DRM) approach to the prevention, mitigation, and management of humanitarian crisis. The restructuring process provided opportunities for humanitarian partners to support government efforts to develop early warning and preparedness capacity, and roll out relevant programmatic interventions.

Despite progress in terms of emergency response and preparedness, the humanitarian community faces a number of challenges that continue to limit the overall success of

interventions. Ethiopia was one of many countries experiencing the impact of the global food crisis. It was forced to compete for limited resources, leading to considerable and persistent shortfalls of resources required to fully respond to the emergency. In addition, the year was marked by a significant revision of the number of people affected by the crisis; this created problems in terms of mobilization and subsequent targeting of resources.

## Performance Evaluation

### A predictable and needs-based humanitarian financing system

In 2008, the engagement of clusters in the proposal review process enhanced the understanding of pool funding mechanisms. While income to the Humanitarian Response Fund increased from \$14 million in 2007 to \$68 million in 2008; expenditure rose from \$6 million to \$45 million. Strengthened relationships with the United States Agency for International Development (USAID), the Office of U.S. Foreign Disaster Assistance (OFDA), and the Ethiopian Youth Council for Higher Opportunity (ECHO) improved collaboration and information flow. Local NGO and Red Cross participated in the HRF review Board. And the number of HRF implementing partners approximately doubled to 29 in 2008.

### Improved coordination structures at the global, regional, and national levels

OCHA Ethiopia actively engaged in coordination structures at the federal, regional and zonal levels. It provided up-to-date analysis of the humanitarian situation for decision-making. The OCHA Field Coordination Unit deployed HAO to all affected regions and gathered strategic information for government and humanitarian partners.

At the Addis Ababa level, OCHA convened a bi-weekly humanitarian coordination forum. It chaired the weekly United Nations Cluster Leads meeting. OCHA facilitated the establishment of the Ethiopia Humanitarian Country Team (EHCT). It provided strong support to government counterparts during the multi-stakeholder seasonal assessment and secretariat support for three joint flash appeals. OCHA continued to advocate a transition and early recovery strategy, as well as strengthened links between humanitarian and development partners.

### More strategic advocacy of humanitarian principles and issues

OCHA developed a strategy that led to the 2009 establishment of the IDP Monitoring Working Group,

responsible for IDP response and information-sharing. An Access Monitoring database documents and tracks all access issues. In 2008, OCHA regularly advocated for humanitarian access through dialogue with government and military authorities.

### Protection advanced at the global, regional, and national levels

In the absence of an official government-appointed counterpart on protection, the Protection Cluster continues to take the lead. OCHA spearheads discussions with government to resolve this matter.



In 2008, Guinea continued to be affected by extreme poverty and vulnerability. This was triggered by socioeconomic instability, decaying infrastructure, small-scale natural disasters, disease outbreaks, rising expectations among the vulnerable populations, and civil unrest. To compound matters, Guinea was severely struck by the international food crisis.

Under the coordination of the Humanitarian and Resident Coordinator, supported by OCHA, United Nations agencies submitted projects worth \$50 million to address acute needs, part of which was covered by the CERF. As other donors ultimately came forward, United Nations agencies were able to supply approximately 600,000 vulnerable people with food, seeds, manure and tools.

In December, President Lansana Conte died after 24 years in power and a military junta took over in a bloodless coup. Despite promises to improve living conditions, the vast majority still endure socioeconomic hardship. Besides funding difficulties, the main constraints on humanitarian coordination are related to the very unpredictable environment and minimal capacity at all levels of the government.

The priority of OCHA and its development partners is to ensure a possible transition towards early recovery and development. To that end, OCHA has worked to reinforce the capacity of humanitarian actors – especially that of government – to better prepare for and respond to natural and manmade disasters.

## Performance Evaluation

### Improved coordination mechanisms at country, regional, and international level

OCHA ensured that all humanitarian operations as well as field missions are organized according to the principles of the cluster approach. It supported the Humanitarian and Resident Coordinator in convening IASC meetings. It ensured arrangements for handing over coordination functions in transition/early recovery contexts, as the first phase of an UNCT joint rehabilitation programme for *Guinée Forestière*. OCHA also oversaw a mission in *Guinée Forestière* to update and reinforce coordination and humanitarian response mechanisms.

### Greater incorporation of disaster risk reduction approaches and strengthened preparedness in humanitarian response

In collaboration with the National Service for Humanitarian Action (SENAH), OCHA organized two workshops on disaster preparedness and management for authorities and technical staff. The meetings gathered all regional prefectures and led to the drafting of a map of disasters. Through the clusters, OCHA revised the UNCT Guinea Contingency Plan, incorporating early recovery aspects and preparedness activities for emergency response. The early warning, risk analysis, and preparedness of all partners – including national counterparts – were markedly improved.

### A strategy contributing to seamless transition and early recovery

The first phase of the UNCT's joint rehabilitation program for *Guinée Forestière* was implemented. UNCT planned its involvement in the government emergency development programme, supported by OCHA. OCHA role in the transition from humanitarian to development focused on resource mobilization and joint programming.

### Action-oriented analysis of humanitarian trends and emerging policy issues

Information management tools improved humanitarian briefing and information dissemination to the wider humanitarian community.

## Kenya

[www](http://www)
[ochaonline.un.org/kenya](http://ochaonline.un.org/kenya)


The widespread violence following the disputed 2007 Kenyan elections dominated humanitarian action in 2008. A National Accord paved the way for the establishment of a coalition government. However, conflict and violence led to 1,300 deaths and an estimated 500,000 IDPs. Initial violence heavily affected populations in Western, Nyanza, and Coast provinces. The main area of displacement was in Kenya's bread-basket region of Rift Valley Province. The crisis exacerbated chronic vulnerability, food insecurity, and poverty. And the impact on food production would be felt into 2009.

OCHA and the Resident Coordinator of the United Nations focused an immediate humanitarian response on the massive displacement. By year's end, OCHA had facilitated the development of three rapid response CERF applications and one under-funded application for a total of \$21.3 million. OCHA also revised and launched the Emergency Humanitarian Response Plan (EHRP) to address emerging needs. In 2008, humanitarian funding grew to \$257 million with a further \$57 million in pledges (81 percent through the EHRP).

## Performance Evaluation

### Improved coordination structures at the global, regional, and national levels

OCHA supported the roll out and guidance of 10 clusters. A Humanitarian Coordinator was named and humanitarian coordination structures were established in Nairobi, Eldoret and Nakuru. OCHA ensured an IASC country team was formed in Nairobi and the weekly Kenya Humanitarian Forum was set up. From the outset, links to government coordination were put in place at national and district levels, via Eldoret and Nakuru sub-offices. By May, the government created a Humanitarian Stakeholders Forum for which OCHA serves a secretariat function. In addition, OCHA provided humanitarian analysis for the Donor Coordination Group, through the Emergency Humanitarian Response Plan, informing funding decisions throughout the year.

### Greater incorporation of disaster risk reduction approaches and strengthened preparedness in humanitarian response

OCHA held a cluster transition workshop. It guided clusters into national level working groups with emergency arrangements for reactivation. By year's end, all but two of the clusters had transitioned. OCHA responded to emerging

needs by coordinating flood (in Budalangi), conflict and IDP (in Mandera) response. OCHA wrote several analytical reports on conflict and displacement. It organized a multi-country summit of Humanitarian Coordinators and OCHA offices to improve information flow and analysis for the humanitarian situation along Kenya's borders.

OCHA continued its engagement on disaster risk reduction by supporting consultations to finalize the draft National Disaster Response Plan, initially facilitated in 2007. OCHA participated in the drafting of the National Disaster Risk Reduction Strategy. Additionally, it organized trainings in disaster preparedness in ten districts and supported training in the prevention of sexual exploitation and abuse in five others. OCHA participated in all major inter-agency assessments and supported the analysis and implementation of recommendations for the Long Rains Food Security Assessment.

### Protection advanced at the global, regional, and national levels

Through the Protection Cluster, OCHA facilitated the inclusion of pre-existing needs in the development of an IDP strategy. It also supported advocacy by printing and disseminating 3,000 copies of a Kiswahili version of the Guiding Principles on Internal Displacement.

### Strengthened information management based on common standards and best practices

OCHA established a humanitarian website for coordinated information-sharing. It also supported the set up and maintenance of a cluster website. OCHA provided weekly humanitarian updates and two in-depth analytical reports, along with regular funding updates to partners and government. OCHA produced minutes of all key coordination meetings at national level and in Nakuru and Eldoret hubs. OCHA co-led the information management theme group for the United Nations country team in Kenya. And it is spearheading the development of an integrated information management network.

<b>Niger</b>	
<a href="http://www.ochaonline.un.org/niger">www.ochaonline.un.org/niger</a>	

The political climate in Niger further deteriorated in June 2008. The arrest of the former Prime Minister Hama Amadou precipitated a national debate between supporters and opponents of a third term for President Mamadou Tandja. The 2007 reignited conflict between Government forces and the Niger Movement for Justice, an armed opposition

group active in the northern region of Agadez, continued well into 2008, with sporadic clashes.

In Northern Niger the security phase rose in seven of the eight regions, and Agadez was declared a military operations area. Landmines directly impacted accessibility and humanitarian activities. Humanitarian access to Iferouane, Gougaram, and Danet in Agadez region remained extremely limited, hindering effective humanitarian response. Carjacking and kidnapping increased. And the country drew the eyes of the world when the United Nations Special Envoy for Niger went missing on 14 December 2008.

Effective humanitarian action still faces significant challenges in Niger. The government suspended several humanitarian partners, such as *Médecins Sans Frontières* (MSF) France (expelled after) and Action Against Hunger (ACF). This decreased humanitarian response in some vulnerable regions.

Niger continues to face chronic food insecurity and malnutrition. A Government-led food vulnerability assessment conducted in November 2008 revealed that almost 3 million (22 percent) endure food insecurity and 1 million (7 percent) suffer from severe food insecurity. Likewise, a nutrition survey carried out in June 2008 showed a chronic malnutrition rate of over 39 percent and a global acute malnutrition rate of almost 11 percent among children under five years of age.

Humanitarian community efforts were strengthened by OCHA work. This included: better preparedness, coordination (including situational assessment, information gathering and information sharing), resource mobilization and advocacy. Nevertheless, the OCHA Niger office required additional capacity in information management, advocacy and humanitarian reform. Due to government sensitivity to humanitarian concerns, fundraising activities were limited within the country.

## Performance Evaluation

### Greater incorporation of disaster risk reduction approaches and strengthened preparedness in humanitarian response

In 2008, OCHA's work was instrumental in supporting Rapid Assessment Forms via the national Early Warning System and facilitating operational preparedness and response to floods. OCHA led the inter agency contingency plan elaboration. This document is regularly updated with the inputs from all United Nations agencies and NGO partners.



OCHA facilitated the elaboration of the national contingency plan, which focuses on food security and nutrition. Under the leadership of WHO, OCHA contributed to the preparedness effort on the avian flu contingency plan.

### Improved coordination structures at the global, regional, and national levels

OCHA conducted several missions in the regions to assess food security, nutrition, flood and IDPs situation. The results of those missions were shared in country and the responses done accordingly where possible. In support of response coordination, OCHA provided information and coordination tools. Additionally, OCHA facilitated the mobilization of around \$10 million within the framework of the CERF to address other vital issues: malnutrition, meningitis, food and the United Nations Humanitarian Air Service. OCHA served as secretariat of the local IASC, comprised of United Nations operational agencies, NGOs and the Red Cross. Food security, nutrition and health clusters (Food security, nutrition, and health) were strengthened at the national and field level through a stronger OCHA implication and field presence.

### Strengthened information management based on common standards and best practices

OCHA ensured that the humanitarian contact list and meeting schedule were continually updated; a matrix of NGOs and Red Cross activities were implemented and updated; an interactive mapping was created; and the Field Document Management System (FiDMS) was regularly updated. However, the website and “Who does What Where” were not implemented due to limited staffing. In addition, an advocacy strategy and an information gathering and sharing were not implemented because of political sensitivities.

## Somalia

www

[ochaonline.un.org/somalia](http://ochaonline.un.org/somalia)



During 2008, the population in need almost doubled from 1.8 million to 3.2 million. These numbers include those affected by floods, droughts, and disrupted markets – as well as new IDPs fleeing recent violence and prior IDPs. The majority of the most vulnerable live in the South Central region deemed one of the most volatile places on earth.

With this as a backdrop, 34 humanitarian workers were killed and 26 abducted in 2008. By year’s end, 16 workers were still being held captive. At one point, Somalia had

more than 350 roadblocks throughout the country, hindering the delivery of much needed aid to the country’s most vulnerable populations.

Given the general insecurity, OCHA and the entire humanitarian community reduced their field presence and focused activities on areas where they could be most effective. Working remotely and by proxy severely compromised humanitarian delivery. In response, OCHA adopted a flexible approach to coordination, exploiting windows of opportunity in access; OCHA nimbly moved staff and utilized networks in inaccessible areas.

In 2008, OCHA began supporting local capacity for emergency preparedness in the northern area of Puntland. It provided response and supported transitional/early recovery activities where appropriate. Along with donors and the international community, OCHA advocated the necessary expertise and experience, as well as support for NGO start-up costs and capacity.

## Performance Evaluation

### A predictable and needs-based humanitarian financing system

The 2008 CAP was funded at 71 percent. Yet, there was a significant disparity between the funding received for various clusters. The HRF responded in a timely fashion to critical emergency needs. It disbursed a total of \$14 million to a total 48 projects. Five CERF projects were funded in 2008. United Nations agencies received approximately \$11.7 million.

### Improved coordination structures at the global, regional, and national levels

Where and when the security situation permitted, OCHA ensured that national and international staff were deployed to key locations in Somalia. Throughout 2008, OCHA provided three international staff and 11 national staff.

### More strategic advocacy of humanitarian principles and issues

Due to resistance by many humanitarian partners, the Joint Operating Principles (JOPs) were not adopted. However, throughout the year particular aspects of the JOPs were introduced, such as the prevention of sexual exploitation and abuse.

A key goal is to enable more flexible, longer-term funding to assist NGO operations in underserved areas and cover emergency needs and gaps. In addition, OCHA has been promoting the application of the principles of humanity,

neutrality and impartiality to day-to-day humanitarian operations to improve underlying assistance and protection conditions.

### Protection advanced at the global, regional, and national levels

The IDP working group enabled work on an initial IDP strategy draft. In conjunction with UNHCR, OCHA facilitated workshops in Somalia on the Protection of Civilians to build national NGO capacity. As co-chair of the Protection Cluster and chair of the IDP Working Group, OCHA emphasized humanitarian access, protection of civilians, and advocacy for IDPs.

### Strengthened information management based on common standards and best practices

OCHA supported the clusters in developing tools and a range of new information management products (response maps, response matrices, etc.). Thirty requests were received for printed maps and data in the second half of the year alone. Over 60 maps were produced to satisfy requests. At its peak, website hits reached 1,457 per month. The team generated advanced mapping of IDP settlements in the Afgooye corridor (one of the largest concentrations of IDPs in the world) and Baidoa. This was a key tool for humanitarian response coordination.

Food distribution recipient in southern Sudan.



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## Sudan

www

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In 2008, the humanitarian, security, and political situation in Sudan continued to deteriorate, with increased levels of civilian displacement in Darfur and targeting of United Nations and associated personnel. In Darfur, some 317,000 people were newly displaced. Eleven humanitarian workers were killed and 24 more were wounded. In addition, approximately 315 humanitarian and United Nations-African Union Mission in Darfur (UNAMID) vehicles were hijacked. Among other things, this inhibited delivery of food rations.

Despite reaffirmed commitments to the technical framework for operations in Darfur, namely the Moratorium on Restrictions and the Joint Communiqué on the Facilitation of the Humanitarian Operation in Darfur, several relief efforts faced programmatic restrictions. In part, these were due to stringent regulations regarding travel permits and medical inventory requirements, as well as interference with personnel such as violent detainments.

The UNAMID peacekeeping force made modest inroads in Darfur with regard to the protection of civilians. Often coming under attack and suffering numerous casualties, it facilitated the relief operations, without the mission-critical capacities required to fully implement its mandate.

In July, Prosecutor for the International Criminal Court (ICC) requested the arrest of Sudanese President Omar al-Bashir. This fundamentally altered the political and security landscape, and further affected humanitarian operation and OCHA coordination efforts.

## Performance Evaluation

### Improved coordination structures at the global, regional, and national levels

With the support of the HCT, UNAMID and OCHA increased civil military coordination capacity to promote a constructive and consultative relationship with the peacekeeping force. Contacts with United Nations operations in Chad, CAR, and South Sudan increased with the escalating complexity on the ground. Coordination included information-sharing mechanisms and contingency planning exercises to address the sub-regional implications of a continued and expanded humanitarian crisis. In addition, in December, United Nations agencies officially accepted the cluster system in-country.

### Strengthened OCHA emergency response capacity

Civil-military coordination increased, as did contact with the host government upon the arrival of the Northern Sudan Deputy Resident and Humanitarian Coordinator. Contingency and business continuity plans were revised and strengthened throughout the year, particularly following the ICC Prosecutor's application for an arrest warrant.

### More strategic advocacy of humanitarian issues and principles

OCHA completed a series of humanitarian workshops for Darfur rebel movements and Government officials.

These were primarily aimed at clarifying the roles and responsibilities of all stakeholders and ensuring the safety and respect for the civilian population and humanitarian community.

### Strengthened information management based on common standards and best practices

While increasing attention to recovery and development activities in South Sudan, OCHA continued to support the information products requirements of the world's largest humanitarian operation. In addition, OCHA maintained several information-management systems and provided internal and external IT trainings for United Nations and NGO staff.

## Uganda

www

ugandaclusters.ug/



In Northern Uganda, by 2008, three quarters of all internally displaced had left the IDP camps. In 2008, population movement out of the camps continued despite increased anxiety over the December launch of joint military operations against the LRA by Uganda, South Sudan, and DRC.

In Karamoja, up to 970,000 people are now facing an acute livelihood crisis, following a third failed harvest in 2008. Systematic marginalization, lack of development, cattle rustling, small arms proliferation, and successive environmental shocks in a semi-arid region combined to exacerbate an increasingly precarious situation. Humanitarian intervention in Karamoja was therefore carefully tailored to ensure that urgent programmes promote the achievement of longer-term developmental objectives.

The most significant constraint faced in 2008 was the delay in execution of the Government's Peace, Recovery and Development Plan (PRDP) for Northern Uganda. The PRDP was scheduled to begin on 1 July 2008. However, in December 2008, the Government announced that full implementation would be postponed to the fiscal year 2009/10. Through CAP 2008, the humanitarian community attempted to bridge the transition by including humanitarian, early recovery, and recovery projects. Yet, lack of support for CAP recovery needs prompted a substantial mid-year revision and removal of recovery-oriented projects.

## Performance Evaluation

### Improved coordination structures at the global, regional, and national levels

In 2008, OCHA promoted humanitarian approaches that segue into recovery. It facilitated dialogue on transitioning the clusters to national coordination mechanisms and promoted these measures with government counterparts, humanitarian groups, and development partners. Where the cluster approach was not rolled out through local IASC decision (Karamoja), OCHA successfully advocated for sector leads to fulfil the cluster lead terms of reference.

### A strategy enabling seamless transition and early recovery

With OCHA support, the clusters made solid progress in establishing necessary linkages to adapt to recovery coordination at the district level. However, much work remains at the national level. Main challenges include: the lack of capacity within line ministries to undertake the coordination role; the difficulty in identifying relevant counterparts for some clusters; and the large budgetary focus of many Sector Working Groups.

### A predictable and needs-based humanitarian financing system

OCHA promoted inclusion of humanitarian, early recovery, and recovery needs in the CAP 2008. It continually advocated the maintenance of previous levels of financing, while appropriately shifting the funding focus toward remaining humanitarian and initial recovery needs. However, as noted, lack of support for recovery within the CAP led to a significant mid-year overhaul. Thereafter, the CAP was revised to focus on remaining humanitarian needs.

### Strengthened OCHA emergency response capacity

An UNDAC Team was successfully deployed on an assessment mission in November 2008. Government accepted the final mission report and humanitarians are engaging to support implementation of the recommendations, including strengthening government response and preparedness capacity.

### Greater incorporation of disaster risk reduction approaches and strengthened preparedness in humanitarian response

OCHA has facilitated and/or led contingency planning and inter-agency assessments related to high-risk natural hazards, including flooding and epidemic disease outbreaks (cholera, Hepatitis E).

## Zimbabwe

www

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The humanitarian situation in Zimbabwe deteriorated significantly in 2008 due to collapsing socio-economic infrastructure, high food insecurity, and a progressively more volatile political environment. The socio-economic crisis was characterized by high unemployment, migration of skilled workers, declining access to basic services, and one of the highest HIV/AIDS prevalence rates in the world. Zimbabwe represents a humanitarian crisis requiring significant international attention.

Post-election violence in May displaced over 36,000 persons. NGO access to vulnerable populations was restricted for six months. In August, one of the world's largest cholera epidemics in recent history broke out. It quickly expanded to all ten provinces, affecting 32,000 people and killing 1,500 by December. The epidemic was due to the lack of safe drinking water, inadequacy of sanitation, and declining health care infrastructure within an already overburdened healthcare system.

Compounding matters, agricultural production was severely affected by the delayed onset of rains and limited access to agricultural inputs. This worsened the food security situation, with over five million people receiving various degrees of food assistance. Meanwhile, teachers went on strike due to lack of salary payments, severely affecting the education system. Attendance rapidly fell from 85 percent in 2007 to 20 percent by the end of 2008. Hyper-inflation negatively affected humanitarian operations given rising operating costs, limited banking access, and import restrictions.

### Performance Evaluation

#### Predictable and needs-based humanitarian financing system

In 2008, CAP funding covered \$420 million or 72 percent of the \$583 million requested. As well, \$7 million contributed to projects outside the CAP. The Zimbabwe Emergency Response Fund complemented the traditional funding mechanisms.

Despite the limited presence at field level, humanitarian partners reviewed humanitarian needs on a continuous basis throughout the year. In addition to the 2008 CAP and its Mid Year Review, Zimbabwe updated donors on assistance gaps with the Emergency Humanitarian Assistance Package

issued following the September political agreement. Zimbabwe also took part in the Southern African Region Floods Preparedness and Response Plan.

#### Improved Coordination structures at country level

Coordination structures were improved with the roll-out of clusters for Water, Sanitation and Hygiene (WASH), Health, Nutrition, Agriculture and Emergency and Telecommunications. The clusters are complemented by the five sector working groups of Education, Protection, Food Aid, Mobile and Vulnerable Populations, Logistics and Early Recovery.

Multiple fora facilitated broader coordination in Harare at inter-cluster/sector level. A weekly humanitarian briefing for all humanitarian actors was successfully introduced in May. OCHA also supported an inter-cluster coordination meeting (for all cluster and sector leads) to improve the response overview and gap analysis. At the strategic level, the Humanitarian Country Team continued to guide the humanitarian policy and response.

While coordination in Harare and Bulawayo was strengthened in 2008, the response coordination in the provinces remained a challenge. The cholera epidemic highlighted the need for better sectoral coordination at provincial level, especially in health and WASH.

#### Greater incorporation of risk reduction approaches and strengthened preparedness in humanitarian response

OCHA ensured the preparation and continuous update of a multi-hazard contingency plan, covering floods, political violence, cyclones, and diseases. The humanitarian situation analysis remained weak, however, primarily due to limited field presence and assessments caused by restricted access and fuel unavailability.

#### Proactive advocacy and awareness of humanitarian principles

Following the election, the government increased access and facilitated the collective advocacy effort of the Humanitarian Coordinator, humanitarian partners, the Emergency Relief Coordinator and the United Nations Secretary-General. To systematically support humanitarian advocacy at all levels, key messages were developed and maintained. Particular focus was placed on de-linking the humanitarian response from the political crisis. This enabled enhanced collaboration and engagement of all stakeholders at all levels.





## OCHA OFFICES MIDDLE EAST

- Regional Office & RDRA 
- Field Office 
- Sub-office 
- Presence/Liaison Office 

\*The Field Office for Somalia is in Nairobi, Kenya.

# Field Offices: Middle East

Iraq  
oPt

FIELD OFFICES: MIDDLE EAST

## Iraq

www

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Security improved markedly in 2008, with the number of incidents and civilian casualties reportedly declining by almost three-quarters from their peaks in 2007. Iraqi Security Forces assumed control of 13 out of 18 of the country's provinces from the Multi-National Forces in Iraq (MNF-I). Nevertheless, sporadic violence and insurgent activity continued to target civilians, particularly in the central and northern regions. Basic social services, especially for IDPs and returnees, remained inadequate and sub-standard. While 195,890 IDPs and 25,370 refugees returned to their communities in 2008, approximately 2.8 million IDPs and two million refugees remain uprooted.

According to UNICEF, overall security improvements rendered nearly 98 percent of Iraq accessible. Still, humanitarian access continued to be restricted due to stringent regulations for the movement of United Nations staff. Improved access did allow OCHA and its partners to collect valuable information on the humanitarian situation, revealing both violence-induced and chronic vulnerabilities. Varied humanitarian needs also became evident in areas chronically deprived of investment in social services due to conflict, economic sanctions, neglect and environmental degradation.

Improved information collection and analysis in 2008 allowed OCHA and its partners to better analyze humanitarian trends in Iraq. The 2007 Comprehensive Food Security and Vulnerability Analysis (CFSVA) revealed that although 6.4 million Iraqis remain at risk of food insecurity, the number of food-insecure Iraqis significantly declined from four million in 2005 to 930,000 in 2007. However, inadequate basic social services, including sub-optimal water and sanitation facilities, were partly responsible for the second successive cholera epidemic, which affected 12 of Iraq's provinces.

## Performance Evaluation

### Predictable and Needs-based Humanitarian Financing

OCHA facilitated the preparation of CAPs for Iraq, supported several CERF requests and managed the Expanded Humanitarian Response Fund (ERF) for flexible and quick funding of unmet emergency needs. The consolidation of CAP appeals led to greater

government involvement, improved donor coordination, and increased attention to the humanitarian needs of Iraqis.

### Improved coordination structures at the global, regional, and national levels

In partnership with the NGO Coordination Committee in Iraq (NCCI), OCHA launched the Iraq Humanitarian Forum (IHF) to review the strategic and policy aspects of the humanitarian situation. Consultations on the formation of the Iraq Humanitarian Country Team continued. However, coordination mechanisms had less impact because of remote programming. Despite these constraints, OCHA established a presence in Baghdad and Erbil in mid-2008, and developed and led humanitarian coordination structures with United Nations agencies, NGOs, and donors in both locations, in addition to Amman. Coordination with regional and international partners was strengthened as exhibited by the production of the Pillar II (regional) of the 2009 Consolidated Appeal for Iraqi refugees.

### Strengthened OCHA Preparedness (with greater incorporation of risk reduction approaches) and emergency response capacity

OCHA began consultations with partners on the development of an emergency response plan for hotspots in Iraq. OCHA also supported the Humanitarian Coordinator's consultations with the government on the establishment of a national emergency preparedness and response structure. The OCHA-led Humanitarian Working Group coordinated emergency responses following military operations in Sadr City and Basra and maintained consultations with the National Operations Center.

### Action-oriented analysis of humanitarian trends and emerging policy issues

OCHA IMU integrated within an inter-agency Information Analysis Unit, produced information products necessary for policy decision-making and operational coordination. These included: 3Ws, contact lists, maps, and emergency coordination information tools. OCHA led the analysis of the humanitarian context and needs that constitutes the basis of the 2008 and 2009 Consolidated Appeals. However, inter-agency information-sharing continued to be constrained by security concerns and incomplete partner contributions. Access restrictions limited the range and scope of data necessary to gain a complete picture of the humanitarian situation in the country.

### More strategic advocacy of humanitarian principles and issues

OCHA led the development of a strategic advocacy plan and the inter-agency advocacy working group to advance protection and humanitarian response efforts in Iraq in 2008. Common messages were developed and several press releases highlighting protection concerns. Common messaging on issues in Iraq, however, remained a challenge due to the sensitivities surrounding the delicate operating environment.

### Protection advanced at the global, regional, and national levels

OCHA provided support to the protection lead agency to establish a protection coordination mechanism, bringing together a range of actors involved in protection activities. This group meets regularly and its outputs feed a policy group that interfaces with the Iraqi authorities. OCHA also submits regular inputs for the protection of civilians and humanitarian access reports to the Security Council. OCHA provided technical inputs for the development of the Civil Military guidelines and led to the interface with the military in Iraq to address humanitarian need. Protection was also advanced with the preparation of the regional component of the 2009 Consolidated Appeal for Iraqi refugees in the region and in neighbouring countries.

### Strengthened Information Management based on common standards and best practices

OCHA Information Management Unit (IMU) partnered with the inter-agency Information Analysis Unit to provide continuing information and analysis of the humanitarian situation and activities in Iraq.

**Occupied Palestinian territory** 

www [ochaonline.un.org/opt](http://ochaonline.un.org/opt)

The year began with a renewed sense of optimism, following the resumption of peace talks between the Government of Israel and the Palestine Liberation Organization (PLO), as well as the international community's full endorsement of the Palestinian Authority's (PA) ambitious Reform and Development Plan (PRDP). Yet, humanitarian conditions did not improve during 2008. In large areas of oPt, they steadily declined – primarily for the most vulnerable.

The Israeli-imposed closure of the Gaza Strip crippled the private sector, affected basic services and infrastructure,

and limited access to essential supplies. The rise in food prices and reduced domestic agricultural yields placed even further strain on oPt, despite large-scale food aid programmes. And overall susceptibility increased, as demonstrated by food security surveys.

The ongoing internal Palestinian conflict exacerbated the humanitarian crisis. Despite Israeli Government steps to remove obstacles to movement in the West Bank, roadblocks and checkpoints rose steadily throughout the year. Humanitarian access was further restricted, particularly in East Jerusalem and areas separated by the Barrier. Meanwhile, four days before the end of 2008, Israeli military forces launched a massive combined operation in Gaza, resulting in additional loss of life, infrastructure damage, and humanitarian need.

Access remained the foremost constraint to all humanitarian actors, most notably in Gaza. This severely compromised OCHA ability to ensure effective and efficient delivery of humanitarian assistance.

## Performance Evaluation

### Action-oriented analysis of humanitarian trends and emerging policy issues

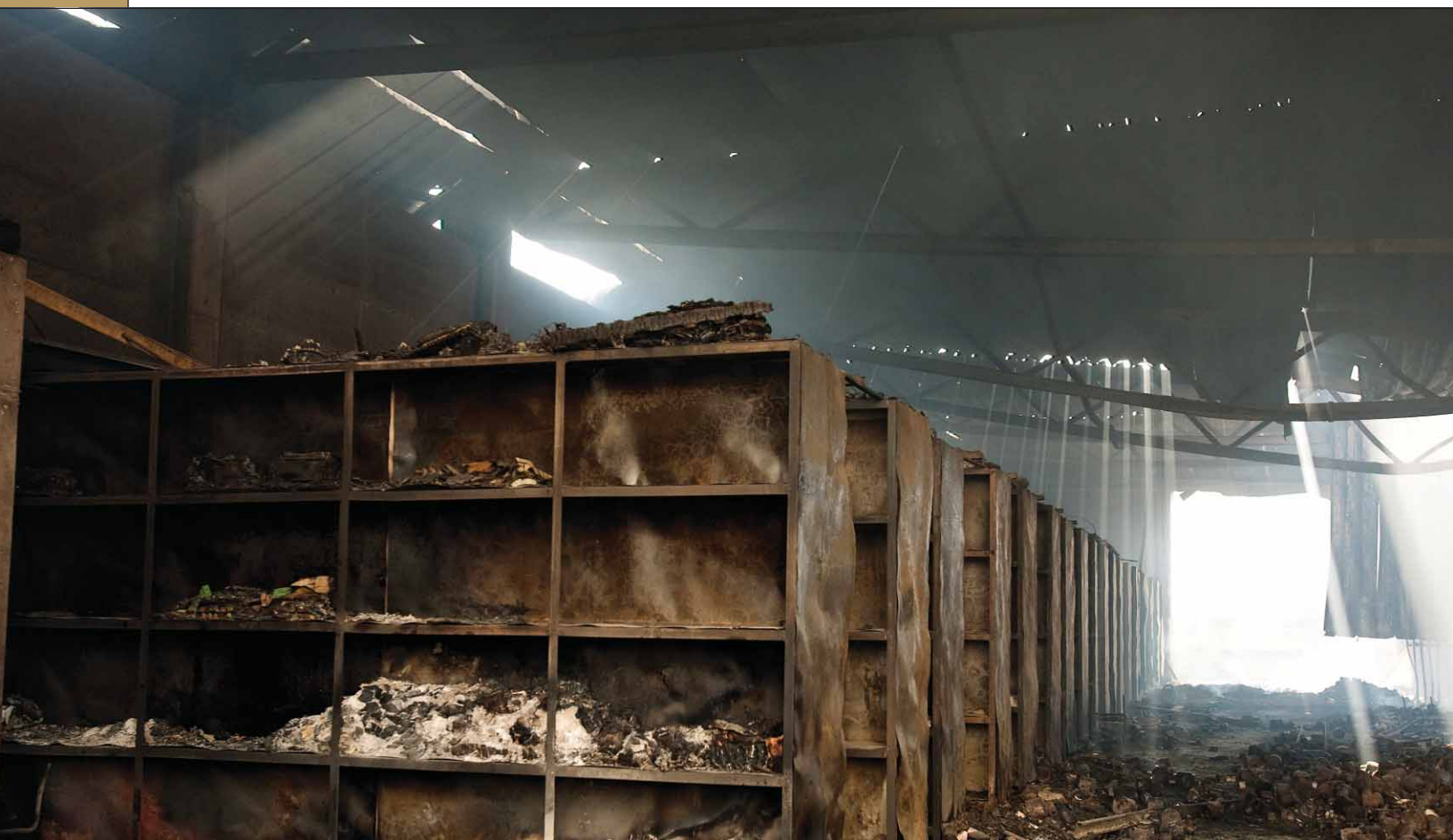
With ever greater numbers of Palestinians relying on humanitarian assistance, a substantive and reliable analysis of needs, priorities, and gaps in delivery is more essential than ever before. OCHA produced numerous information products based on thorough monitoring and analysis of ongoing humanitarian trends. Vetted and consolidated analytical inputs from multiple partners, OCHA humanitarian advocacy products have become the most relied-upon information sources for relief organizations, donors, and media.

### OCHA Reports in oPt

#### OCHA written reports

- *The Protection of Civilians Report* (weekly)
- *The Humanitarian Monitor* (monthly)
- Special Focus reports: *Tightening Control on Economic Movement, January 2008; Lack of Permit Demolitions and Resultant Displacement in Area C, May 2008; Unprotected: Israeli settler violence against Palestinian civilians and their property, December 2008*
- Situation Reports on the Gaza Strip and West Bank (ad hoc)
- Barrier Reports: *The Humanitarian Impact of the West Bank Barrier, Update 8: Four years after the Advisory*





Destroyed UNRWA Headquarters Warehouse in Gaza

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*Opinion of the International Court of Justice: joint OCHA-UNRWA report on the humanitarian impact of the Barrier*

For OCHA Report Center visit [www.ochaopt.org](http://www.ochaopt.org)

#### **OCHA cartographical reports**

- *West Bank Closure and Access Maps, September 2008*
- *Barrier Projections, updated map, July 2008*
- *West Bank and Gaza Strip governorates, closure and access booklet, April 2008*
- *West Bank Closure Map, April 2008*
- Detailed maps to accompany the Special Reports and Special Focus reports, detailed above

For OCHA Map Center visit [www.ochaopt.org](http://www.ochaopt.org)

#### **More strategic advocacy of humanitarian principles and issues**

OCHA led an advocacy working group under the HCT umbrella to generate more strategic and coordinated messages for the humanitarian community. Through a combined network of contacts, the sub-group contributed to greater awareness and influence regarding the pressing needs in the West Bank and Gaza Strip. The sub-group meets once a week and has become fundamental to HCT

strategic messaging and planning. Priority issues have included: access and movement; Gaza closure; house demolitions; and medical staff access from the West Bank to East Jerusalem. OCHA also continued to co-chair the Advocacy and Public Information Committee comprising PI and advocacy staff of United Nations agencies. The APIC meets approximately once a month. It has planned United Nations wide-advocacy activities, statements signed by United Nations agencies, an information pamphlet on United Nations activities in the oPt, and a calendar of shared events.

#### **Protection advanced at the global, regional, and national levels**

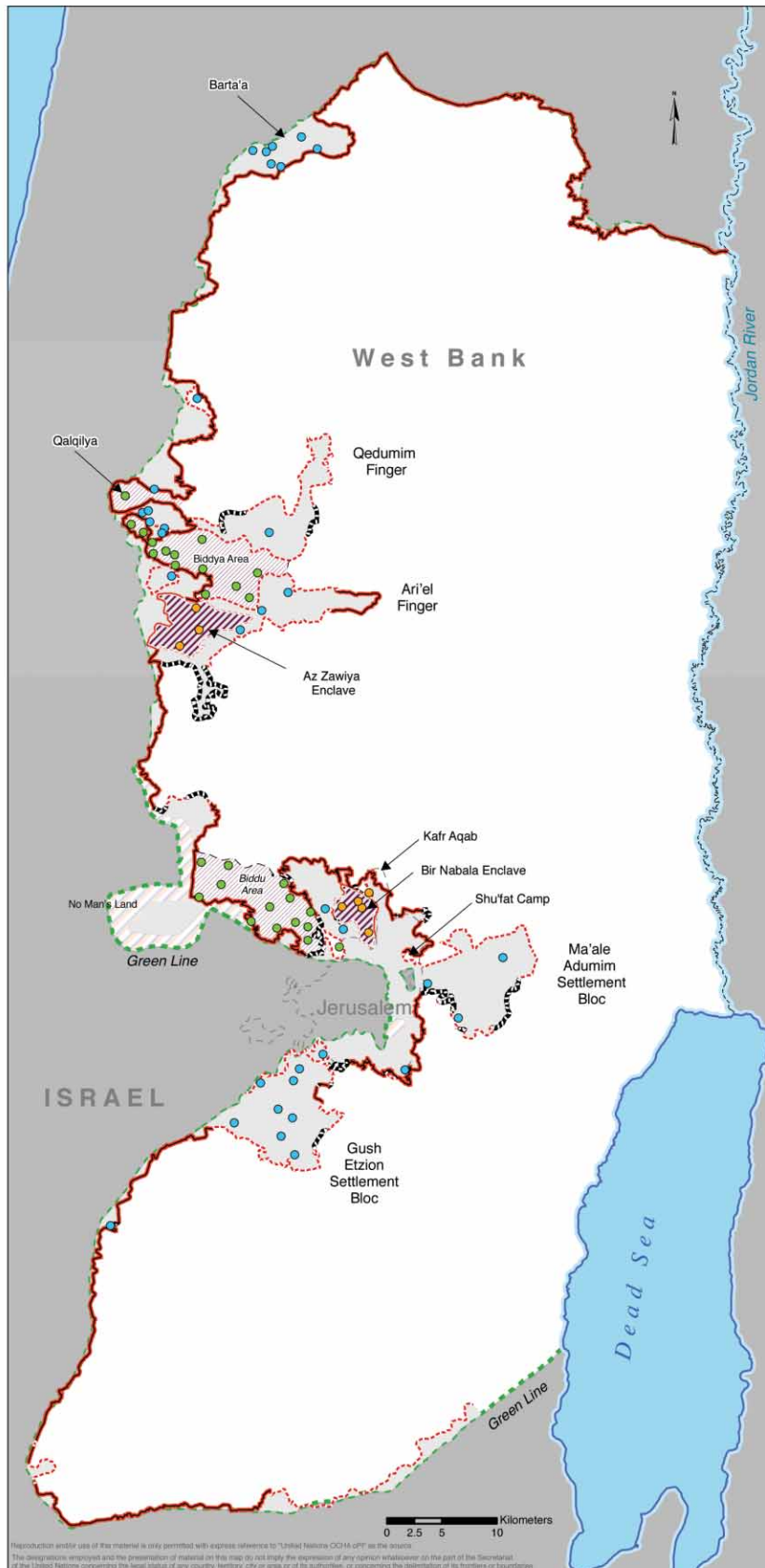
With OCHA leading the protection cluster, the HCT developed a more strategic approach to protection and access issues, reflecting IASC policy goals regarding protection of civilians. Toward year-end, in assisting with humanitarian delivery and access, an Access and Protection Cell was being set up. It is to be based primarily within the OCHA Jerusalem field office. Improved documentation of access impediments and analysis of trends would facilitate humanitarian coordination and enable the HCT to more effectively address access difficulties with interlocutors.



UN Office for the Coordination of Humanitarian Affairs

# West Bank Barrier Route Projections

July 2008



### Area Affected

The Barrier's total length is 723 km, more than twice the length of the 1949 Armistice Line (Green Line) between the West Bank and Israel.

The total area located between the Barrier and the Green Line is 9.8 % of the West Bank, including East Jerusalem and No Man's Land.

When completed, approximately 13 % of the Barrier will be constructed on the Green Line or in Israel with 87 % inside the West Bank.

### Populations Affected

If the Barrier is completed based on the current route:

Approximately 35,000 Palestinians holding West Bank ID cards in 35 communities will be located between the Barrier and the Green Line.

The majority of the approximately 250,000 Palestinians with East Jerusalem ID cards will reside between the Barrier and the Green Line. However, Palestinian communities inside the current municipal boundary, Kafr Aqab and Shu'fat Camp, are separated from East Jerusalem by the Barrier.

Approximately 125,000 Palestinians will be surrounded by the Barrier on three sides. These comprise 28 communities; the Bidya and Biddu areas, and the city of Qalqilya.

Approximately 26,000 Palestinians in 8 communities in the Az Zawiya and Bir Nabala Enclaves will be surrounded on four sides by the Barrier, with a tunnel or road connection to the rest of the West Bank.

### Barrier Route

- Completed
- - - Under construction
- · - Planned

Cartography and Barrier Themes: OCHA-oPt IMU  
Map December 2007  
Base data: MoPIC (2000) updates OCHA (2006)

For comments contact <ochaopt@un.org>  
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Example of OCHA Cartographical Reports: Map outlining the humanitarian impact of the Barrier on Palestinian communities.





## OCHA OFFICES IN ASIA

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- Field Office 
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Suva

# Field Offices: Asia

Indonesia  
Myanmar  
Nepal  
Sri Lanka  
Timor-Leste



## Indonesia

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Indonesia continues to be one of the most natural disaster-prone countries in the world, having experienced an estimated 409 natural disasters in 2008 – an increase from 205 in 2007. This has led to civilian casualties, population displacement, destruction of property and livelihoods, and environmental damage.

As a result, Indonesia has recognized the need to reinforce its national humanitarian response system. OCHA has made considerable progress in supporting government response to disasters at various levels, through training and other measures. In 2008, the National Disaster Management Agency (BNPB) expanded its mandate by adapting the 2007 Disaster Management Law, which legally recognizes the clear roles and responsibilities at the local, national, and institutional levels in the areas of disaster response and preparedness, as well as early warning. OCHA Indonesia has been an active supporter of this process and has collaborated with BNPB, in particular with regard to disaster response and preparedness and contingency planning.

A large number of humanitarian stakeholders have a presence in Indonesia with more than 60 international non-governmental organizations (INGOs), the IFRC and Red Cross societies, and international donors spread across the country. These donors highly value the presence of OCHA Indonesia as a coordinating body, including its role as the administrator of the Emergency Response Fund (ERF). Through the ERF, OCHA Indonesia has encouraged greater incorporation of disaster risk reduction and preparedness, and monitored and evaluated projects through field visits. The inclusion of NGOs in the implementation of activities in affected areas through the ERF has rendered partnerships more efficient and effective, both in terms of engagement and cooperation.

### Performance Evaluation

#### A predictable and needs-based humanitarian financing system

In 2008, nine ERF projects were approved. This mechanism continued to support 21 projects in eight provinces and 14 NGOs for project implementation. Two donors, the Organization of the Petroleum Exporting Countries (OPEC) and the Swedish International Development Agency

(SIDA), supported the ERF. While the ERF helped fill gaps in post-disaster contexts, partners were encouraged to include preparedness measures with their interventions.

#### Improved coordination structures at the global, regional, and national levels

Continued donor funding to support OCHA operations in Indonesia was instrumental to coordination efforts among the various international, national, and government actors. OCHA facilitated monthly coordination meetings with approximately 60 stakeholders and liaised with local NGOs through the Humanitarian Forum Indonesia. OCHA liaised with the Emergency Capacity-Building (ECB) consortium for a wider dissemination of an agreed upon needs assessment format and methodology. The implementation of clusters through the contingency plan (CP) increased NGO partnerships and assured inclusive decision-making processes.

In consultation with BNPB, OCHA organized and supported the Indonesia Rapid Assessment and Coordination Training (IRACT): the first training held at the national level geared towards Indonesian government officials, NGOs, INGOs, and humanitarian partners. The aim was to strengthen national capacity and partnerships in responding to medium- and large-scale disasters. IRACT also introduced UNDAC and its role in international disaster response, as well as comparative presentations of disaster response in other countries.

#### Greater incorporation of disaster risk reduction approaches and strengthened preparedness in humanitarian response

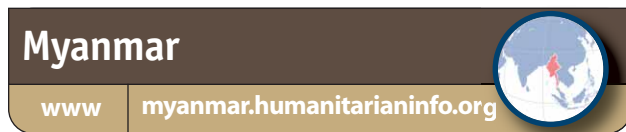
OCHA coordinated an inter-agency CP with eight emergency response clusters. It supported a district CP for Mukomuko in Bengkulu and a provincial CP for West Sumatra – initiatives which could not be replicated due to lack of funding. With financial support from the United Nations Children's Fund (UNICEF), OCHA also conducted one major workshop on joint assessments and coordination for government officials.

#### More strategic advocacy of humanitarian principles and issues

The Gender Adviser supported clusters to mainstream gender into the CP; widely advocated the inclusion of gender considerations into each phase of the disaster cycle; and facilitated two targeted cluster workshops. OCHA also supported 13 national and provincial disaster preparedness exhibitions from the Consortium for Disaster Education.

## Strengthened information management based on common standards and best practices

OCHA supported BNPB with information management through two trainings on mapping software and Geographic Information Systems (GIS). OCHA prepared four support tools for BNPB: a data readiness assessment; a Data Management Information System (DMIS); standard operating procedures for data management and map production; and a structural database.



In May 2008, Cyclone Nargis struck, causing vast devastation, loss of lives, and humanitarian need in the Ayeyarwady Delta and Yangon Division. Cyclone Nargis was undoubtedly one of the worst natural disasters to affect Myanmar in its modern history. A population of approximately 2.4 million may have been affected. According to official figures, an estimated 84,537 people died, 33,754 suffered injuries and 53,836 remain missing. The cluster approach was activated immediately after the disaster. The clusters served as the prime fora for information-sharing and operational coordination during emergency response.

Access to the affected population remained a challenge during the first weeks following the disaster. The establishment of the Tripartite Core Group (TCG) – consisting of high-level representatives from the Government, ASEAN, and United Nations – represented a milestone in increased collaboration between all humanitarian stakeholders active in the Nargis response.

In Chin State, an area already suffering from chronic food insecurity, a rodent infestation beginning in late 2007 caused the destruction of food grains and other food items. According to the World Food Programme (WFP), an estimated 70,000 people in 129 villages in six townships have been severely affected by the rodent infestation.

The challenges are clear. Even as actors respond quickly and appropriately, chronic insecurity (food or other) may rapidly evolve into an immediate, localized humanitarian emergency. Limited humanitarian access – such as in Northern Rakhine State, Wa Special Region and the Southeast border areas – necessitates reinforced commitment and collaboration.

## Performance Evaluation

### Predictable and needs-based humanitarian financing system

To assist with the fundraising efforts for humanitarian relief in the wake of Nargis, OCHA facilitated the formulation of the 9 May Flash Appeal, as well as its July revision. Three CERF allocations were made to Myanmar in 2008; OCHA Myanmar ensured the prioritization, application, and reporting processes for humanitarian partners. OCHA also continued the management of the Humanitarian Multi-Stakeholder Fund (HMSF), a humanitarian fund for local NGOs, in hard to reach southeast border areas.

### Improved coordination structures at the global, regional, and national levels

The cluster approach was activated immediately after cyclone Nargis, with 11 clusters operational in the humanitarian response. NGOs co-chaired three clusters. Cluster lead meetings chaired by OCHA served as an effective decision-making forum. OCHA supported the HC in his role as chair of the broad-based IASC Country Team, which grew substantially in the wake of Cyclone Nargis. OCHA established six hub offices to support coordination and cluster mechanisms at the field level. These hubs accommodated ASEAN colleagues who fulfilled government liaison needs; they also replicated the strengths of the tripartite mechanism at the township level.

### Analysis of humanitarian trends through accurate humanitarian reporting, public information, and advocacy

From the first day of the disaster, situation reports were drafted and published in collaboration with all clusters. They served to brief the local and international humanitarian community on the latest significant developments. Once the hub offices were established, hub-level situation reports, consistently appreciated by all actors, were published in English and Myanmar. Public information messaging was undertaken in cooperation with partners, and the HC supported it with analysis of the humanitarian situation and formulation of accurate advocacy.

### A common approach to needs assessments and impact evaluation

OCHA was heavily involved in carrying out needs assessments such as the Post Nargis Joint Assessment (PONJA) and facilitating an Inter-Agency Real-time Evaluation in collaboration with IASC partners. Through



close collaboration and support to the Myanmar Information Management Unit (MIMU), OCHA enabled the collection of reliable 3Ws information, supported the production of maps, and ensured reliable tracking of financial flows. Regular inter-agency field visits were undertaken to identify potential gaps and overlaps in the response.

## Nepal

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In 2008, the former Maoist insurgents won a decisive electoral victory. This paved the way for the declaration of a Federal Democratic Republic, the abolition of the monarchy, the formation of a new government, and steps toward a new Constitution. With the largely peaceful elections, conflict-induced humanitarian needs declined. Yet, reminders of vulnerability remained: millions of food-insecure Nepalese; the high natural disaster risk

80-year-old Nepalese woman participates in historic elections.

profile; and the relative fragility of the gains made in the peace process to date.

Over the course of the year, the rise in food prices further affected the eight million Nepalese living at or below poverty line. People requiring food assistance expanded during the year from 1.3 million to 2.7 million.

Meanwhile, in August, Nepal's biggest river, the Koshi, broke through its embankment and flooded several villages in Nepal and large sections of the state of Bihar in India. Sixty thousand Nepalese were displaced, a major challenge for the newly formed government and humanitarian community. Similarly, flooding in the mid and far western regions of the country displaced 180,000 individuals. Supplies procured for drought-affected and other vulnerable populations had to be diverted to flood victims.

Therefore, despite certain gains, significant challenges remain. Most notably, the need for continued humanitarian action during political transition must be adequately

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addressed. Ultimately, OCHA was compelled to prolong its presence in Nepal into 2009. This was primarily due to poor humanitarian indicators, the deteriorating insecurity and inter-communal rumblings in the South (Terai), the emergence of new armed opposition groups, and the persistent tensions that threaten a fragile peace.

## Performance Evaluation

### Improved coordination structures at the global, regional, and national levels

OCHA supported strategic measures to improve humanitarian coordination structures in Nepal at both the central and local level. In collaboration with IASC partners and the government, OCHA adopted the cluster approach to respond to the floods. Eight clusters were formalized and an early recovery network was set up in November. The cluster approach and the identified focal points improved response by reinforcing accountability and predictability at all levels of government. OCHA supported these structures by setting up four satellite offices in the affected districts to assist government-led coordination efforts. OCHA organized reconnaissance flights, coordinated local response, and provided critical information.

### Greater incorporation of disaster risk reduction approaches and strengthened preparedness in humanitarian response

OCHA facilitated 16 pre-monsoon season preparedness workshops at the national, regional, and local levels. This strengthened local capacity and common assessment formats, thus improving flood response. OCHA also conducted central and regional government trainings on expedited customs and immigration procedures in the event of an emergency. Through the cluster approach, OCHA supported the revision of contingency plans, subsequently tested during disasters.

### A strategy contributing to seamless transition and early recovery

OCHA supported initiatives to ensure that political and humanitarian-to-development transitions proceed smoothly. It worked closely with the United Nations mission and partners in Nepal to determine peace-building priorities in the post-conflict environment. OCHA assisted with the establishment of an early recovery network within the work of existing clusters. Similarly, OCHA developed a transition strategy and initiated discussions with United Nations agencies and donors regarding its gradual exit, beginning end 2009. The strategy emphasizes building the response capacity

of national partners, increasing the focus on disaster preparedness, and continuing the advocacy regarding residual humanitarian needs.

### More strategic advocacy of humanitarian principles and issues

OCHA Nepal supported strategic and operational coordination for common advocacy, resource mobilization, and response. OCHA advocated humanitarian access by promoting respect for humanitarian principles and monitoring violations of the Basic Operating Guidelines (BOGs). It tracked the impact of armed groups' activity on the operational space and highlighted the need for unhindered access for humanitarian action. In response to the government's request, OCHA actively participated in the IDP task force of Nepal's multi-donor Peace Trust Fund. OCHA facilitated a \$106 million Common Appeal for Transition Support for 2008 (funded at 73 percent). During the Koshi floods, OCHA facilitated a \$15 million appeal (currently funded at 65 percent). With OCHA facilitation, in 2008, Nepal received four CERF allocations for both under-funded projects and rapid response for the food and flood crises.

### Action-oriented analysis of humanitarian trends and emerging policy issues

OCHA manages the United Nations humanitarian information website. In 2008, it received 147,500 visits from 193 countries and an average 402 visits per day. OCHA produced over 150 thematic maps, 40 reference maps, thematic reports, and situation reports/updates for partners. Over 13,500 maps were printed in poster and A4 format.

## Sri Lanka

www

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Sri Lanka's 25 year-long conflict saw significant developments during 2008. In January, the Government withdrew from the 2002 Ceasefire Agreement (CFA) and stepped up efforts to erode the operational capacities of the Liberation Tigers of Tamil Eelam (LTTE). As the ground situation grew increasingly insecure, United Nations and INGO staff were forced to relocate from Kilinochchi to Vavuniya. Since then, humanitarian access to the northern conflict-affected Vanni region has been highly restricted, with United Nations supply of critical food complementing Government provisions. In the last months of 2008, high levels of physical insecurity,



multiple displacements, and the limited provision of relief assistance heightened concerns for the civilian population.

While the intensified conflict in the North remained the main focus of humanitarian activities, work supported Government efforts regarding resettlement of the remaining displaced communities in the East. During 2008, nearly 17,000 people returned home, bringing the total number of returns in the East to over 136,000. Despite this progress, challenges remained including lingering community tensions with associated security and protection concerns and difficulties in restoring livelihoods to support a durable return process.

Throughout 2008, OCHA played a central role in monitoring emerging needs, vulnerabilities, and risks. It led humanitarian planning efforts through development of the 2008 Common Humanitarian Action Plan (CHAP) and inter-agency contingency plans. To assess coordination strengths and gaps, OCHA facilitated a sector review that formed the basis of the clusters approach roll-out. OCHA Information Management Unit (IMU) generated comprehensive routine and analytical information products. Given protection and access challenges, analysis and advocacy were central to OCHA efforts, including fostering strong links between field operations, national level policies, and international standards.

## Performance Evaluation

### Improved coordination structures at the global, regional, and national levels

OCHA continued to serve as the secretariat to the humanitarian country team, in support of sector-based planning, international standards and principles, and humanitarian needs and resources advocacy. OCHA field offices provided secretariat services for inter-agency and sector meetings, facilitated contingency planning, and supported missions and inter-agency assessments.

To reinforce coordination and information exchange between the humanitarian community and the Government, OCHA seconded a liaison assistant to the Ministry of Disaster Management and Human Rights. In addition to support for the Ministry's role as the Chair of the Consultative Committee of Humanitarian Assistance, collaboration with the Disaster Management Center strengthened coordination, reporting and mapping of flood responses.

### More strategic advocacy of humanitarian principles and issues

As the conflict intensified, OCHA stepped up information gathering, collation and analysis on key humanitarian concerns in particular access, and safety and security of humanitarian workers. OCHA also promoted and reported on the Guiding Principles (GP) for Humanitarian and Development Assistance in Sri Lanka through, for instance, brochures, posters, and informational cards in conflict-affected districts. The linking of the GP and a United Nations security database was completed; this enabled future sharing of GP information.

### A common approach to needs assessments and impact evaluation

In collaboration with partner agencies, OCHA initiated a review of assessment tools, established a Survey of Surveys database, and acted as Chair for the Assessment Steering Group. Reports of inter-agency assessments shared by agencies were published on the Humanitarian Portal: [www.hpsl.org](http://www.hpsl.org). Inter-agency assessments continued in district offices using common methodology developed by the steering committee, wherever possible.

## Timor-Leste



In 2008, the humanitarian situation in Timor-Leste improved and significant progress was achieved in the resettlement and relocation of IDPs. By year-end, a total of 16,500 internally displaced families registered for assistance under the Government's National Recovery Strategy. Fifty-four of 63 camps in Dili and Bacau closed, and the number of families benefiting from the recovery package reached 11,335.

With the shift in national priorities from an emergency to a post-crisis recovery mode, United Nations/NGO engagement and coordination increased, with a focus not only on security and stabilization issues but also on a revamped development-oriented agenda. The new focus coincided with the kick-off of the second UNDAF for Timor-Leste starting in 2009.

Validated by strong political momentum, the shift facilitated the effective closing-down of the OCHA Timor-Leste field office in December 2008. United Nations partners and Timorese institutions were increasingly phased in to anchor the IDPs within longer-term reconstruction initiatives. To satisfy the coordination of residual



Internally displaced families in Timor-Leste return home.

© UN PHOTO, MARTINE PERRET

humanitarian activities, a national officer is to be made available to the Deputy Special Representative of the Secretary-General office (DSRSG/RC/HC) for 2009.

## Performance Evaluation

### A predictable and needs-based humanitarian financing system

The 2008 Transitional Strategy and Appeal (TSA) for Timor-Leste received over 70 percent funding (\$19 million out of the requested \$33.5 million). The TSA consisted of 67 projects in three thematic areas – emergency assistance; recovery assistance; and, emergency preparedness – to be implemented by six national NGOs, 13 INGOs, and eight United Nations agencies, including the IOM. The TSA was unique in covering the transition from emergency assistance to recovery, emphasizing transitional planning as a priority.

### Strengthened OCHA emergency response capacity

OCHA facilitated and/or participated in regular inter-agency contingency planning meetings for surge deployments and logistics support before and after OCHA withdrawal. Meetings were held amongst the field-level based IASC – Humanitarian Coordination Committee (HCC) – to discuss coordination support functions and clarify roles/responsibilities amongst the various actors on the ground (Government, United Nations, NGOs, and others). Additionally, a Dili workshop was organized to formalize a cluster-based arrangement roll-out, with clear lines of responsibilities and accountability for future crisis.

### A strategy enabling seamless transition and early recovery

To enable a smooth transition and eventual phase-out of OCHA in Timor-Leste, key benchmarks were progressively identified and refined. These benchmarks were drafted through mutual consultation with OCHA partners, agencies, and Government authorities. Because Timor-Leste still remains fragile and volatile, OCHA also advocated with the Government and early recovery coordination partners (United Nations Development Programme/Crisis Prevention and Recovery [UNDP/CPR] and the RC office) that medium to longer-term planning be included in the recovery and development areas.

### Strengthened information management based on common standards and best practices

OCHA played a crucial role in producing information products on IDPs. The widely disseminated products, with the most up-to-date data, provided awareness about humanitarian emergencies and priorities, particularly the displacement crisis and natural disasters' risks. The wide range of IM products helped garner greater attention from the international community, donors, and government. The products included: humanitarian updates; district and camp atlases/maps; Transitional Strategy and Appeal Fact Sheets; special focus newsletters and updates; and regular maps (three maps per week) on IDP camps, including flood hazards, food insecurity, access, field presence, and areas of origins.



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# Field Offices: Latin America and the Caribbean

Colombia  
Haiti



## Colombia

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In 2008, the fundamental challenge to the operational environment in Colombia remained the protection of civilians. Official figures reveal a continuous increase in displacement. On average, there have been 300,000 new IDPs per year since 2007. The Government of Colombia acknowledged an overall IDP caseload of at least 2.8 million, while human rights NGOs placed the estimate closer to 4.2 million. Despite concerted efforts, local response was hampered in areas where municipal authorities lack the necessary technical and financial capacity to respond to field emergencies.

Four main factors defined the humanitarian environment in Colombia in 2008: an increasing number of IDPs; the emergence of “new armed bands”, intensifying the risk to vulnerable communities; the most severe rainy/winter season in 20 years, affecting over 1.5 million people; and a strengthened engagement of United Nations and non-United Nations actors, with the implementation of OCHA-supported Humanitarian Reform.

Humanitarian actors faced increasing operational and security constraints, particularly in remote and isolated regions where conflict is escalating, i.e. the Pacific coast and the border areas with Ecuador and Venezuela. Resources must be mobilized and humanitarian presence reinforced to protect vulnerable and affected populations such as indigenous and afro-descendants. OCHA continued to provide on-the-ground coordination services to alleviate these challenges. However, the laying of landmines by non-state armed actors and the intensification of combat reduced the humanitarian space. Operational costs and logistics increased significantly, limiting a predictable and timely humanitarian response.

### Performance Evaluation

#### A predictable and needs-based humanitarian financing system

Although Colombia is a non-CAP country, OCHA helped mobilize funds for people affected by floods and volcanic eruptions. OCHA coordinated the preparation of a joint Flood Response Plan with United Nations agencies, international NGO partners, and Colombian members of the UNETT. The plan of \$33 million, 50 percent for

immediate humanitarian assistance, covers half a million affected persons. OCHA facilitated the mobilization of \$3.1 million from the CERF Rapid Response Window and presented the Flood Response Plan to the donor community in-country. By the end of 2008, the Emergency Response Coordinator (ERC) also apportioned \$5 million from the CERF Under-Funded Window for Colombia, which will primarily address humanitarian needs caused by complex emergencies.

#### Improved coordination structures at the global, regional, and national levels

OCHA played a pivotal role in consolidating in-country coordination mechanisms and ensuring greater partnership with NGOs. The IASC Country Team is composed of 11 United Nations agencies and 45 INGOs (80 percent of the NGOs in-country) working at the capital and local level. There are nine local coordination mechanisms in the most affected areas.

#### Strengthened OCHA emergency response capacity

In 2008, OCHA established a new antennae office in Pasto to increase southern coverage given growing protection, assistance, and coordination demands. The antennae office located in Barranquilla was relocated to Cartagena. These decisions were made in consideration of IASC partner recommendations on the ground. OCHA delivered training on humanitarian principles, SPHERE standards, gender mainstreaming and preparedness to over 500 officials (United Nations, NGOs/INGOs, and government). The trainings served to enhance humanitarian response capacities in the most affected regions. In addition, OCHA coordinated 10 rapid needs assessment missions that were the basis of the UNETT Flood Response Plan.

#### Greater incorporation of disaster risk reduction approaches and strengthened preparedness in humanitarian response

UNETT, facilitated by OCHA, developed the national contingency plan on natural disasters. The plan was endorsed by the UNDMT and presented to the Government. Based on local coordination arrangements and tied to IASC Thematic Groups, the plan reflects IASC guidelines and establishes specific responsibilities for all relevant actors. Updated twice a year, the plan serves to reinforce United Nations and NGO preparedness capacity as per the national disaster response system.



## Haiti

www

[ochaonline.un.org/haiti](http://ochaonline.un.org/haiti)



In 2008, political instability, food insecurity, natural disasters, and extreme poverty compounded an already dire situation. Soaring food and oil prices reduced food consumption and severely impacted a vulnerable population devastated by the 2007 hurricane season. This situation was further aggravated by natural disasters that hit Haiti in August and September 2008. Four successive tropical storms and hurricanes swept across the country between late August and early September affecting nearly 800,000 people. They destroyed homes and buildings, wiped out roads and agricultural crops, and damaged basic social services such as health, water, and nutrition centers. Currently, an estimated 3.3 million people are moderately or extremely food-insecure (including the approximately 800,000 people affected by the storms who were already food-insecure).

In April, Haiti's Government fell. The political stalemate continued for nearly four months, weakening government institutions and impeding the launch of a joint United Nations and government emergency food security response.

Water is delivered to storm victims.

© UN PHOTO, LOGAN ABASSI

Throughout 2008, in support of the government and in partnership with the humanitarian/development community, OCHA played a central role in monitoring emerging acute needs, vulnerabilities and risks, as well as strengthening in-country coordination. OCHA led humanitarian planning efforts through the development of a comprehensive food insecurity strategic plan in response to the food crisis, done in association with the *Coordination Nationale de la Sécurité Alimentaire* (CNSA) and the inter-agency preparedness and response plan.

OCHA also facilitated coordination fora, enhanced information-sharing mechanisms with the NGO community, and advocated for the strengthening of sectoral coordination mechanisms both at central and departmental levels. In addition, through the ERF, OCHA facilitated a timely and adequate delivery of life-saving health, water and sanitation, and non-food assistance to the populations affected by natural disasters

The overwhelming nature of the emergency severely strained in-country capacity to sustain inter-agency preparedness and effective humanitarian response and





Haitian Village Devastated by Tropical Storm Hanna

© UN PHOTO, MARCO DORMINO

coordination. During the last hurricane season, additional support was provided by the UNDAC team, United Kingdom Department for International Development (DFID) and CANADEM (roster of international experts) stand-by partners, a Protection Capacity Standby Project (ProCap) consultant, and OCHA surge capacity colleagues.

## Performance Evaluation

### A predictable and needs-based humanitarian financing system

A summary of the Emergency Relief Response Fund (ERRF) guidelines was translated into French and transmitted to international humanitarian partners. Two presentations of the ERRF were produced in the Humanitarian Forum.

A \$127 million Flash Appeal for an eight month period, launched in September, was revised in December to ensure consistency with the Post-Disaster Needs Assessment (PDNA) – a comprehensive framework for early recovery, rehabilitation, and reconstruction. Norway, the United Kingdom and Sweden delivered an additional \$2.6 million funds for the ERRF. This will help to ensure crucial start-up funds for United Nations agencies and NGOs to address immediate needs during the first phase of an emergency, prior to the mainstream response. Furthermore, OCHA facilitated the mobilization of \$5.8 million from the CERF Rapid Response Window in response to the food crisis. By the end of 2008, an additional \$10.1 million was apportioned to address humanitarian needs caused by natural disasters.



### Improved coordination structures at the global, regional, and national levels

To strengthen the coordination and delivery of emergency response, the HCT implemented the cluster approach in September at both national and Gonaïves levels. During the most critical period, OCHA deployed a more permanent international presence in two of the most affected areas. Given the urgent need for efficient inter-cluster coordination and limited in-country emergency capacity, the Deputy Special Representative of the Secretary-General office (DSRSG/RC/HC) and OCHA shared inter-cluster coordination tasks. In clusters with weak capacity, the global cluster leads provided further coordination support.

Participation of national authorities in preparedness activities and cluster coordination was limited to the health, WASH, and nutrition sectors. However, national authorities contributed tools to rapid needs assessment and identified program priorities. Over 30 joint assessments were conducted across the country. OCHA facilitated the preparation of the joint government/international community Food Insecurity Response Plan and the Natural Disaster Preparedness and Response Plan.

### Strengthened OCHA emergency response capacity

Political instability and the food crisis limited UNETT participation to one of nine trainings scheduled by the OCHA regional office. The disturbances also prevented a planned two-day workshop on disaster preparedness. Nevertheless, OCHA supported the development of the

inter-agency preparedness and response contingency plan on natural disasters. The plan reflects IASC guidelines and establishes specific responsibilities for all relevant actors. Updated once a year, the plan is in line with the Government strategy.

### Greater incorporation of disaster risk reduction approaches and strengthened preparedness in humanitarian response

Only the Food Insecurity Response Plan was based on a risk analysis. In the future, all humanitarian and development projects should incorporate disaster risk reduction approaches.

### A strategy enabling seamless transition and early recovery

With regards to emergency and response planning, all sectors identified transition/early recovery actions. However, during the emergency response phase, cluster leads may not have adequately incorporated what was agreed upon.

### Action-oriented analysis of humanitarian trends and emerging policy issues

Eighty percent of monthly situation reports included information analysis based on OCHA information management tools. All humanitarian partners were issued situation reports once per week. Maps were produced to illustrate the situation. They included affected areas, inaccessible zones due to damaged or destroyed roads, relief distributions, and evaluation missions.



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Georgia

## Georgia



In August 2008, tension between Georgia and Russia erupted in a brief but intense military conflict. Although parties agreed upon a peace plan within a week, the clash left 135,000 displaced and affected, of which some 30,000 could not return to South Ossetia.

Beside a September OCHA-led inter-agency assessment mission, the de facto South Ossetian authorities refused the United Nations access for humanitarian relief and further assessment. Subsequent to the withdrawal of Russian troops from the areas adjacent to South Ossetia, the vast majority of the 135,000 IDPs returned home. Others occupied new settlements built by the Government of Georgia.

OCHA provided significant added value to the response, mainly in the areas of information management and inter-cluster coordination. A Flash Appeal was immediately issued in August to support winterization programs, food assistance, health care support, protection (including child protection), livelihoods, and other forms of humanitarian assistance. A revised Flash Appeal, totaling \$115 million, was issued in October.

OCHA opened an office to support the United Nations RC/HC. In an effort to ensure a smooth transition, OCHA made it clear from the onset that the temporary office was scheduled to close by March 2009. Despite a few early reservations regarding the cluster approach in Georgia, its implementation principles were applied. In addition, while the Tbilisi office supported RC/HC advocacy for humanitarian access to South Ossetia, the presence in Gori addressed coordination gaps.

### Performance Indicators

#### Improved coordination structures at the global, regional, and national levels

OCHA assumed responsibility for Situation Reports and led cluster coordination. OCHA also supported coordination efforts by local authorities and the humanitarian community located in Gori, the primary humanitarian hub for supporting IDPs.

#### Strengthened information management based on common standards and best practices

OCHA produced the Who What Where (3W) database and maps. OCHA assisted with the humanitarian website established by UNHCR. OCHA helps update the website with maps, reports and contact lists.

# Annexes





# Annex I: Performance Indicators

This table is a consolidated list of indicators for all headquarters work units reflecting progress against the OCHA Strategic Framework 2007-2009. For each goal and objective, it includes a measurement of performance (indicator) and its corresponding achievement.

## Goal One: A better coordinated, more equitably supported international humanitarian response system

### Objective 1.1 – A predictable and needs-based humanitarian financing system

**Indicators:** Average number of working days between final submission of eligible CERF request and project's approval by Emergency Relief Coordinator. Percentage of Consolidated Appeals Process funding received.

**Achieved:** 3 days for rapid response and 5 days for under-funded. 70% of funding requested for 2008 consolidated and flash appeals was received.

#### CAPS Integration of humanitarian financing innovations with CAP to achieve faster and more equitable funding. CAPs become a comprehensive barometer of humanitarian response through increased inclusion of NGO activities and funding needs.

**Indicators:**

Percentage of CERF and Common Humanitarian Fund (CHF) funds counted in response to appeals.

**Achieved:**

82% of CERF and CHF funds were provided to projects included in consolidated or flash appeals (or their functional equivalent). All of CHF funding went to the appeals in their respective countries.

Proportion of appeals receiving funds from the CERF.

22 out of 22 consolidated and flash appeals received funds from the CERF.

Number and percentage of unfunded projects in appeals.

1,636 (or 46% of) consolidated and flash appeal projects in 2008 received zero funding, according to available information captured by FTS. The funding request for these projects totals about \$1.5 billion, which is 21% of total requirements.

Number and value of NGO projects in 2009 CAPs.

1,376 NGO projects totaling \$1.1 billion were included in 2009 CAPs.

#### CAPS Rapid publication of flash appeals supported by CAP Section (with assistance to field offices and relevant desks).

**Indicators:**

Percentage of flash appeals published within 48 hours of receipt of satisfactory final field draft, with clearance from OCHA's Coordination and Response Division and senior management team.

**Achieved:**

75% (9 out of 12 flash appeals).

#### CAPS Development of a strategic-level monitoring system for appeal situations, based on IASC-agreed key indicators, thresholds and methods. Guidelines for prioritization of projects promoted.

**Indicators:**

Number of clusters/sectors that use IASC-agreed indicators in the 2008 CAP mid-year review.

**Achieved:**

While the IASC has not yet agreed on indicators, 7 out of 11 CAP mid-year reviews in 2008 had clear reporting on outputs and indicators by the clusters within them.

#### CAPS Guidelines for prioritization of projects.

**Indicators:**

Proportion of 2009 appeals that present clear prioritization among projects.

**Achieved:**

9 out of 13 (69% of) CAPs for 2009 developed in late 2008 are so prioritized.

#### DERS Continued outreach to the donor community on the need to provide funding that is adequate and in line with agreed priorities, including support to the implementation of the Good Humanitarian Donorship work plan.

**Indicators:**

Number and percentage of donors providing funding in line with priorities as indicated in appeals.

**Achieved:**

Donors' average funding response for the top-priority projects in the 2008 CAPs that practiced prioritization was 68% — no better than the overall funding percentage for these appeals. Engagement with donors on these operational funding issues, beyond policy-level engagement with Good Humanitarian Donorship (GHD), should fulfil the potential of prioritization.

#### ESS External Evaluation of the CERF (phase II) finalized.

**Indicators:**

Evaluation completed and findings communicated to stakeholders.

**Achieved:**

CERF evaluation completed and the evaluation's findings and recommendations were presented in the Secretary-General's Report to the General Assembly in 2008. Findings and recommendations were conducted and management response matrix was prepared, in consultation with UN agencies, NGOs, and the Office of the UN Controller.

<b>CERF</b>	<b>CERF well resourced with the annual target reached and financial engagement of the corporate sector ensured in the long term.</b>	
	<b>Indicators:</b> Percentage of funds received by year end.	<b>Achieved:</b> 100% (\$452.5) of the GA funding target of \$450.0 million was pledged and 99% (\$447.3 million) was received by year's end. Private individuals through the United Nations Foundation and three new corporate donors contributed funds to the CERF in 2008.
<b>CERF</b>	<b>Policy development for humanitarian financing supported. CERF guidelines and policies developed, and approved by the Emergency Relief Coordinator.</b>	
	<b>Indicators:</b> Documents and concept papers developed and implemented.	<b>Achieved:</b> 17 documents and concept papers developed and implemented.
<b>CERF</b>	<b>Accountability and transparency of CERF allocations improved.</b>	
	<b>Indicators:</b> Number and quality of reports from Resident Coordinators/ Humanitarian Coordinators (RCs/HCs) and humanitarian agencies disseminated.	<b>Achieved:</b> 51 narrative reports (or 100% of those submitted) by RCs/HCs for funds used in 2007 were posted on the CERF website. Quality of reports varied, but there was marked improvement in comparison to 2006 reports.
<b>CERF</b>	<b>Country-level capacity to develop CERF requests strengthened.</b>	
	<b>Indicators:</b> Number of CERF surge staff supporting preparation of CERF requests in field.	<b>Achieved:</b> 6 CERF-specific surge missions.
<b>Objective 1.2 – Improved coordination structures at global, regional, and national levels</b>		
<b>Indicators:</b> Percentage of new and ongoing emergencies using the cluster approach. Percentage of HCs with an established compact with the ERC.		
<b>Achieved:</b> 78% of countries with Humanitarian Coordinators implemented the cluster approach by the end of 2008. 70% of HCs signed the ERC/HC compact.		
<b>IASC/ECHA</b>	<b>Dialogue and consultation with other humanitarian initiatives (including the Global Humanitarian Platform) and stakeholders (including the IASC subsidiary bodies) facilitated at global and country levels. Monthly ECHA meetings facilitated resulting in concrete action points.</b>	
	<b>Indicators:</b> Number of IASC and ECHA action points implemented. Agreed procedures developed for the IASC Working Group to ensure appropriate monitoring and follow up.	<b>Achieved:</b> The implementation rate of IASC action points in 2008 was 77%.
<b>CERF</b>	<b>RCs / HCs fully informed about the CERF.</b>	
	<b>Indicators:</b> Number of trainings to RCs/HCs that include CERF modules.	<b>Achieved:</b> 4 regional workshops for RCs and 1 retreat for HCs.
<b>DPSS</b>	<b>Displacement and protection capacities improved among RC/HCs and IASC Country teams in line with the internal protection policy instruction.</b>	
	<b>Indicators:</b> RC/HC support modules incorporate protection and displacement content.	<b>Achieved:</b> Displacement and protection content provided for HC compacts, revised HC Terms of Reference, and to workshops for RCs.
<b>DPSS</b>	<b>ProCap deployments to support field coordination of protection.</b>	
	<b>Indicators:</b> Number of ProCap deployments.	<b>Achieved:</b> 14 new ProCap deployments.
<b>DPSS</b>	<b>Training of standby ProCap partners to common standards.</b>	
	<b>Indicators:</b> Number of ProCap trainees.	<b>Achieved:</b> 80 stand-by partner staff trained in three workshops.
<b>EPS</b>	<b>Regional offices supported in setting up and strengthening inter-agency disaster management mechanisms at the national level.</b>	
	<b>Indicators:</b> Number of support services provided to regional offices.	<b>Achieved:</b> One, provided to ROMENACA in setting up a regional center.



<b>HRSU</b>	<b>Internal OCHA guidance on its role in advocating for and driving the cluster approach as the preferred modus operandi for responding to emergencies and disasters developed.</b>	
	<b>Indicators:</b> OCHA policy instruction issued.	<b>Achieved:</b> OCHA senior management provided consistent, clear messages to staff on OCHA's role in advocating and driving the cluster approach. However, no OCHA Policy Instruction on this was issued.
<b>HRSU</b>	<b>Global capacity-building exercise sufficiently resourced, and effectively monitored and reported on to stakeholders.</b>	
	<b>Indicators:</b> Percentage of funding for the global capacity-building appeal.	<b>Achieved:</b> The global capacity-building appeal funded at 51% (\$31.0 million out of \$62.5 million).
<b>HRSU</b>	<b>RCs/HCs equipped to establish emergency coordination mechanisms in accordance with the cluster approach.</b>	
	<b>Indicators:</b> Number of RCs/HCs trained in the principles and operational modalities of the cluster approach.	<b>Achieved:</b> Series of training and capacity development events for RCs/HCs led/supported by HRSU: Turin, Panama, as well as on going upgrading of training modules within OCHA, ERT, HCPT, UNDAC, and on-going support to RC and HCs through OCHA ROs using IASC CP guidelines.
<b>HRSU</b>	<b>Fully trained personnel deployed by global cluster leads to head up field-based clusters in new emergencies.</b>	
	<b>Indicators:</b> Number of agency/NGO personnel trained in cluster/sector lead training programmes compared to number deployed as field-based cluster leads.	<b>Achieved:</b> Around 220 field based cluster leads were deployed in 2008, with 10 cluster trainings provided at global level, 12 trainings at regional level and 26 at country level.
<b>HCSP</b>	<b>Key Humanitarian Coordination System issues clarified and endorsed by the IASC. Leadership and coordination skills of HCs and RCs enhanced. Humanitarian Coordinator Career Development Programme developed and endorsed by the IASC.</b>	
	<b>Indicators:</b> Note: indicators listed in OCHA in 2008 not applicable due to mid-year focus shift.	<b>Achieved:</b> The process of revising the HC Terms of Reference was launched to reflect new responsibilities <i>vis-à-vis</i> pooled funds and clusters. HC Pool was developed for selecting candidates for HC positions, as well as for RC posts in disaster-prone countries. More than 50% of current and all new RCs received training on humanitarian coordination. The humanitarian section of the RC/HC/DO Performance Appraisal System was redesigned, in close cooperation with the United Nations Development Operations Coordination Office.
<b>PIC</b>	<b>Regional inter-agency forums involving key actors in disease outbreak and pandemic preparedness organized and strengthened to provide support to country-level contingency planning beyond the health sector. Best practices shared across regions and adapted to different contexts.</b>	
	<b>Indicators:</b> Functioning regional platforms.	<b>Achieved:</b> 7 regional platform meetings of key Avian and Human Influenza actors held during the year.
<b>CMCS</b>	<b>Regional CMCoord structures established. Country-specific CMCoord guidelines that support the operational aspects of the humanitarian response system in complex emergencies developed and established.</b>	
	<b>Indicators:</b> Number of regional and sub-regional CMCoord mechanisms established. Country specific CMCoord guidelines established where military forces are actively engaged.	<b>Achieved:</b> Country specific guidelines established in Afghanistan and Sudan along with draft regional guidelines in the Asia-Pacific Region; Regional UN-CMCoord capacity established in East Africa and maintained in Asia-Pacific; Operational UN-CMCoord maintained in Sudan, Chad and Afghanistan.
<b>LSU</b>	<b>UNHRD stockpile, stockpile register, customs facilitation and DHL airport teams within the logistics and emergency shelter cluster streamlined.</b>	
	<b>Indicators:</b> Progress in objectives of the logistics cluster.	<b>Achieved:</b> One DHL airport team was deployed to assist the Logistics Cluster in Myanmar.  Extensive consultations (55 meetings) with stakeholders held to finalize phase I of the redesign of the Stockpile Register.
<b>ESS</b>	<b>Inter-agency real-time evaluations implemented in appropriate situations. External Evaluation of the Implementation of the Cluster Approach (phase II) finalized. Tsunami Evaluation Coalition recommendations continued to be implemented.</b>	
	<b>Indicators:</b> Number of inter-agency real time evaluations (RTE) completed; 2008 ECOSOC Report to report on TEC recommendation implementation.	<b>Achieved:</b> 1 RTE in Myanmar undertaken; TEC recommendations under implementation. Secretary-General's report to the GA and ECOSOC of June 2008 on the Tsunami Disaster mentions implementation status of TEC recommendations.

<b>IGSS</b>	<b>Understanding of Member States on the use of military assets in disaster settings advanced.</b>	
	<b>Indicators:</b> Percentage of relevant recommendations from the OCHA/SIPRI study adopted as part of intergovernmental resolutions.	<b>Achieved:</b> 40%; progress achieved in the ECOSOC resolution include a reference to the independent study, the Oslo Guidelines and an invitation to Member States to raise the awareness of them; the resolution on International Cooperation on Humanitarian Assistance in the Field of Natural Disasters, from Relief to Development includes a request to review the Central Register of Disaster Management.
<b>PPAS</b>	<b>Guidelines developed for OCHA headquarters and field offices on integrated mission planning. A common position among OCHA and its IASC partners established in relation to emerging challenges to cooperation in environments shared with military actors.</b>	
	<b>Indicators:</b> Number of sets of guidelines approved and disseminated.	<b>Achieved:</b> 5 (OCHA integration policy, Policy Committee decision, training material on humanitarian-military relations, 2 Notes of Guidance)
<b>GAT</b>	<b>GenCap expanded in both number and skill set. GenCap advisers deployed to support the cluster approach, Humanitarian Coordinators and inter-agency cluster teams. Pilot phase of monitoring and evaluation framework finalized. Policy guidance and training on gender, gender-based violence and sexual exploitation and abuse provided to humanitarian actors.</b>	
	<b>Indicators:</b> Number of GenCap Advisors. Number of humanitarian situations receiving deployments.	<b>Achieved:</b> 24 Senior GenCap Advisors. 18 humanitarian situations received GenCap Advisors and an additional 15 received training on gender and GBV in regional and national workshops.
	Improved gender equality programming assessed through evaluations.	Recent user-survey conducted in 8 of the 18 countries receiving GenCaps (conducted by our external partner — GPPI) indicated enhanced understanding of gender in emergencies, greater use of IASC gender tools, great gender capacity of cluster actors and strengthened inclusion of gender in CAP and Flash Appeals.
<b>ITS</b>	<b>Working Group on Emergency Telecommunications supported. Standardization of emergency telecommunications and information technology solutions among the humanitarian community promoted.</b>	
	<b>Indicators:</b> WGET draft standards for digital mobile radio and adoption of Cellular Emergency Alert Services supported. Report on field testing of the Emergesat crisis management solution prepared. Implementation plan for the United Nations telephone country code for disaster relief established. Timely information technology response of the ETC ensured, including provision of security and data communications.	<b>Achieved:</b> Two WGET plenary meetings and several coordination teleconferences organized in 2008. A draft “Minimum Requirements” document for the new UHF/VHF platform developed. Following pilot deployment in Chad, new requirements for Emergesat project provided to address prototype weaknesses. An initial concept note of the UN telephone’s country code (for use in emergencies) was defined and an expert group established to finalize the feasibility study to be presented to the WGET members in March 2009. As ETC Process Owner, OCHA was instrumental in reducing for staffing cost on all ETC local projects. OCHA successfully mobilized assistance through the UN foundation and the active involvement of NetHope and the partnerships established with TSF, Ericsson, Microsoft and IBM. Initiated, developed and disseminated assessment methodology, standard surveys tools.

**Objective 1.3 – Strengthened OCHA emergency response capacity**

**Indicators:** Implementation and review of OCHA Duty System, Emergency Response Roster and equipment reserve.

**Achieved:** Duty System through OCHA Geneva, OCHA New York and regional offices fully functional as a clear point of contact for OCHA stakeholders and OCHA staff in the event of urgent requests or developments is in place. Emergency Response Roster (ERR) fully functional with 19 deployments. Procurement finalized for most items of the equipment reserve.

<b>DERS/NY</b>	<b>Strategic partnerships established with key private sector partners through the provision of expertise and services.</b>	
	<b>Indicators:</b> Number of partnerships established with private sector.	<b>Achieved:</b> 2 existing partnerships (Ericsson and DHL) were enhanced and a new strategic partnership with Microsoft was initiated and is under development.
<b>CSS</b>	<b>Trigger mechanisms and modalities for surge deployment of advocacy and public information support to regional and field offices clarified.</b>	
	<b>Indicators:</b> Number of deployments of advocacy and public information staff on surge missions based on established criteria.	<b>Achieved:</b> External PI surge capacity training workshop held in Ireland in July 2008. Four deployments.

<b>ITS</b>	<b>ICT capacity in the field strengthened.</b>	
	<b>Indicators:</b> ICT surge capacity kits and staff in headquarters and regions ready for rapid deployment. Detailed system specifications for field offices established.	<b>Achieved:</b> An ICT Workshop was held for all ICT staff in OCHA field; 25 new ICT kits dispatched to DRC (10), Afghanistan (7), Kazakhstan (1), Thailand (3), Panama (2), Dubai (1) and Iraq (1). Assistance provided to establish/upgrade OCHA field offices ICT services and infrastructure (e.g. Afghanistan, Chad and Myanmar).
<b>ITS</b>	<b>Partnerships expanded.</b>	
	<b>Indicators:</b> Scope of existing partnerships with the private sector, governments and NGOs extended to support field activities.	<b>Achieved:</b> TSF deployed in support to the DRC, Georgia and Myanmar emergencies. Joint technical field deployment test conducted with Ericsson and SRSA at Triplex simulation exercise.
<b>RW</b>	<b>Regional presence of ReliefWeb strengthened. Knowledge transferred between ReliefWeb offices and new region-based staff.</b>	
	<b>Indicators:</b> ReliefWeb staff (United Nations Volunteers and Junior Professional Officers) established in Panama, Nairobi and Bangkok. Maintenance of sufficient surge capacity and establishment of Map Centre surge capacity.	<b>Achieved:</b> ReliefWeb presence was established in Nairobi, Panama, and regional offices through the training and deployment of UN Volunteer Staff. Surge capacity by ReliefWeb staff deployed to 3 emergencies, including in Myanmar.
<b>CMCS</b>	<b>Trained UN-CMCoord Officers available for deployment. Use of Central Register/MCDA Directory improved. Enhanced utility and value of MCDA Directory and MCDA requesting procedures.</b>	
	<b>Indicators:</b> Number of UN-CMCoord Officers on deployment roster fit for purpose. Number of Member States committed to maintenance and use of the Central Register/MCDA Directory.	<b>Achieved:</b> 59 UN-CMCoord Officers on in-house roster. UN-CMCoord trained personnel on OCHA Stand-by Partnership Programme. 36 states registered in the MCDA Directory.
<b>FCSS</b>	<b>Humanitarian reform better integrated into UNDAC methodology.</b>	
	<b>Indicators:</b> Increased numbers of UNDAC members fully aware of the implications of key components of humanitarian reform on the UNDAC methodology.	<b>Achieved:</b> 134 UNDAC members took part in Consolidation and Team Leader training in 2008.
<b>LSU</b>	<b>Interaction with relief providers in the areas of logistics information and provision strengthened.</b>	
	<b>Indicators:</b> Number of Model Customs Agreements signed with interested governments.	<b>Achieved:</b> One agreement signed with the Government of Honduras.
<b>LSU</b>	<b>OCHA's equipment capacity in response to emergencies strengthened by establishing a plan to mobilize a range of equipment.</b>	
	<b>Indicators:</b> Percentage of requests for support during disasters followed up.	<b>Achieved:</b> 100% of requests for relief shipments from Brindisi and other requests for logistics support or information met.
<b>LSU</b>	<b>Agreements with partners reached for the lease of a number of assets.</b>	
	<b>Indicators:</b> Standard operation procedures for deployment and management of equipment finalized and disseminated.	<b>Achieved:</b> SOPs for deployment of equipment included within framework of Operations Task Force SOPs.
<b>SCS</b>	<b>Emergency response roster implemented. Development of and knowledge about the profession of surge capacity providers enhanced.</b>	
	<b>Indicators:</b> ERR and SBPP used and considered in all relevant situations or considered as a (potential) source of versatile emergency coordination personnel. Roster and standby partner personnel trained and prepared for challenging field assignments, using lessons learned and consolidated in-house knowledge and expertise.	<b>Achieved:</b> 19 ERR and 54 SBPP deployments to crises assessed as critical and approved for ERR/SBPP utilization. Organization of 3 surge trainings events by SCS and participation in 3 training events organized by SBP organizations.
<b>SCS</b>	<b>Emergency deployments of coordination personnel to initiate or bolster in-country coordination structures facilitated.</b>	
	<b>Indicators:</b> Time taken to respond to relevant requests for surge capacity. Percentage of subsequent deployments occurring within requested timeframe.	<b>Achieved:</b> 90% of all surge requests were responded to within 24 hrs and 80% of all ERR and SBPP deployments took place within stipulated target timelines.

<b>PPAS</b>	<b>Policy support provided to OCHA emergency response at both headquarters and field level.</b>	
	<b>Indicators:</b> Percentage of requests for policy support (including consolidated analysis, guidance, best practice and short-term deployment of policy advisors) Responded to within five days.	<b>Achieved:</b> 100% of requests responded to (Afghanistan, Chad, Iraq, Somalia, Sudan, regional organizations and partners).
<b>CRD</b>	<b>Geneva, New York and Regional Office response improved.</b>	
	<b>Indicators:</b> Percentage of responses to new emergencies made more effective by following standard operating procedures.	<b>Achieved:</b> All new emergencies to which OCHA responded in 2008 contributed to the development of draft SOPs in 2008. The SOPs were further enhanced by Rapid After Action Reviews undertaken for Bolivia, Georgia, Kenya, Myanmar, Southern Africa, and Hurricane Season in LAC.
<b>Objective 1.4 – Greater incorporation of disaster risk reduction approaches and strengthened preparedness in humanitarian response</b>		
<b>Indicator:</b> Number of programmes for national-level disaster risk reduction capacity development initiated jointly with the UNDP Bureau for Crisis Prevention and Recovery and the International Strategy for Disaster Reduction.		
<b>Achieved:</b> Supported Mozambique and Uganda UN Country Teams through CADRI (Capacity for Disaster Reduction Initiative). Initiated MOU process with Economic Community of Central African States (ECCAS) aimed at strengthening national capacities in preparedness, response and disaster risk reduction.		
<b>EPS</b>	<b>National and regional response preparedness capacities in relation to disaster risk reduction strengthened. Institutional capacity and coordination mechanisms enhanced. The OCHA Disaster Response Preparedness Toolkit launched and distributed to all OCHA staff and Resident Coordinators / Humanitarian Coordinators in disaster-prone countries.</b>	
	<b>Indicators:</b> Number of Governments supported through CADRI and UNDAC disaster response preparedness missions and specifically tailored workshops.  Feedback received by OCHA staff and RC/HC on updating and improving the Toolkit.	<b>Achieved:</b> 11 countries supported in strengthening national and inter-agency preparedness and contingency planning. 3 Governments supported through UNDAC Disaster Response Preparedness Missions. First version of the OCHA Disaster Response Preparedness Toolkit launched and disseminated. 3 training workshops for staff and partners supported on disaster preparedness, including through CADRI
<b>FCSS</b>	<b>UNDAC/INSARAG familiarisation modules organised to spread knowledge of international response in sudden-onset disasters.</b>	
	<b>Indicators:</b> Number of countries and organizations participating in modules.	<b>Achieved:</b> 20 countries and organizations attended Familiarization Workshops.
<b>FCSS</b>	<b>UNDAC response preparedness missions provided in response to requests from countries of the United Nations.</b>	
	<b>Indicators:</b> Number of UNDAC disaster response preparedness missions.	<b>Achieved:</b> 3 UNDAC disaster response preparedness missions fielded in 2008.
<b>FCSS</b>	<b>International urban search and rescue teams operationally classified according to response capacity.</b>	
	<b>Indicators:</b> Number of international USAR teams classified.	<b>Achieved:</b> 5 USAR teams operationally classified in 2008.
<b>FCSS</b>	<b>Disaster risk reduction and preparedness methodology incorporated into UNDAC training.</b>	
	<b>Indicators:</b> Number of UNDAC courses incorporating DRR and preparedness methodology.	<b>Achieved:</b> 9 UNDAC courses incorporated this methodology in 2008.
<b>DVPS</b>	<b>Policy advice and analysis for OCHA on disaster risk reduction strengthened. Support to field staff and partners provided.</b>	
	<b>Indicators:</b> Number of OCHA field offices including disaster risk reduction objectives in planning and programming.	<b>Achieved:</b> Development with ISDR of the Guidance and Indicator Package for Implementing Priority Five of the Hyogo Framework for Action. 1,000 copies distributed through OCHA field offices. Policy on disaster risk reduction not yet approved.
<b>ITS</b>	<b>Awareness programme for the Tampere Convention on the Provision of Telecommunication Resources for Disaster Mitigation and Relief Operations developed.</b>	
	<b>Indicators:</b> Awareness programme for State Parties on the benefits of the Tampere Convention undertaken and assistance package for governments on its implementation prepared.	<b>Achieved:</b> Emergency Telecommunications Cluster (ETC) service guidelines and SOPs as well as an outline of the Tampere Convention were developed and inserted in the draft handbook for Humanitarian Coordinators and Resident Coordinators.



**CRD Disaster risk reduction and preparedness measures incorporated into OCHA operations on the basis of a multi-hazard analysis.**

**Indicators:**

Percentage of priority countries with a new or revised contingency plan using the IASC Contingency Planning Guidelines.

**Achieved:**

100 percent of countries that updated their contingency plans in 2008 used the revised IASC Contingency Planning Guidelines.

**PIC Pandemic preparedness built upon existing mechanisms for disaster preparedness, mitigation and response, and — as much as possible — fully integrated into national structures for disaster and crisis management.**

**United Nations Country Teams assisted to support national governments with pandemic and catastrophe preparation, including participating in simulations. Humanitarian actors agree upon and undertake priority actions to deliver assistance during a pandemic.**

**Indicators:**

Number of countries in which national disaster management structures incorporate and stimulate pandemic risk within their scope of work.

Number of United Nations Country Teams receiving assistance.

Number of inter-agency country humanitarian plans developed in collaboration with the International Federation of the Red Cross and Red Crescent Societies.

**Achieved:**

52 countries have integrated pandemic planning into national and local disaster management structures. A further 66 countries have integrated pandemic planning into national, but not local, disaster management structures.

77 countries tested their pandemic plan via a simulation over the last year.

PIC provided support to 90 United Nations country teams in 2008.

The IFRC-led Humanitarian Pandemic Preparedness project is running behind schedule and no inter-agency country humanitarian plans have yet been produced although it is hoped to deliver 30 by the end of 2010.

**Objective 1.5 – A strategy contributing to seamless transition and early recovery**

**Indicator:** Percentage of OCHA field offices scheduled for phase-out with handover plans.

**Achieved:** The two OCHA field offices (Burundi and Timor-Leste) closed in 2008 had clear hand-over plans and exit strategies developed under the guidance of head and regional office support

**CRD Predictable and sustainable phase-out of OCHA field offices promoted and supported.**

**Indicators:**

Percentage of relevant offices provided with guidance on transition.

**Achieved:**

Offices entering the transition phase including Côte d'Ivoire, Georgia, Myanmar and Uganda were provided with tailored guidance and support to initiate transition planning.

**CAP 1994 IASC CAP Guidelines updated to incorporate latest agreed policy on transition, including the United Nations Development Group/Executive Committee on Humanitarian Affairs Guidance Note on Transitional Appeals and outcomes of the OCHA Transition Working Group.**

**Indicators:**

Updated CAP guidelines approved by IASC.

**Achieved:**

Updated CAP guidelines approved by IASC: CAP 2009 Guidelines approved by IASC; Guidelines on Early Recovery in Flash Appeals approved by IASC; new overall Flash Appeal guidelines developed and submitted for approval; guidelines on Role of cluster/sector leads in the CAP approved by IASC CAP SWG.

**Goal Two: Recognized OCHA leading role in humanitarian policy, advocacy and information management**

**Objective 2.1 – Action-oriented analysis of humanitarian trends and emerging policy issues**

**Indicator:** Number of public strategy papers on policy and country issues.

**Achieved:** OCHA lead or co-lead strategy papers on thematic issues including climate change, the food crisis, disaster preparedness, humanitarian reform and IASC priorities, as well as country specific papers on Kazakhstan and Liberia.

**IASC/ECHA Action items on IASC-agreed policy priorities reflecting current trends monitored. Progress in implementing normative guidance produced by IASC subsidiary bodies monitored.**

**Indicators:**

Number and percentage of items in agreed IASC policy priorities for 2008 completed.

**Achieved:**

The IASC made progress in all 4 priority areas in 2008, which included the humanitarian implications of climate change, the preservation of humanitarian space, recovery/transition and the humanitarian reform agenda.

<b>PPAS</b>	<b>Lessons learned, best practices, analysis and general guidance on humanitarian policy considerations converted into consolidated country-specific policy and planning inputs.</b>	
	<b>Indicators:</b> Number of requests for policy support received; percentage responded to within five days. Percentage of recommendations incorporated into plans and coordination models.	<b>Achieved:</b> 12 requests received. 75% responded to within 5 days. 100% incorporated into coordination models.
<b>PoC</b>	<b>Monitoring methodology and indicators developed for key protection priorities, including access restrictions.</b>	
	<b>Indicators:</b> Methodology and indicators on access restrictions.	<b>Achieved:</b> Inventory of factors affecting humanitarian access and OCHA existing access monitoring and reporting practices was elaborated, and used as a basis for the design of an access monitoring and reporting framework. Access reports by OCHA field offices were evaluated for their strengths and weakness. Guidance was developed on how to approach access monitoring and reporting, particularly to ensure its quality and relevance.
	Number of countries in which methodology and indicators implemented.	Monitoring and reporting framework was disseminated to 6 OCHA field offices selected as focus countries. 7 field offices engage in access reporting in line with this framework, thus providing material feeding into ERC briefings to the Security Council and other, country-specific, policy and information dissemination needs.
<b>Objective 2.2 – More strategic advocacy of humanitarian principles and issues</b>		
Indicator: Number of advocacy strategies undertaken.		
Achieved: 2 global advocacy campaigns launched with partners, including 2 global advocacy strategies and support to one country specific strategy for CAR.		
<b>IASC/ECHA</b>	<b>Common advocacy messages on major humanitarian issues and crises regularly discussed and endorsed in ECHA meetings.</b>	
	<b>Indicators:</b> Number of advocacy messages agreed on, delivered and disseminated to the field when appropriate.	<b>Achieved:</b> ECHA discussed 15 country specific situations and two thematic issues; funding for humanitarian operations and the rise of food and fuel prices. Out of the 17 agenda items, 14 specifically referred to the need of more strategic advocacy of humanitarian issues. ECHA agreed on high-level advocacy messages, advocacy strategies and campaigns involving multiple departments or agencies. By the end of 2008, the implementation rate of ECHA action points relating to humanitarian advocacy was particularly high (70%).
<b>DPSS</b>	<b>Profile of forgotten displacement crises.</b>	
	<b>Indicators:</b> Number of public statements on “forgotten” crises by ERC and RSG on IDPs.	<b>Achieved:</b> Several statements issued primarily by RSG, and also the ERC, including on CAR, Sri Lanka, Georgia, Sudan, Timor-Leste, Kenya, protracted displacement in Europe, IDPs in natural disasters, DRC, and Afghanistan among others.
<b>IRIN</b>	<b>Vulnerable communities in Afghanistan and Somalia provided with information on key issues that affect lives and livelihoods.</b>	
	<b>Indicators:</b> Number of radio broadcasts to targeted communities.	<b>Achieved:</b> Afghanistan: 376 radio programmes produced in Dari and Pashto languages and broadcast nationally via short wave and AM and locally through partnerships with FM radio stations. Somalia: 112 hours of humanitarian radio programming produced and broadcast on short wave across the Somali-speaking region and rebroadcast on local Somali FM stations. Direct broadcasts increased from 15 minutes per day in April, to 30 minutes from 1 July.
	Number of online text reports and amount of multimedia content reflecting local perspectives and views.	181 news and feature articles on Afghanistan and 240 on Somalia, published online and distributed via email subscriber service. Afghanistan articles translated into Dari and Pashto for local distribution were widely picked up by the local language press.

IRIN	<b>Market research and audience survey conducted</b>	<b>Indicators:</b> Market research and audience survey conducted in 2008 provides greater insight into IRIN's audience.	<b>Achieved:</b> Audience survey completed by AC Neilsen. Analysis shows more than 50% of readers are from the humanitarian community (donors and aid workers). More than 65% rate IRIN's humanitarian coverage as excellent and more than half say they regularly learn of issues they would otherwise not know about. IRIN activities and forward planning have been informed by this market research.
IRIN	<b>IRIN news and analysis expanded in Southeast Asia, providing greater insight into disaster responses, humanitarian crises and the HIV/AIDS epidemic in the region.</b>	<b>Indicators:</b> Number of text reports and amount of multi-media content produced on humanitarian events, trends and policy issues in South-East Asia, including HIV/AIDS issues.	<b>Achieved:</b> A total of 902 articles on Asia were published (Total of 5,800 for 2008). 2745 Asia specific photos downloaded to photo gallery (22,143 photos total) Asia e-mail subscribers increased 49 percent from 10,953 to 16,099. Surge response deployed to cover the Myanmar crisis. Four missions were fielded, 14 photos downloaded to the public gallery and 95 reports covering over 10 themes including natural disasters, governance and economy published. 10 South-East Asian countries were added to Asia coverage in 2008, bringing total countries covered in Asia to 20.
GCMS	<b>Partnership-building and system-wide advocacy related to humanitarian coordination issues supported through regular dialogue and briefings with the humanitarian liaison network on emergency situations and countries and regions of concern. A systematic process of identifying humanitarian issues and trends established.</b>	<b>Indicators:</b> Establishment of the humanitarian liaison network.  Number of humanitarian liaison network and IASC meetings addressed. Humanitarian liaison working group and All Member States meetings organized.	<b>Achieved:</b> In consultation with senior OCHA management, it was decided not to establish a new coordination mechanism (i.e. the HLN), but rather to build on existing mechanisms (i.e. the IASC). By convening 19 member states briefings and advocating with donors on a bilateral basis as well as being a focal point for the HLWG, GCMS was instrumental in delivering key messages, emergency situations in all regions. GCMS actively promoted the one-voice principle among agencies by convening 21 IASC meetings.
DERS (NY)	<b>Existing relationships nurtured and new ones developed with members of the G77, the private sector, NGOs, parliamentarians and regional organizations. Strategic approach to the functioning of the OCHA Donor. Support Group implemented. Good Humanitarian Donorship policies promoted and influenced as appropriate.</b>	<b>Indicators:</b> Number of G77 members targeted for systematic dialogue.	<b>Achieved:</b> As a result of a number of outreach events (more than 60% of G77 members reached more than twice for dialogues), 34 countries of G77 with a total of \$1.5 million in funding, have become CERF donors in 2008. 12 out of 34 countries are new in 2008. Institutional agreements with OIC and LAS has been negotiated and concretely initiated in 2008.
EPS	<b>Awareness raised on the humanitarian implications of climate change, internally and externally.</b>	<b>Indicators:</b> Number of awareness-raising activities undertaken (including workshops on climate change and online knowledge sharing).	<b>Achieved:</b> Information on the humanitarian implications of climate change disseminated and internal roles, requirements and expectations clarified during the OCHA climate change workshop. Information shared and inter-agency contacts established and strengthened through the contribution in 4 external meetings on climate change. Awareness raised at the inter-agency level through the preparation of 2 background papers for the 70th IASC WG meeting and for the IASC Principals meeting. Creation of the informal IASC Task Force on Climate Change, a key structure for advocacy and information sharing on the humanitarian implications of climate change within the UNFCCC process.

<p><b>CMCS</b></p>	<p><b>UN-CMCoord guidelines, humanitarian principles and UN-CMCoord Officer field handbook systematically disseminated to partners and used. Humanitarian aspects of civil-military coordination incorporated into domestic and international training curricula. UN-CMCoord training programme delivered to military and civilian actors. Military exercises simulating humanitarian scenarios supported.</b></p>	
	<p><b>Indicators:</b> Percentage of civil-military related partners incorporating UN-CMCoord guidelines, handbook and humanitarian principles in their activities. Number of training institutions including UN-CMCoord in their curricula. Number of UN-CMCoord training programmes delivered. Number of simulations supported.</p>	<p><b>Achieved:</b> CMCS promoted and disseminated guidelines and the principles of humanitarian principles and space through: Delivery of 16 UN-CMCoord training courses and workshops; Planned and delivered 3 dedicated UN-CMCoord conferences; Provided some 70 briefings to an array of conferences, seminars, workshops and meetings; Supported 11 large-scale military and civilian led exercises.</p>
<p><b>IGSS</b></p>	<p><b>Intergovernmental strategy aimed at building understanding and acceptance of priority humanitarian policy issues and principles developed and implemented. Strategy related to OCHA's work with regional and sub-regional organizations developed.</b></p>	
	<p><b>Indicators:</b> Percentage of defined priorities endorsed in humanitarian resolutions.</p>	<p><b>Achieved:</b> 80%. Recommendations of Secretary-General's report addressed in the ECOSOC and relevant GA resolution include respect for humanitarian principles; safety and security of humanitarian personnel including a reference to public statements that could jeopardize the security environment for humanitarian operations; disaster risk reduction including a reference to Hyogo; operational and legal frameworks for international disaster relief; climate change including the need to better understand the humanitarian consequences of climate change; humanitarian financing; use of military assets in disaster relief assistance, including a reference to the Oslo Guidelines.</p>
<p><b>CSS</b></p>	<p><b>Modalities to ensure more complementary key messaging between OCHA and its NGO partners clarified. Support to OCHA's senior management team, other senior officials, visiting field staff and the Office of the Spokesperson of the Secretary-General provided in order to gain more extensive outreach for priority messaging.</b></p>	
	<p><b>Indicators:</b> Number of joint advocacy and public information initiatives undertaken with NGO partners on priority humanitarian issues. Number of interviews and briefings given by OCHA staff. Number of press releases and talking points produced. Number of op-eds published. Number of speeches delivered.</p>	<p><b>Achieved:</b> 1 photo exhibit on GBV arranged with Oxfam. More than 200 interviews and briefings. More than 500 press releases and bullet points. 10 speeches and op-eds produced. ERC Key Messages introduced as a way to support alignment on key humanitarian issues.</p>
<p><b>HRSU</b></p>	<p><b>Rollout of the cluster approach enhanced.</b></p>	
	<p><b>Indicators:</b> Agreement on IASC Principals statement on the pace and modalities of implementation of the cluster approach.</p>	<p><b>Achieved:</b> OCHA drafted the Rome Statement on Cluster Roll-out that was endorsed by the IASC Working Group in November 2007. The Rome Statement reconfirmed that the cluster approach should be used in all countries with Humanitarian Coordinators and in all major new emergencies, accelerating the role-out of the cluster approach.</p>
<p><b>HRSU</b></p>	<p><b>Policy and operational guidance on clusters and wider reform incorporated and reflected in relevant advocacy/public information trainings, workshops, country, communication strategies and related material.</b></p>	
	<p><b>Indicators:</b> IASC agreement on guidance note on coordinated public information in emergencies.</p>	<p><b>Achieved:</b> HRSU developed policy guidance on critical issues relating to the cluster approach including the 'Provider of Last Resort' concept and FIS developed policy guidance on the role of clusters in information management. This and other policy guidance formed the basis of much of the cluster-related advocacy, training and communications material used by OCHA, IASC partners and Global Cluster Leads.</p>



## Objective 2.3 – A common approach to needs assessments and impact evaluation

**Indicators:** Percentage of global clusters that agree to a common approach to needs/situational analysis; Number of countries in which a common humanitarian classification system is piloted.

**Achieved:** All global clusters agreed to a common approach as expressed through agency representatives at the IASC Working Group; Humanitarian classification/information consolidation system piloted in five countries (Haiti, Honduras, Pakistan, Sri Lanka and Yemen).

**ACE** **Inter-agency process established for development of indicators, definitions and approaches to facilitate multi-sectoral assessment and classification, including creation of a steering group (donors, United Nations Agencies, NGOs and other interested stakeholders) and a technical advisory group.**

**Indicators:**  
IASC endorsement of the way forward for a common approach (indicators and classification tools).

Number of clusters/sectors that apply agreed indicators.

**Achieved:**  
OCHA's proposal was endorsed by the IASC Working Group in November 2008. This includes continued work on identifying, agreed indicators, and the information consolidation tool.

Cluster/sector application of the indicators/tool will only be measurable in 2009 after field piloting.

**ACE** **Potential common indicators and definitions identified. Gaps and duplication in needs assessment practice analysed.**

**Indicators:**  
Mapping of ongoing initiatives completed.

**Achieved:**  
Mapping report identifying gaps was submitted to the IASC Working Group in November 2008.

**ESS** **A strategy for system-wide impact assessments and evaluations (including of cluster leads) developed and promoted.**

**Indicators:**  
Mapping process defined; Agreed approach to impact assessments for the cluster approach established.

**Achieved:**  
Common evaluation framework and process for assessing impact of clusters agreed upon for implementation during 2009.

## Objective 2.4 – Protection advanced at global, regional and national levels

**Indicator:** Number of countries with protection strategies.

**Achieved:** Strategies were developed through a protection cluster, as part of a comprehensive CAP, or within a contingency planning exercise, which OCHA supported in a variety of manners (direct support, convening of strategy meetings, secretariat, etc.) in the following 14 countries: Afghanistan, CAR, Chad, Colombia, Côte d'Ivoire, DRC, Indonesia, Iraq, Myanmar, Nepal, the occupied Palestinian territory (oPt), Sri Lanka, Sudan and Uganda.

**PoC** **Strengthened advocacy on the protection of civilians with the Security Council and Member States through systematic briefings and strategic planning, and updating of tools such as the *Aide Mémoire* on Issues Pertaining to the Protection of Civilians in Armed Conflict. Bilateral meetings held with key regional organizations to develop a road map elaborating protection policy papers for each organization. Sub-regional workshop held. Protection of civilians at the country level strengthened.**

**Indicators:**  
Number of Member States receiving protection briefings and using updated *Aide Mémoire*.

Number of regional organizations engaged in the protection policy paper development process and attending the sub-regional protection workshop.

Number of country workshops on the protection of civilians held

Number of recommendations from workshops incorporated into country-specific protection strategies.

**Achieved:**  
Protection briefings were given to Member States party to the Friends of POC group.

There were frequent but untracked bilateral briefings.

Due to the lengthy drafting and negotiation process, the *Aide Mémoire* was only adopted by the Council in January 2009.

The sub-regional protection workshop was not held due to lack of capacity within the selected regional organization.

There was engagement with regional organizations on protection of civilians either in a country specific manner and/or at policy level. In particular, there was engagement with the African Union on the negotiation of the AU IDP convention, engagement with the European Union in relation to POC issues in Afghanistan and the development of the EU guidelines on POC funding, and engagement with NATO on operations in Afghanistan, use of Provincial Reconstruction Teams and the role of Multi-national forces (MNFs) in POC.

Workshops for OCHA country teams – and other humanitarian actors – held/participated in six countries.

The format of each of these meetings was different but on no occasion did they lead to the adoption of recommendations. However, the input provided was frequently incorporated into the operations of the different country teams.

<b>GAT</b>	<b>Global advocacy undertaken on gender-based violence, including improved prevention and response programmes and country-level coordination.</b>	
	<b>Indicators:</b> Number of OCHA-led inter-agency support missions to improve country-level coordination of gender and gender-based violence programming.	<b>Achieved:</b> 4 missions to support the Kenya and Somalia teams on PSEA, regional workshops to Bangkok and Johannesburg on gender, GBV and PSEA focal points in the region.
<b>GAT</b>	<b>Policies finalized on protection from sexual exploitation and abuse, compliance mechanisms and capacity building (including a United Nations-wide Victims Assistance Policy).</b>	
	<b>Indicators:</b> Victim Assistance Policy adopted by General Assembly. Framework for implementation of Victim Assistance Policy produced and piloted.	<b>Achieved:</b> Policy was adopted by the General Assembly (A/62/214). OCHA produced a detailed guide for implementation of the Victim Assistance Policy which was disseminated to all HCs and Integrated Missions and is currently being piloted in 3 countries.
<b>DPSS</b>	<b>Protection mainstreamed in clusters/sectors and in transition situations.</b>	
	<b>Indicators:</b> Number of cluster/sector planning documents and programming strategies incorporating protection.	<b>Achieved:</b> Over 20 protection cluster/sector coordination mechanisms operating in the field. Several have completed strategies and coordinated action plans.
<b>DPSS</b>	<b>Protection and displacement capacity is a standard component of Emergency Response Roster skills and DPSS staff are available for surge support.</b>	
	<b>Indicators:</b> Number of OCHA staff trained in protection and displacement issues.	<b>Achieved:</b> Over 50 OCHA field staff trained in two regional- and three country-based workshops.
<b>DPSS</b>	<b>Protection mainstreamed in clusters/sectors and in transition situations.</b>	
	<b>Indicators:</b> Framework on Durable Solutions piloted in at least one country.	<b>Achieved:</b> Uganda served as a pilot as the humanitarian country team developed a strategy for transition and determination of how to apply the framework in-country with humanitarian, development actors, and government counterparts. In some cases tools for protection activities in conflict-affected areas were adopted at national level to strengthen capacity in non-conflict affected areas as well.
<b>Objective 2.5 – Strengthened information management based on common standards and best practices</b>		
<b>Indicator:</b> Number of branches at headquarters and number of regional/field offices that have adopted Information Management Review-initiated standards and practices.		
<b>Achieved:</b> As recommended by the IM Review, all branches and offices participated in an inventory of the information products and websites under their management. This process contributed to the development of a new OCHA intranet and website archiving policy. It also helped define the templates and guidance for OCHA core information products, all of which are expected to be adopted in 2009.		
<b>CAP</b>	<b>FTS extended to become a field tool for: tracking and managing pooled funds; making pooled fund allocation decisions; uploading and revising projects; and recording monitoring and evaluation information.</b>	
	<b>Indicators:</b> OCHA field offices that manage pooled funds access the FTS database to upload directly and record pooled fund allocations. Agencies directly upload appeal projects online and revise as needed throughout the year.	<b>Achieved:</b> OCHA field offices that manage pooled funds access the FTS database to upload directly and record pooled fund allocations. Technical functions for remote FTS data entry put in place through VPN (virtual private network). Agencies directly upload appeal projects online and revise as needed throughout the year: Upload, review, and electronic publication functions done and used in late 2008 for 2009 CAPs. Revision function under development, due 9 April 2009.
<b>RW</b>	<b>Quality, timely and relevant documents and maps produced on complex emergencies and natural disasters.</b>	
	<b>Indicators:</b> Critical emergencies and disasters covered in a timely manner. Number of document updates and situation maps produced.	<b>Achieved:</b> Timely coverage of 28 emergencies and 124 new natural disasters. 38,897 response documents, 3,230 maps posted.
<b>RW</b>	<b>Recommendations from Symposium+5 followed up; workshop hosted for humanitarian information management practitioners in the Middle East and North Africa. Awareness of donors and member states about ReliefWeb's services improved.</b>	
	<b>Indicators:</b> Symposium+5 outcome recognized and taken forward.	<b>Achieved:</b> Symposium +5 Final Report produced in-house and disseminated to participants. 58 member states briefed.

RW	<p><b>Recommendations from information management and ICT reviews implemented. Metrics, client surveys and usability studies used to support editorial decision making.</b></p>	
	<p><b>Indicators:</b> Steps to ensure optimum governance, standard operating procedures and policy produced. Communications strategy encouraging greater collaboration with partners developed.</p>	<p><b>Achieved:</b> Development of ReliefWeb Handbook completed. Communications strategy developed and implementation initiated.</p>
RW	<p><b>Humanitarian trends and issues highlighted on website and made more meaningful through improved framing and visualization of content. Addition of special graphics and metrics. Strengthened partnerships with academia. "Policy and issues" section further developed and integrated.</b></p>	
	<p><b>Indicators:</b> Issues framing, special graphics and metrics implemented. Partnerships established with key actors. Forgotten and under-funded emergencies highlighted throughout the website.</p>	<p><b>Achieved:</b> ReliefWeb introduced thematic pages (i.e. Food Crisis, Hurricane Season, and Climate Change); added "most read" and "most emailed" features; and enhanced visual access to vacancies via an interactive Google Earth map. Humanitarian Profile Maps remained a key ReliefWeb "issues framing" product. Forgotten and under-funded emergencies featured prominently.</p>
ITS	<p><b>Core ICT services, system and platforms upgraded and strengthened in relation to business continuity and disaster recovery. An appropriate content management platform selected and implemented to meet OCHA wide content management requirements. Improvements to ReliefWeb, OCHA Online, the intranet, internal communications and dissemination of information among external partners implemented. Biannual user surveys of information management and web-based tools undertaken to determine level of satisfaction.</b></p>	
	<p><b>Indicators:</b> Capacity required for all mission-critical systems met; services restored for such systems within six hours.</p>	<p><b>Achieved:</b> Messaging and collaboration systems in New York and Geneva completed with Instant Messaging implemented. Outsourcing of central ICT servers initiated and a related Service Level Agreement established.</p>
	<p>Content management system implemented, migration plan established and at least one application migrated.</p> <p>Search page on OCHA Online extended to include multiple public websites. Search function on Intranet to include multiple internal sites. Metadata database implemented and used on at least one application.</p>	<p>Based on MS-SharePoint technology, the new OCHA intranet platform was implemented.</p> <p>Search page on OCHA online extended to include all OCHA public portals and the search function on the OCHA Intranet enhanced with and increase by 50% on the search queries generated. Reliefweb site was improved for easy vacancies management, a dynamic page to view most read documents and an enhanced email subscriptions. Multi-lingual support for the PIC website implemented and the IASC website migrated to a new easy to view and user friendly platform. The CAP appeals process was enhanced with the development of the online project submission system (OPS).</p>
CERF	<p><b>Fully functioning centralized information management system established.</b></p>	
	<p><b>Indicators:</b> Percentage of applications, project proposals and allocations, financial and narrative reports, pledges and contributions recorded and archived in the CERF information management system.</p>	<p><b>Achieved:</b> 100%</p>
FCSS	<p><b>GDACS and VOSOCC maintained for use by disaster responders.</b></p>	
	<p><b>Indicators:</b> Number of relevant automatic alerts and quantity and usefulness of information updates and exchanges through the VOSOCC.</p>	<p><b>Achieved:</b> Over 8,500 users registered on GDACS and Virtual OSOCC at the end of 2008 with most donor countries having assigned their operation centres as primary users of the tool. GDACS and Virtual OSOCC were used in 20 major disasters in 2008 for operational information exchange.</p>
GMP	<p><b>OCHA guidance material developed and accessible to all staff on redesigned intranet.</b></p>	
	<p><b>Indicators:</b> Number and percentage of guidance items made accessible to staff on intranet.  Intranet user surveys completed and analysed.</p>	<p><b>Achieved:</b> 422 guidance documents have been catalogued under 8 groups and 51 subjects.  An average of 404 individual staff members have visited the interim Policy Guidance section of OCHA's Intranet each month since the section was launched in August 2008.  44% of OCHA's professional staff (international staff &amp; national officers) are using the Policy Guidance section each month.  The Policy Guidance section account for 55% of all the visits by individual staff to the Intranet since August 2008  Usability testing and stakeholder interviews were conducted with OCHA staff in ROCEA and ROLAC and the OCHA FOs for Somalia and Colombia.</p>

<b>DPSS</b>	<b>ProCap Online further developed and linked to the Global Protection Cluster. DPSS information management strategy developed and OCHA protection monitoring and reporting formats standardised.</b>	
	<b>Indicators:</b> Percentage increase in usage of ProCap Online and improved user satisfaction Protection profiles developed and maintained in priority countries.	<b>Achieved:</b> ProCap Online closely linked to PCWG and increase users of the site for reference material. Protection profiles updated or developed for 10 displacement/protection situations.
<b>PIC</b>	<b>National pandemic readiness standardized and measured for all United Nations programme countries. United Nations system adopts standardized indicators of readiness for United Nations Country Teams, including indicators endorsed by the United Nations Medical Service and the Department of Safety and Security. Inter-cluster information management strengthened through the provision of timely and effective information management services at headquarters and field levels. OCHA's information products and services improved to meet the operational and analytical demands of decision makers, including Member States and IASC partners.</b>	
	<b>Indicators:</b> Number of governments endorsing online data. Number of United Nations Country Teams demonstrating at least 10 per cent improvement (measured by PIC indicators).  Number and range of mutually agreed policies and practices in place at the headquarters level and used during emergencies to guide interagency information management efforts.	<b>Achieved:</b> It was decided not to seek endorsements from governments of the online data. The PIC database includes measurement of the country pandemic plans of 174 countries. In 2008, 22 UNCTs (16%) demonstrated more than 10% improvement in their pandemic planning indicators.  Guidance Material: OCHA Specific. (1) Map Production Guidelines, (2) Map Production Policy Paper. Non-OCHA Specific. (3) Establishment of IASC Task Force on Information Management, (4) IASC Operational Guidance Note on Information Management, (5) Humanitarian Information Centre Terms of Reference. Products and Service: (6) Release of 3 new builds of the OCHA 3Ws database, (7) maintained and supported standard OCHA information management tools.
	Capacity of OCHA and partner agency staff to effectively manage humanitarian information increased.	One global Information Management Training for 30 Humanitarian Affairs Officers; training modules on humanitarian information management have also been included in HFCP (30 trained), the Global OCHA ICT Training, Global Cluster Leads Trainings (21 persons trained), cluster-specific trainings organized by Global Cluster Leads (33 persons trained at WASH cluster training), UNDAC trainings organized by OCHA (53 persons trained).

## Goal Three: An effectively managed and responsive organization

### Objective 3.1 – Improved management practices for “one OCHA”

**Indicators:** Percentage of objectives from OCHA Strategic Framework with defined strategies.

**Achieved:** While no multi-year strategies were developed for the 2007-2009 framework, annual strategies for 2009 were designed for 100% of the 14 objectives, through an improved joint-planning process.

<b>GMP</b>	<b>OCHA corporate identity (capstone) document research begun and annotated outline developed.</b>	
	<b>Indicators:</b> Inter-branch strategy (and possibly a working group) established for development of capstone document.	<b>Achieved:</b> Guidance Management Project decided to temporarily place on hold development of the capstone.
<b>GMP</b>	<b>Regional and field office ownership of the GMP strengthened.</b>	
	<b>Indicators:</b> Regional office focal points for guidance rollout and training in place; Number of regional workshops held.	<b>Achieved:</b> Policy Instruction on the Roles and Responsibilities of regional offices was finalized. GMP strengthened regional office ownership by closely collaborating on the finalization of the Roles and Responsibilities of regional offices.
<b>GAT</b>	<b>Implementation of OCHA-wide Gender Action Plan.</b>	
	<b>Indicators:</b> Percentage of activities outlined in the GAP implemented.	<b>Achieved:</b> Approximately 50% of activities completed with 25% on-going or under-development.



<b>DERS GVA</b>	<b>Strategic engagement with ODSG enhanced.</b>	
	<b>Indicators:</b> Increased membership of the ODSG.	<b>Achieved:</b> Greater transparency and strategic consultations with the ODSG and the Troika on the strategic planning process and budgeting. Although there was no new member of the ODSG, the ODSG partnership meeting, hosted jointly by Canada and Mexico in September 2008, led to increased awareness of OCHA's mandate within the Latin American countries.
<b>SCS</b>	<b>Internal clarity on available emergency/surge personnel resources improved.</b>	
	<b>Indicators:</b> Formulation, dissemination and proper use of internal guidelines or User's Guide.	<b>Achieved:</b> ERR Procedures and Policy Instruction approved by SMT and successfully introduced. SBPP User's Guide drawn up and successfully introduced. Surge guidance material regularly updated on the intranet in 2008, coupled with 2 surveys and 8 information sessions.
<b>Objective 3.2 – Application of better financial tools</b>		
Indicators: Frequency of management reports provided to headquarters and regional/field offices.		
Achieved: 2 management reports on implementation rates (monthly expenditure/budget items and quarterly expenditure/total budget).		
<b>EO/AO</b>	<b>Realistic and properly prepared cost plans completed.</b>	
	<b>Indicators:</b> Improvement in processing of field requests and] accurate cost estimates for budget planning. Frequency of cost plan revisions.	<b>Achieved:</b> Average of 2 budget revisions.
<b>EO/AO</b>	<b>Improved administrative controls and practices established.</b>	
	<b>Indicators:</b> Improved compliance rates in implementing audit reports.	<b>Achieved:</b> 11% decrease in rate of implementation.
<b>EO/AO</b>	<b>Improved client orientation in services delivery.</b>	
	<b>Indicators:</b> Increased client satisfaction.	<b>Achieved:</b> Increased client satisfaction achieved through implementing recommendations from Bangkok workshop, including a maximum 48 hour response time to queries received and regular meetings with clients in New York, Geneva and the field.
<b>EO/AO</b>	<b>One financial operating system for all OCHA field offices.</b>	
	<b>Indicators:</b> Percentage of field offices with financial operating system.	<b>Achieved:</b> Implementation delayed due to mapping of business processes at the field level and scanning of practices of other United Nations organizations.
<b>ITS</b>	<b>Requirements analysis, functional design and applications development for field office administrative system completed. Fully operational infrastructure installed.</b>	
	<b>Indicators:</b> System successfully implemented and operational in six field offices; deployment plan defined for other field offices.	<b>Achieved:</b> Project postponed to 2009 as requested by the Executive/Administrative Office.
<b>DERS (Geneva)</b>	<b>Capacity for sound financial management and accountability increased</b>	
	<b>Indicators:</b> OCHA Contribution Tracking database (OCT) fully established and managed, including training to users and OCHA management. Phase II of the Database developed and prepared for application	<b>Achieved:</b> Phase I of contribution tracking database developed.

### Objective 3.3 – Accountable and transparent human resources planning and management

Indicators: Average number of days to complete necessary recruitment activities.

Achieved: Recruitment activities completed within 140 days on average.

#### EO/AO Human Resources tools implemented and refined.

**Indicators:**

OCHA staff and contact management system used for human resources management.

**Achieved:**

Further development of OCHA Contact Management (OCM) which facilitated monthly monitoring and reporting responsibilities and allowed for easier tracking of staff movement, gender and geographic representation.

#### EO/AO Guidance and policy materials for headquarters and field administration further developed.

**Indicators:**

Number of guidance documents updated.

**Achieved:**

Four guidance documents completed, including two for field offices.

#### EO/AO Increased control over recruitment and administration of field staff.

**Indicators:**

Delegated authority to recruit and administer field staff.

**Achieved:**

Delegation of authority implemented in February 2008; HRS/AO fully assumed recruitment and administration responsibilities of field staff.

#### EO/AO Improved geographic diversity in accordance with UN Secretariat objectives.

**Indicators:**

Ratio of cumulative number of geographic recruitments from un/under-represented Member States compared to all geographic recruitments during cycle.

**Achieved:**

17% against a target of 20%.

#### EO/AO New staff provided with basic OCHA training.

**Indicators:**

Percentage of new staff provided with uniform induction.

**Achieved:**

Zero. Online induction programme to be rolled out in mid 2009.

#### EO/AO Programme Manager review of staff training needs undertaken.

**Indicators:**

Establishment of database to record staff training.

**Achieved:**

Establishment of database to monitor compliance with mandatory training initiated. Consultations undertaken to address training needs.

#### EO/AO Roster of pre-screened candidates used to fill international field posts.

**Indicators:**

Percentage of field posts filled through roster.

**Achieved:**

<15%. At least 70% of field recruitments are expected to be filled through the Roster in 2009.

#### GMP Induction and staff training modules reflecting corporate policies, standard operating procedures and guidelines on key humanitarian issues developed.

**Indicators:**

Corporate policies, standard operating procedures and guidelines integrated into induction training modules.

**Achieved:**

Provided input to induction on 9 organizations units and 15 thematic areas.

Workshops and training modules on policy guidance system developed for and available to all staff.

Modules on policy guidance system provided in 2 public information workshops sponsored by AIMB.

Standard presentations provided to approximately 12 OCHA units and sections.

### Objective 3.4 – Competent management cadre effectively leading teams and accountable for results

Indicators: Percentage of Performance Appraisal System reports completed in accordance with established deadlines.

Achieved: 50%

These tables are a consolidated list of indicators for all regional and field offices reflecting progress against the OCHA Strategic Framework 2007-2009. They include a measurement of performance (output and indicator) and their corresponding achievement.

## Regional Offices

### Regional Office for Asia and the Pacific

#### IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL, INTERNATIONAL LEVEL

<b>Output</b>	Support provided to RCs/HCs, IASC CT, and the IASC Regional Humanitarian Network.
<b>Indicators</b>	Percentage of requests for assistance from RCs/HCs and IASC CT fulfilled; Percentage of humanitarian coordination structures supported; Number of IASC Network sub-groups functioning.
<b>Achieved</b>	90% of requests for assistance fulfilled; 100% of humanitarian coordination structures including the Regional IASC Network and IASC CTs in Pakistan, Philippines, and Papua New Guinea supported; Three IASC Network sub-groups functioning.

#### STRENGTHENED OCHA EMERGENCY RESPONSE CAPACITY

<b>Output</b>	Routines and training procedures for deployment of Regional Office for Asia and the Pacific (ROAP) emergency response and surge capacity strengthened.
<b>Indicators</b>	Percentage of requests for deployment of ROAP emergency response capacity addressed within 72 hours; Percentage of ROAP staff provided with emergency response training.
<b>Achieved</b>	80% of requests for deployment of emergency response and surge capacity addressed within 72 hours; 80% of staff provided with relevant training (CERF, Reporting, etc.); One staff received UNDAC training and three staff received Humanitarian Field Coordination Programme (HFCEP) training.

#### GREATER INCORPORATION OF DISASTER RISK REDUCTION APPROACHES AND STRENGTHENED PREPAREDNESS IN HUMANITARIAN RESPONSE

<b>Output</b>	Assistance provided to governments with developing national disaster management and preparedness plans and to IASC CTs with integrated, multi-hazard contingency planning.
<b>Indicators</b>	Number of priority countries provided with assistance in developing and/or revising national strategic plans; Number of IASC contingency plans developed and/or revised in priority countries with ROAP support.
<b>Achieved</b>	Four priority countries supported in developing or revising strategic national action plans, through engagement with the ISDR Asia Partnership; Four inter-agency contingency plans developed or revised in priority countries with ROAP support.

#### ACTION-ORIENTED ANALYSIS OF HUMANITARIAN TRENDS AND EMERGING POLICY ISSUES

<b>Outputs</b>	Monitoring and analysis of humanitarian conditions undertaken in priority countries; Information products (situation reports, briefings, and maps) developed and disseminated.
<b>Indicators</b>	All ongoing medium- and large-scale emergencies covered by ROAP information products.
<b>Achieved</b>	Over 70% of medium- and large-scale emergencies covered by ROAP information products, with the remainder covered either by OCHA field offices or directly from headquarters.

#### MORE STRATEGIC ADVOCACY OF HUMANITARIAN PRINCIPLES AND ISSUES

<b>Output</b>	Advocacy strategies developed for core humanitarian policy issues in the Asia-Pacific region, with briefings, trainings, and workshops provided to IASC CTs, NGOs, regional cluster leads and governments on key policy elements.
<b>Indicators</b>	Number of IASC CTs with advocacy strategies. Percentage of organizations provided with briefings, trainings and workshops.
<b>Achieved</b>	Four country-level advocacy strategies supported.

### Regional Office for Latin America and the Caribbean

#### IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS

<b>Output</b>	Appropriate support activities for HC/RC, UNETT, and UNDMT and humanitarian partners on emergency relief tools (including humanitarian reform) and services provided.
<b>Indicators</b>	Number of people trained. Target: 100.
<b>Achieved</b>	249

#### STRENGTHENED OCHA EMERGENCY RESPONSE CAPACITY

<b>Output</b>	Regional and national rosters, standard operating procedures, and surge capacity funds for coordination mechanisms and immediate deployment developed.
<b>Indicators</b>	Number of staff and consultants ready to be deployed. Target: 15 people.
<b>Achieved</b>	18 people.

**STRENGTHENED INFORMATION MANAGEMENT BASED ON COMMON STANDARDS AND BEST PRACTICES**

**Output** Red Humanitaria (Redhum) support to emergency preparedness response enhanced.  
**Indicators** Number of service providers. Target: 50.  
**Achieved** 50.

**A COMMON APPROACH TO NEEDS ASSESSMENTS AND IMPACT EVALUATION**

**Output** Common indicators and rapid needs assessment methodology promoted at regional and field levels.  
**Indicators** Number of countries trained in common rapid needs assessment methodology.  
 Country trained in common RNA methodology. Target: Seven countries.  
**Achieved** Six countries plus regional training and global introduction to methodology.

**GREATER INCORPORATION OF DISASTER RISK REDUCTION APPROACHES AND STRENGTHENED PREPAREDNESS IN HUMANITARIAN RESPONSE**

**Output** Regional emergency preparedness, response and coordination mechanisms, and activities strengthened in collaboration with Risk, Emergency and Disasters Task Force (REDLAC).  
**Indicators** Number of joint activities undertaken with REDLAC. Target: 10 activities.  
**Achieved** 13 activities plus emergency coordination.

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

**IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS**

**Output** United Nations agencies and national counterparts in the region given more predictable and standardized support, including coordination support for ongoing refugee crises.  
**Indicators** Number of prioritized (vulnerable) countries provided with systematic support, through contingency planning workshops, capacity-building exercises, resource mobilization assistance (consolidated and flash appeals) and surge deployments.  
**Achieved** 12 out of 27 countries and territories covered by the Regional Office for the Middle East, North Africa, and Central Asia (ROMENACA).

**STRENGTHENED OCHA EMERGENCY RESPONSE CAPACITY**

**Outputs** Internal standard operating procedures for the Regional Office’s emergency response maintained; Monitoring and scanning system further improved.  
**Indicator** New emergencies responded to in a standardized manner within 24 hours.  
**Achieved** Standard Operating Procedures were activated for six new emergencies, four of which were responded to within 24 hours.

**GREATER INCORPORATION OF DISASTER RISK REDUCTION APPROACHES AND STRENGTHENED PREPAREDNESS IN HUMANITARIAN RESPONSE**

**Output** Greater engagement of actors in the countries and territories of the region, with international response systems enhanced.  
**Indicators** Number of regional UNDAC and INSARAG memberships; Number of OCHA-facilitated training events (UNDAC, INSARAG, civil-military coordination) attended by regional partners.  
**Achieved** No new UNDAC memberships and two re-activated INSARAG memberships (United Arab Emirates [UAE] and Qatar); nine training events.

**STRENGTHENED INFORMATION MANAGEMENT BASED ON COMMON STANDARDS AND BEST PRACTICES**

**Output** Information management system developed, including information concerning ongoing refugee crises in the region.  
**Indicator** Website established and regional humanitarian database initiated.  
**Achieved** The RO’s website was officially launched in November 2008; Web-pages were also developed for the Regional Disaster Response Advisor (RDRA) Office in Almaty and Tehran hosting contact information; A “WWW” database, maps, an events calendar and key documents, and four humanitarian databases were initiated.

**MORE STRATEGIC ADVOCACY OF HUMANITARIAN PRINCIPLES AND ISSUES**

**Output** Advocacy and public information efforts in the region amplified.  
**Indicators** Number of interviews given; Number of press releases and publications disseminated; Media encounters for other field offices facilitated.  
**Achieved** 15 interviews given, 84 press releases and publications disseminated; 30 media encounters for partner organisations facilitated.



## Regional Office for Central and East Africa

### IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL AND INTERNATIONAL LEVELS

<b>Outputs</b>	Strengthened engagement in coordination; Partnerships with regional bodies such as the African Union, the International Conference on the Great Lakes Region and the Inter-governmental Authority on Development strengthened.
<b>Indicators</b>	Regional Humanitarian Partnership Team (RHPT) established with agreed Terms of Reference. Number of joint statements on humanitarian situations.
<b>Achieved</b>	RHPT and its secretariat (established in May 2007) met 16 times in 2008. Terms of Reference endorsed, joint recommendations and/or decisions were taken at each meeting. Four statements sent out highlighting Horn of Africa Crisis concerns and this was followed by a press conference with a high-level expert panel.

### GREATER INCORPORATION OF DISASTER RISK REDUCTION APPROACHES AND STRENGTHENED PREPAREDNESS IN HUMANITARIAN RESPONSE

<b>Output</b>	Emergency Preparedness and Response (EPR) framework priorities monitored and reviewed.
<b>Indicator</b>	Percent of countries with inter-agency contingency plans.
<b>Achieved</b>	83% (15 of 18 countries) covered have an inter-agency contingency plan process in place or sector-specific contingency plans addressing the most critical humanitarian issues; Additionally, three multi-country preparedness actions taken, including Somalia/Ethiopia/Djibouti/Kenya, Chad/Central African Republic (CAR)/Darfur/Cameroon and Uganda/Rwanda/ Burundi.

### ACTION-ORIENTED ANALYSIS OF HUMANITARIAN TRENDS AND EMERGING POLICY ISSUES

<b>Output</b>	Improved information products with strengthened analysis.
<b>Indicator</b>	Number of products released reflecting improved analysis.
<b>Achieved</b>	Two Displaced Population Reports, three Central and East Africa (CEA) Regional Funding Updates, 12 Pastoralist Voices, four Regional Humanitarian Updates, and more than 30 ad hoc or special updates produced for cross-border issues, and the Kenyan post-election crisis; Three Horn of Africa Crisis reports (over 30 pages each) produced with related press releases.

### PROTECTION AGENDA ADVANCED AT COUNTRY, REGIONAL AND INTERNATIONAL LEVELS

<b>Outputs</b>	Regional protection strategy developed; Cross-cutting thematic areas (gender, HIV/AIDS, SGBV) incorporated into regional analysis and planning.
<b>Indicators</b>	Number of humanitarian updates produced on protection issues or with protection issues reflected; Percentage of regional documents (EPR, CAPs, CHAP) that incorporate thematic analyses.
<b>Achieved</b>	Four Regional Humanitarian Updates produced highlighting cross-border protection issues and concerns; Two Displaced Population Reports produced with status and statistics on refugees and IDPs in the region; Pastoralist Voices contains monthly updates including protection concerns from the pastoral communities in the CEA; Three Horn of Africa Crisis updates produced with cross-cutting thematic areas included.

### STRENGTHENED INFORMATION MANAGEMENT BASED ON COMMON STANDARDS AND BEST PRACTICES

<b>Outputs</b>	Regional custom map products expanded; Information management tools and services extended to countries without an OCHA presence.
<b>Indicators</b>	Number of custom maps produced; Number of 3Ws and other information management tools provided to United Nations and IASC CTs.
<b>Achieved</b>	More than 100 maps and updates were produced in 2008 supporting meetings, regular reporting and in response to requests from partners. Special focus was put on a series of 'hazard maps'.

OCHA field information management tools widely supported technically throughout and initiated with ROCEA's support during Kenyan post-election violence. Over 120 working days logged in surge capacity and technical support in Africa. The regional 3Ws populated with contacts from five countries without OCHA presence (Tanzania, Rwanda, Djibouti, Sao Tome & Principe and Gabon).

## Regional Office for Southern Africa

### GREATER INCORPORATION OF DISASTER RISK REDUCTION APPROACHES AND STRENGTHENED PREPAREDNESS IN HUMANITARIAN RESPONSE

<b>Outputs</b>	Region-wide hazard analysis and inventory of country-level preparedness undertaken; Inter-agency agreement reached on road map for applying minimum package of preparedness measures; Regional Data Preparedness Plan for disaster response developed.
<b>Indicators</b>	Analysis, inventory, and road map completed by target dates, with timeline and targets for sub-activities; Plan completed by target date.
<b>Achieved</b>	Region-wide hazard analysis completed; Nine countries revised and/or updated their Contingency Plans (Comoros, Lesotho, Madagascar, Malawi, Mozambique, Namibia, Swaziland, Zambia, and Zimbabwe); Seven countries completed contingency plans to integrate Pandemic Influenza Contingency (PIC) and include: Botswana, Comoros, Mauritius, Madagascar, Namibia, and Swaziland; Also, a Regional Consultative meeting on Pandemic preparedness was held in October with governments and UNCTs from all countries in the region present; Information management support was provided to Madagascar, Mozambique, and Zambia. Regional Office for South Asia (ROSA) convened a regional training workshop for flooding, cyclone, and drought preparedness in Southern Africa to reach agreement on preparedness and response capacities of national disaster authorities for the upcoming flood and cyclone season.

**A STRATEGY ENABLING SEAMLESS TRANSITION AND EARLY RECOVERY**

<b>Output</b>	Joint OCHA/UNDP BCPR support provided to RCs in the region; Humanitarian considerations incorporated into UNDAFs, Poverty Reduction Strategy Papers (PRSPs), and disaster management platforms.
<b>Indicators</b>	Percentage of staff in new emergencies seconded to RCs' offices cost-shared and with joint functions; Percentage of new UNDAFs, PRSPs, and disaster management platforms including a humanitarian component.
<b>Achieved</b>	19% of staff seconded to RC offices and cost shared with OCHA and BCPR funding (excluding staff within OCHA on surge capacity); Development of a prioritized Regional Inter-Agency Coordination and Support Office (RIACSO) action plan through joint work planning with ISDR and BCPR strengthened; Joint ROSA and BCPR staffing provided to RC offices in two countries; Technical support provided to UNDAF planning processes in Angola, Botswana, and the Seychelles; Malawi and Namibia supported with media training focused on DRR reporting.

**ACTION-ORIENTED ANALYSIS OF HUMANITARIAN TRENDS AND EMERGING POLICY ISSUES**

<b>Output</b>	Regional information strategy clarified and updated according to new arrangements.
<b>Indicator</b>	Review of inter-agency information management needs and strategy completed by target date with timeline for implementation to address external and internal needs.
<b>Achieved</b>	The ROSA Information Management Unit (IMU), in collaboration with partners, established inter-agency working groups to improve humanitarian trend analysis and information-sharing in response to xenophobic violence, high food prices, cholera, and regional migration; Contact management, consolidation of baseline data for the region, data repositories, and IM products such as 3Ws, mapping products, event timelines, and public information products provided.

**IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS**

<b>Outputs</b>	Regional Humanitarian Community Partnership Team (HCPT) established; Regional strategy for systematic and continuous training on humanitarian reform established, especially for cluster leads.
<b>Indicators</b>	Terms of Reference for HCPT approved by target date; Strategy established by target date, with timeline and targets for sub-activities.
<b>Achieved</b>	At the 2008 SADC regional training workshop, national roadmaps for the completion of preparedness and contingency plans were developed; SADC Secretariat to become focal point and clearing house for all DRR information; Bi-monthly meetings of regional humanitarian partners in RIACSO chaired.

**PROTECTION AGENDA ADVANCED AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS**

<b>Output</b>	Responders and governments trained on the protection of civilians and the human rights of IDPs in natural disasters.
<b>Indicators</b>	Number and diversity of staff and government representatives trained by target date; Percentage of humanitarian/emergency response plans addressing the human rights of IDPs in natural disasters; Number of requests addressing human rights in IDP and protection of civilian issues.
<b>Achieved</b>	149 disaster managers trained on various aspects of the protection agenda, including training workshops on Human Rights of IDP in Madagascar (30 people), Mozambique (25 people) and South Africa (45 people); 100 disaster managers trained on the human rights of IDPs; One workshop supported on GBV Programming in Humanitarian Action for cluster actors (22 focal points from 11 countries participated); One training workshop supported on Protection from Sexual Exploitation and Abuse (27 participants trained from 12 countries).

**Regional Office for West Africa**

**IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS**

<b>Output</b>	Predictability, accountability, and partnership in each sector improved.
<b>Indicators</b>	Number of support provided to UNCTs and governments upon request; Number of coordination missions held; Formal establishment of Economic Community of West African States (ECOWAS) regional stockpile.
<b>Achieved</b>	Six inter-agency contingency plans updated and three simulation exercises conducted around the four pillars of humanitarian reform; Surge capacity provided to four countries; 28 coordination meetings held.

**STRENGTHENED OCHA EMERGENCY RESPONSE CAPACITY**

<b>Output</b>	Improved capacity of ROWA to emergency response needs of United Nations and other partners, governments, and ECOWAS.
<b>Indicators</b>	Trained and experienced human resources available; Relevant process and tools developed; Capacity for rapid deployment and timely support to constituency.
<b>Achieved</b>	Support effectively delivered; United Nations Spider Chart (Togo) activated; Field-based emergency simulations formulated and tested; Chair of regional contingency plans for Guinea (UNICEF) and Côte d'Ivoire (WFP) supported; Surge capacity to floods (Togo) and epidemics (Guinea-Bissau) provided; Data preparedness files created, activated and updated; GIS capacity upgraded and shared with partners (10 regional thematic charts produced).

### GREATER INCORPORATION OF DISASTER RISK REDUCTION APPROACHES AND STRENGTHENED PREPAREDNESS IN HUMANITARIAN RESPONSE

<b>Outputs</b>	Improved capacity to support post-disaster management; Ability to streamline disaster risk reduction into United Nations and governments disaster management programmes.
<b>Indicators</b>	Number of preparedness activities conducted with United Nations and government officials on disaster risk reduction and management; Effective networking among disaster management specialists of West Africa; Number of disaster-focused national contingency plans; Number of UNDAFs reflecting focus on risk disasters (nine selected countries in 2008).
<b>Achieved</b>	Five regional platform meetings held on natural disasters; One regional consultation meeting attended by all 15 West African countries; Five countries (Burkina Faso, Mali, Senegal, Ghana and Benin) undertook floods preparedness measures. Consultative process led to formal establishment of ECOWAS regional stockpile. Technical advisory support provided to curriculum training for ECOWAS Emergency Team; Three countries assisted in the preparation of national contingency plans; Agreement with OCHA/FCSS on convening of first UNDAC Induction course for West Africa (July 2009); Two data preparedness missions in Mali and Burkina Faso; Preparation and participation of SASG Egeland mission to the Sahel in the context of conflict prevention and climate change.

### A COMMON APPROACH TO NEEDS ASSESSMENTS AND IMPACT EVALUATION

<b>Output</b>	Information management tools developed to meet the needs of West Africa (such as the Observatory on Vulnerability and an Integrated Phase Classification).
<b>Indicator</b>	Number of governments and organizations using the tools.
<b>Achieved</b>	One rapid needs assessment form developed and reviewed by several representatives of government-led civil defence agencies of the region.

### PROTECTION AGENDA ADVANCED AT THE COUNTRY, REGIONAL AND INTERNATIONAL LEVELS

<b>Output</b>	Gender and protection integrated into preparedness plans by countries in the region.
<b>Indicator</b>	Gender and protection integrated into country preparedness plans.
<b>Achieved</b>	Specific guidelines were developed to facilitate inclusion of protection issues into country/regional preparedness plans; Protection concerns, including GBV reflected in the 2008 and 2009 CHAP and related projects; Agreement with the OHCHR for holding a joint regional meeting on protection of civilians and climate change (2009).

## Field Offices: Africa

### Burundi

#### A STRATEGY ENABLING SEAMLESS TRANSITION AND EARLY RECOVERY

<b>Outputs</b>	Existing sectoral coordination mechanisms reviewed in light of transition to early recovery; Government's coordination capacity improved, including GIS and disaster preparedness and response; RC/HC's early recovery coordination capacity supported as OCHA phases out.
<b>Indicators</b>	Sectoral coordination mechanisms reviewed by April 2008; Number of national and provincial coordination training workshops held; Percentage of Government-led field assessment missions; Number of OCHA activities successfully handed over to the RC/HC's office; Number of staff who will remain in the RC/HC's office trained in early recovery and transition.
<b>Achieved</b>	Sector coordination mechanisms reviewed by April 2008; One national workshop held (April) and two provincial workshops in Ngozi (August) and Makamba (November) attended by Governors, provincial technical services, the Red Cross Movement and NGOs (including a network of all NGOs in Burundi [RESO]); Percentage of Government-led field assessment missions: 25% of total joint missions; One OCHA information national staff hired by the RC coordination unit; GIS activities transferred to UNDP-supported <i>Direction de l'Action Humanitaire contre les Mines et engins non explosés</i> ; New UNDP early recovery team with three technical advisors.

#### IMPROVED MANAGEMENT PRACTICES FOR 'ONE OCHA'

<b>Output</b>	Website and relevant Field Document Management System transferred to the United Nations Integrated Office in Burundi and OCHA ROCEA websites.
<b>Indicator</b>	Number of products/activities transferred.
<b>Achieved</b>	Information management tools gradually adapted to the new OCHA setup; Transfer of website to ROCEA prepared and later implemented; Due to requests from the humanitarian and donor community, OCHA maintained public information products/tools such as the weekly humanitarian bulletin and updated 3Ws database.

#### ACCOUNTABLE AND TRANSPARENT HUMAN RESOURCES PLANNING AND MANAGEMENT

<b>Output</b>	OCHA withdrawal and staff reduction plan communicated to staff in a timely manner.
<b>Indicator</b>	Staff briefed on withdrawal plan.
<b>Achieved</b>	Staff was briefed on withdrawal plan from 2006 to 2008; Of the eight staff whose contracts ended mid-2007 to mid-2008, thus far, three landed with OCHA HAO international positions, two with UNDP Burundi, one with the United Nations Educational Scientific and Cultural Organization (UNESCO) Burundi and one with United Nations Integrated Office in Burundi (BINUB).

## Central African Republic

### A PREDICTABLE AND NEEDS-BASED HUMANITARIAN FINANCING SYSTEM

<b>Outputs</b>	Allocation of CERF grants well-managed; Fast, accessible, and predictable funding for humanitarian action by the United Nations and NGO community provided by locally administered Emergency Response Fund (ERF).
<b>Indicators</b>	Number of days for processing CERF and ERF project submissions; Percentage of CERF project submissions accepted by the CERF Secretariat for support.
<b>Achieved</b>	The overall turn-around for ERF/CHF projects was 23 days in 2008; The turnaround between a cluster decision on a project and a final decision was six days; For CERF projects, the turnaround at OCHA-CAR, after inputs from submitting agencies were received, was approximately three days; 100% of 2008 CERF submissions were approved under the CERF's rapid response window, although delays were incurred, pending clarifications.

### IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS

<b>Outputs</b>	Coordination services improved in the north; Fully operational and effective clusters.
<b>Indicators</b>	A second joint United Nations office in the north fully operational and accessible to United Nations and non-United Nations partners; Percentage of organizations actively engaged in cluster coordination processes. Number of clusters providing effective comprehensive sector coordination. Number of emergencies benefiting from comprehensive and coherent response to identified needs.
<b>Achieved</b>	A second joint United Nations office in Ndélé in the Northeast was officially opened in April 2008. It is now fully operational and has attracted a number of humanitarian organizations; All clusters are fully operational and meet regularly. Throughout the year, shortcomings and delays were evident with some clusters. This was particularly true with regard to activities coordination in conflict zones, advocacy, and humanitarian strategy planning.

### GREATER INCORPORATION OF DISASTER RISK REDUCTION APPROACHES AND STRENGTHENED PREPAREDNESS IN HUMANITARIAN RESPONSE

<b>Output</b>	Comprehensive, inter-agency contingency plan up to date.
<b>Indicator</b>	Frequency of contingency plan updating with the participation of all relevant stakeholders.
<b>Achieved</b>	An inter-agency plan for CAR updated and improved during the year; The work on a regional inter-agency contingency plan started in late 2008 and is ongoing.

### MORE STRATEGIC ADVOCACY OF HUMANITARIAN PRINCIPLES AND ISSUES

<b>Output</b>	Humanitarian access to some conflict areas secured and humanitarian space increased.
<b>Indicators</b>	Percentage of field missions for which OCHA negotiates access. Number of conflict locations where humanitarian agencies are present and operational.
<b>Achieved</b>	OCHA continued to negotiate humanitarian access with armed groups and authorities, conducting a total of 150 missions to conflict areas and managing two joint UN field offices. Almost the entire country was accessible to humanitarian workers at almost all times. The number of humanitarian field offices outside Bangui increased further to 48, from seven in 2006.

## Chad

### IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS

<b>Output</b>	Inter-agency assessments (involving operational clusters in areas of displacement) conducted on an as-needs basis in support of a timely response to the needs of displaced and host populations.
<b>Indicators</b>	Number of inter-agency assessment missions conducted; Number of displaced and host population families targeted by emergency assistance delivery.
<b>Achieved</b>	A total of 15 inter-agency cluster-based assessments missions took place in 2008, involving nine clusters; Thanks to these missions, the targeting of emergency assistance was improved for 150,000 IDPs.

### A STRATEGY ENABLING SEAMLESS TRANSITION AND EARLY RECOVERY

<b>Output</b>	Transition, early recovery, and protection strategies developed.
<b>Indicators</b>	Number of early recovery and protection activities targeting displaced populations and displaced who returned home temporarily or on a longer-term basis.
<b>Achieved</b>	While early recovery was one of the key elements in cluster strategies for IDPs, the very volatile security situation did not allow full implementation of the early recovery elements; A protection strategy was devised for the displaced who returned home temporarily.



## MORE STRATEGIC ADVOCACY OF HUMANITARIAN PRINCIPLES AND ISSUES

<b>Outputs</b>	The aid community in Chad is aware of the mandate, modus operandi and activities of the European Union Force (EUFOR) and United Nations Mission in the Central African Republic and Chad (MINURCAT); Constructive coordination/dialogue between humanitarian and military actors; Maintaining humanitarian space and civil-military division of labour.
<b>Indicators</b>	Number of workshops on humanitarian principles and civil-military coordination; Number of bulletins and press releases on humanitarian principles; Number of meetings and examples of positive civil-military coordination.
<b>Achieved</b>	Seven workshops; 12 induction briefings to new EUFOR battalions; 15 induction briefings for United Nations Police/ Détachement Intégré de Sécurité (UNPOL/DIS); Pre-deployment training for the military; and awareness sessions for humanitarian actors; Activities aimed at improving awareness and understanding of humanitarian principles, military culture, and modus operandi of each actor. Weekly security bulletins since August 08 (25 editions). Civil Military coordination (CIMIC) news bulletins (nine editions); Three press releases, weekly e-mails about escorts/EUFOR convoys (25 editions); Weekly civil-military coordination meetings with humanitarian actors, EUFOR/MINURCAT in each location of EUFOR/MINURCAT deployment; Regular examples of positive coordination between the military and humanitarians (several times per week).

## STRENGTHENED INFORMATION MANAGEMENT BASED ON COMMON STANDARDS AND BEST PRACTICES

<b>Output</b>	Efficient flow of information and feedback between field level (clusters) and central level (IASC) ensured, enabling informed decision-making.
<b>Indicator</b>	Number of organisations and missions equipped with maps and other information products.
<b>Achieved</b>	All inter-agency missions equipped with maps and other information products, via clusters or OCHA information management tools.

## Côte d'Ivoire

## A PREDICTABLE AND NEEDS-BASED HUMANITARIAN FINANCING SYSTEM

<b>Output</b>	Humanitarian financing systems (CAP and CERF) effectively supported and implemented.
<b>Indicators</b>	Percentage of CERF projects submitted that comply with requirements and are in line with specified criteria.
<b>Achieved</b>	100% of CERF projects submitted in March, June and October 2008 were rendered fully compliant.

## IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS

<b>Outputs</b>	Humanitarian coordination mechanisms strengthened, with improved dialogue between key stakeholders (representatives of government, line ministries, local authorities and donors); Cluster approach supported in new emergencies and contingency planning, taking advantage of the training on humanitarian reform provided to stakeholders in January 2008.
<b>Indicators</b>	Number and level of participants representing the different stakeholders. Number of decisions agreed upon.
<b>Achieved</b>	99% of Inter-Agency Humanitarian Coordination Committee (IAHCC) meetings organized (24 meetings out of 26 meetings planned); 39 of 40 recommendations (99%) formulated by the IAHCC and implemented in Abidjan and at the field level; HC implementation of key recommendations facilitated: One workshop on Humanitarian Reform; five evaluation missions by the HC in the North and West; one "Settlement of Intercommunity Conflicts Workshop" in Boléquin; one Action Plan in support of the voluntary return from the Guiglo IDPs Transit Centre (CATD) to the cantons along the Boléquin axis; the closure of the IDP transit camp by the HC in Guiglo; one "Emergency Simulation Workshop" in Abidjan; Two updates of the Contingency Plan in Guinea Conakry; the elaboration of a 2009 "Critical Humanitarian Needs" document; contribution to the UNDAF process.

## ACTION-ORIENTED ANALYSIS OF HUMANITARIAN TRENDS AND EMERGING POLICY ISSUES

<b>Output</b>	Focused and strategic analytical briefings provided to the IAHCC, OCHA senior management team and visiting missions.
<b>Indicators</b>	Number of operational briefings used to inform decisions by senior management.
<b>Achieved</b>	12 monthly operational briefs drafted and submitted to senior management.

## PROTECTION AGENDA ADVANCED AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS

<b>Output</b>	Protection improved through reinforced protection cluster and the provision of information, analysis, training, and information tools.
<b>Indicator</b>	Decrease in number of violations of human rights and international humanitarian law tools and materials developed in key protection sectors (internal displacement, sexual and gender-based violence and child protection).
<b>Achieved</b>	Ivorian armed forces and rebel groups no longer include minors amongst their troops throughout the country; no increase in the reported cases of human rights violations; international humanitarian law tools in key protection sectors disseminated (six protection thematic analyses submitted to the HC and IAHCC; two training courses held and information tools on protection developed).

## Democratic Republic of the Congo

## A PREDICTABLE AND NEEDS-BASED HUMANITARIAN FINANCING SYSTEM

<b>Output</b>	Use of the Humanitarian Action Plan (HAP) as a tool for prioritizing humanitarian funding (pooled fund and CERF).
<b>Indicator</b>	Percentage of pooled fund, CERF and bilaterally funded activities that are cluster endorsed and target priorities in the HAP.
<b>Achieved</b>	100% of Pooled Fund, CERF and bilaterally funded activities are cluster endorsed and target priority areas defined in the HAP.

## IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS

<b>Output</b>	Promotion of inclusive humanitarian partnerships and joint planning with traditional partners (NGOs and United Nations agencies, including United Nations Organization Mission in the DRC (MONUC) and new partners (private sector, governments, charity organizations).
<b>Indicator</b>	Percentage increase in the number of traditional and new partners participating in humanitarian coordination and joint planning mechanisms (such as clusters and Provincial Inter-Agency Committees).
<b>Achieved</b>	The number of traditional and new partners participating in humanitarian coordination and joint planning mechanisms increased by 20%.

## MORE STRATEGIC ADVOCACY OF HUMANITARIAN PRINCIPLES AND ISSUES

<b>Output</b>	Delivery of humanitarian aid improved and the work of humanitarian organizations facilitated by reinforcing Congolese legislation (currently under development with various ministries, parliamentarians and legal experts) in accordance with national laws and international conventions.
<b>Indicator</b>	Percentage decrease in the number of administrative <i>tracasseries</i> suffered by humanitarian organizations.
<b>Achieved</b>	Administrative <i>tracasseries</i> suffered by humanitarian organizations declined by 30%.

## A COMMON APPROACH TO NEEDS ASSESSMENTS AND IMPACT EVALUATION

<b>Output</b>	Monitoring and evaluation practices improved.
<b>Indicator</b>	Percentage of reporting that uses standardized cluster indicators.
<b>Achieved</b>	100% of reporting is consistent with cluster indicators.

## STRENGTHENED INFORMATION MANAGEMENT BASED ON COMMON STANDARDS AND BEST PRACTICES

<b>Output</b>	Leadership on information management support to clusters and other humanitarian coordination mechanisms provided.
<b>Indicator</b>	Percentage of identified information management needs for which OCHA provides an appropriate solution.
<b>Achieved</b>	100% of information management requests were met.

## Eritrea

## IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS

<b>Output</b>	IASC CT introduced and streamlined.
<b>Indicators</b>	Percentage of decisions and policies agreed on by the IASC CT. Number of partnership meetings held.
<b>Achieved</b>	A CHAP and Contingency Plan approved as internal IASC documents. Monthly IASC meetings held regularly through 2008. Lack of engagement with authorities on humanitarian issues was a major constraint to what the IASC could do.

## GREATER INCORPORATION OF DISASTER RISK REDUCTION APPROACHES AND STRENGTHENED PREPAREDNESS IN HUMANITARIAN RESPONSE

<b>Outputs</b>	Improved preparedness for a range of potential hazards. Inter-agency contingency plan developed and regularly updated.
<b>Indicator</b>	Percentage of new emergencies responded to within the first 48 hours of the emergency.
<b>Achieved</b>	No new emergencies in 2008. However, contingency plan was updated once (in June 2008).

## A STRATEGY ENABLING SEAMLESS TRANSITION AND EARLY RECOVERY

<b>Output</b>	Coordination services provided to RC/HC adjusted to address recovery and residual humanitarian needs.
<b>Indicators</b>	Transition strategy developed and agreed upon by all partners.
<b>Achieved</b>	The CHAP developed and includes a section on early recovery. As well, UN operational agencies have included transitional activities within the UNDAF process that has been approved by Government.

## ACTION-ORIENTED ANALYSIS OF HUMANITARIAN TRENDS AND EMERGING POLICY ISSUES

<b>Outputs</b>	Information management tools (3Ws database and maps) strengthened. Improved analytical humanitarian reports available.
<b>Indicators</b>	Number of partners using information management tools. Number of analytical reports produced.
<b>Achieved</b>	50% of humanitarian partners do make use of OCHA 3Ws and maps. Monthly operational briefs, occasional humanitarian updates and note to the ERC produced.

## Ethiopia

## A PREDICTABLE AND NEEDS-BASED HUMANITARIAN FINANCING SYSTEM

<b>Output</b>	Adequately funded and effectively functioning HRF. Number of partner staff trained in humanitarian financing; Number of NGOs appealing for funding from the HRF.
<b>Indicator</b>	Percentage of \$15 million HRF target budget-raised.
<b>Achieved</b>	Involvement in the proposal review process enhanced cluster understanding of pool funding mechanisms. Income increased from \$13.6 million in 2007 to 68.1 million in 2008; Expenditure increased from \$ 6.5 million to 44.9 million; Over 50 participants at two planned workshops and relationships strengthened (USAID/OFDA and Ethiopian Youth Council for Higher Opportunity [ECHO]). HRF review Board enhanced with local NGO and Red Cross participation. HRF and CERF decision-making processes within same review board. HRF implementing partners increased from 16 in 2007 to 29 in 2008.

## IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS

<b>Outputs</b>	Fully functioning Government-led sectoral task forces established, providing predictable support for clusters. Effective coordination structures established in response to the humanitarian situation in the Ogaden.
<b>Indicators</b>	Percentage of sectoral taskforces with active work plans. Number of United Nations agencies and NGOs operational in the Somali region.
<b>Achieved</b>	Ethiopia Humanitarian Country Team (EHCT) established according to IASC guidelines. EHCT was strengthened by bi-weekly United Nations and NGO and weekly Cluster Lead meetings. Federally, fully functioning clusters established to support sector task forces. Regionally, response support provided in Afar, Amhara, Gambella, Oromiya, Southern Nations, Nationalities, and People's Region (SNNPR), and Somali regions. In the Somali region, sub-offices in Jijiga, Kebridehar, and Gode facilitated effective coordination. Special Committee facilitated dialogue on operational and policy issues.

## MORE STRATEGIC ADVOCACY OF HUMANITARIAN PRINCIPLES AND ISSUES

<b>Outputs</b>	Action-oriented coordination of advocacy on IDP priorities and the potential impact of natural disasters, conflict and disease epidemics undertaken. Respect for humanitarian principles enhanced at regional and local levels.
<b>Indicator</b>	Inter-agency advocacy strategy completed.
<b>Achieved</b>	Strategy led to the establishment of the IDP Monitoring Working Group. Access Monitoring database established to document and track all issues relating to access. Humanitarian access regularly advocated (to government and military authorities).

## PROTECTION AGENDA ADVANCED AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS

<b>Output</b>	Strengthened advocacy on the need for a government counterpart to the protection cluster.
<b>Indicator</b>	Government counterpart on protection identified.
<b>Achieved</b>	The Protection Cluster functioned in the absence of an official government-appointed counterpart on protection. Necessity of a counterpart on protection advocated by OCHA.

## Guinea

## IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS

<b>Output</b>	Terms of Reference of clusters finalized.
<b>Indicator</b>	Terms of Reference of clusters are revised and cluster response plans and list of emergency stocks are available.
<b>Achieved</b>	Terms of Reference for seven clusters formalized and humanitarian contingency planning updated.

## GREATER INCORPORATION OF DISASTER RISK REDUCTION APPROACHES AND STRENGTHENED PREPAREDNESS IN HUMANITARIAN RESPONSE

<b>Output</b>	Systems of early warning established.
<b>Indicators</b>	Early Recovery (ER) aspects and preparedness activities for ER incorporated into humanitarian contingency plan. Advocacy and support for national disaster risk reduction capacity strengthened.
<b>Achieved</b>	Two workshops on disaster preparedness and management supported by OCHA implemented. Guinea contingency plan updated and dispatched to all United Nations agencies.

## A STRATEGY CONTRIBUTING TO SEAMLESS TRANSITION AND EARLY RECOVERY

<b>Output</b>	OCHA mandate contributes to durable solutions.
<b>Indicator</b>	Early recovery components incorporate the different planning processes.
<b>Achieved</b>	Joint programming recovery efforts supported from Conakry due to lack of field presence in Nzerekore; participation in United Nations harmonization team.

**ACTION-ORIENTED ANALYSIS OF HUMANITARIAN TRENDS AND EMERGING POLICY ISSUES**

**Output** Information management tools have improved action-oriented analysis.  
**Indicator** Number of situation reports, IASC meeting reports and GIC meeting reports completed.  
**Achieved** IASC monthly meetings held; weekly and monthly situation reports issued and disseminated; United Nations information and communication team led.

**Kenya**

**IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS**

**Outputs** Resident Coordinator’s lead role in humanitarian response and disaster management supported; Expanded disaster management team strengthened and links to national coordination structures clarified; National coordination structures for disaster management strengthened.  
**Indicators** Inter-agency action plan for humanitarian response and disaster management implemented; OCHA presence within national coordination structures ensured.  
**Achieved** The Emergency Humanitarian Response Plan developed and implemented in drastically different context than foreseen; Clusters rolled out and transitioned into national level working groups; Humanitarian coordination structures established at national and sub-national levels. OCHA provided secretariat services to the government-led stakeholder’s meeting and to the IASC meetings in Nairobi; OCHA chaired IASC meetings in Nakuru and Eldoret; OCHA serves as secretariat for district coordination meetings; OCHA also chaired the Kenya Humanitarian Forum.

**GREATER INCORPORATION OF DISASTER RISK REDUCTION APPROACHES AND STRENGTHENED PREPAREDNESS IN HUMANITARIAN RESPONSE**

**Output** Policy, technical, and institutional capacities for disaster management strengthened in line with the Hyogo Framework for Action Priority 5.  
**Indicator** Number of workshops organized on disaster management or contingency planning.  
**Achieved** 10 district teams trained on disaster preparedness and response; Ten national counterparts trained on the management of hydro-climatic disasters; Contingency plan developed for conflict and subsequent multi-hazard CP under development within the IASC framework.

**PROTECTION AGENDA ADVANCED AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS**

**Output** Inter-agency protection network on IDPs strengthened.  
**Indicator** Protection strategy developed.  
**Achieved** Protection cluster leadership was passed to UNHCR in January 2008 but OCHA enhanced participation to include national partners and ensured that protection needs of all IDPs were included in the strategy.

**STRENGTHENED INFORMATION MANAGEMENT BASED ON COMMON STANDARDS AND BEST PRACTICES**

**Output** Humanitarian information management system within RC’s office strengthened.  
**Indicator** Number of humanitarian information products released by RC’s office.  
**Achieved** 40 Humanitarian Updates produced; Humanitarian website established; Two analytical reports developed; 10 funding analyses provided.

**Niger**

**GREATER INCORPORATION OF DISASTER RISK REDUCTION APPROACHES AND STRENGTHENED PREPAREDNESS IN HUMANITARIAN RESPONSE**

**Outputs** Capacities of OCHA staff relevant from government entities and NGO strengthened in complex emergency and natural disaster preparedness - clusters reinforced and operational; Humanitarian needs addressed and responded on time with an effective resources management; Standard data collection available to support preparedness and response action; Effective support received from Administrative & Finance Section to effectively managed resources.  
**Indicators** Contingency plans and coordination mechanisms set up and updated; Effective responses to the humanitarian needs; Availability of standard data; Effective management of resources; Effective monitoring of humanitarian situation by sector.  
**Achieved** Contingency plans updated once (March 2008); Standard flood-related data collection forms made available, joint monitoring carried out.

**IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVEL**

**Outputs** Current humanitarian response reviewed, and cluster/sector coordinators appointed for each area of the response, each with a Terms of Reference (ToR) based on the generic ToR for cluster/sector leads.  
**Indicator** Percent of response areas that have sectors/cluster leads with agreed TORs.  
**Achieved** The Cluster approach was not formalized in 2008; approximately 40% of the sectors functioned well.



STRENGTHENED INFORMATION MANAGEMENT BASED ON COMMON STANDARDS AND BEST PRACTICES

**Outputs** Effective information management and advocacy role set up at all levels.  
**Indicator** Follow up guidance on humanitarian reform and IMU.  
**Achieved** Guidance on IMU followed up regarding contact lists, meeting schedule, and FiDMS.

**Somalia**

A PREDICTABLE AND NEEDS-BASED HUMANITARIAN FINANCING SYSTEM

**Outputs** Well-managed CAP preparatory, review, and monitoring processes throughout the funding cycle, together with the widest possible range of partners. Well-coordinated and coherent CERF applications and projects developed in consultation with the Somalia IASC. Generously funded HRF accessible to the United Nations and international and local NGOs.  
**Indicators** Percentage of CERF- and HRF-funded projects. Number of NGOs, both local and national, benefiting from the HRF. Timely replenishment of the HRF by donors. Funding disparities among the sectors of the 2008 CAP reduced.  
**Achieved** 2008 CAP was 71% funded; however, big disparity between funding received for various clusters. HRF responded in a timely fashion to a total 48 projects. Five CERF projects funded.

IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS

**Outputs** Local- and country-level clusters and coordination structures supported by OCHA staff. Decision-making decentralized to field level.  
**Indicator** Number of international and national staff in Somalia.  
**Achieved** Three OCHA international staff and 11 national staff deployed to Somalia.

MORE STRATEGIC ADVOCACY OF HUMANITARIAN PRINCIPLES AND ISSUES

**Output** Joint Operating Principles guiding humanitarian operations developed, broadly disseminated, and adhered to by aid workers.  
**Indicator** Number of aid organizations that sign on and adhere to the JOPs.  
**Achieved** JOPs not adopted due to resistance; however, JOP elements were introduced including the prevention of sexual exploitation and abuse.

PROTECTION AGENDA ADVANCED AT THE COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS

**Output** Action in priority humanitarian areas increased, based on updated IDP strategy and expanded protection monitoring network in South Central Somalia.  
**Indicators** IDP strategy implemented in key areas of displacement and protection monitoring reports produced monthly.  
**Achieved** Drafting of an IDP strategy began. In conjunction with UNHCR, workshops on the Protection of Civilians held in Somalia to build NGO and national capacity. Focus placed on humanitarian access, protection of civilians, and strengthening advocacy for IDPs.

STRENGTHENED INFORMATION MANAGEMENT BASED ON COMMON STANDARDS AND BEST PRACTICES

**Output** Clusters supported by OCHA information management products, contributing to the effectiveness of humanitarian action.  
**Indicators** Use of the 3Ws database to identify gaps and make strategic decisions on response. Number of maps requested and produced. Timeliness of new information management products after the onset of new emergencies.  
**Achieved** Tools and a range of new information management products developed included response maps, response matrices, etc. More than 60 maps created from requests. Website hits reached 1,457 per month and maintained at least 850 throughout the year. Advanced mapping of IDP settlements in the Afgooye corridor and Baidoa used as a key tool in coordinating humanitarian response.

**Sudan**

IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS

**Output** Response more effectively coordinated with partners – enhancing their participation management in IDP areas. Humanitarian community's capacity to advocate for humanitarian principles and negotiate access with growing number of armed factions strengthened.  
**Indicators** Increased number of national and international NGOs participating in the United Nations and Partners Work Plan for Sudan; IASC CT active on all levels of coordination and advocacy.  
**Achieved** 80% increase in participation.

STRENGTHENED OCHA EMERGENCY RESPONSE CAPACITY

**Outputs** Small emergency preparedness and response capacity maintained in Khartoum; Action-oriented analysis of humanitarian trends and emerging policy issues provided.  
**Indicators** Emergency preparedness and response capacity supporting the RC Office maintained. Emergency preparedness and response unit ready and able to mobilize capacities aimed at ensuring immediate and coordinated humanitarian response to emergencies.  
**Achieved** 75% emergency preparedness and response capacity support.

**MORE STRATEGIC ADVOCACY OF HUMANITARIAN ISSUES AND PRINCIPLES**

<b>Outputs</b>	Joint Communiqué between the Government and the United Nations supported; IASC CT supported through advocacy and fundraising.
<b>Indicator</b>	Streamlined advocacy strategies with common messaging from the United Nations and the IASC increases humanitarian space and the ability of partners to operate.
<b>Achieved</b>	100% streamlined advocacy.

**STRENGTHENED INFORMATION MANAGEMENT BASED ON COMMON STANDARDS AND BEST PRACTICES**

<b>Outputs</b>	Information management practices, systems, and tools made available to the humanitarian community to aid coordination and decision-making through the best possible means of dissemination.
<b>Indicator</b>	Percentage of humanitarian updates and maps; Solicited suggestions from clients and stakeholders incorporated into OCHA information services.
<b>Achieved</b>	50% attained.

**Uganda**

**IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS**

<b>Outputs</b>	Clusters implemented in all areas of humanitarian response. Inter-cluster coordination promoted.
<b>Indicators</b>	Cluster approach implemented in all locations of humanitarian response; Number of lessons learned and best practices documented and disseminated; Percentage of decisions taken in humanitarian coordination meetings implemented.
<b>Achieved</b>	Cluster approach implemented in Acholi and Teso, but not in Karamoja and refugee-hosting areas; Agreement that sector lead agencies will fulfil cluster lead Terms of Reference in Karamoja; Lessons learned on floods response documented and disseminated; Estimated 80% of IASC decisions implemented in a timely manner.

**A STRATEGY ENABLING SEAMLESS TRANSITION AND EARLY RECOVERY**

<b>Outputs</b>	Operational gaps in humanitarian and recovery activities minimized or eliminated; Benchmarks to guide eventual handover of coordination to government and development-oriented actors in northern Uganda established.
<b>Indicators</b>	Humanitarian indicators, particularly mortality and morbidity, do not descend to emergency levels during transition; Benchmarks established and endorsed; Chairmanship of heads of clusters at district level handed over when recovery is identified as the primary response and humanitarian action as the secondary response.
<b>Achieved</b>	Humanitarian indicators maintained below emergency levels across Acholi; IASC Guidance on Adaptation of the Clusters (benchmarks included) adopted; Phase out of OCHA and reversion to district-led coordination mechanism completed in Lira District (Lango sub-region) where humanitarian efforts have ended.

**A PREDICTABLE AND NEEDS-BASED HUMANITARIAN FINANCING SYSTEM**

<b>Outputs</b>	Financing mechanisms operating on a timely basis; Humanitarian financing mechanisms (CAP, CERF, and ERF) used in coherent and complementary manner to maximize the impact of available funding – ensured through quality reporting, monitoring and evaluation, and needs assessment. Participation and buy-in of humanitarian partners implementing and supporting these mechanisms promoted.
<b>Indicators</b>	Number of days for processing ERF project submissions; Creation of a joint monitoring strategy between cluster leads, the IASC Working Group and OCHA. Number of recipient agencies' reports on the use of CERF funds released. Establishment of a field-based ERF. Percentage of OCHA staff trained on all mechanisms.
<b>Achieved</b>	Average of six days; Quarterly Impact Monitoring framework established for all clusters and reports issued for all quarters; annual CERF report, comprising inputs from five of five recipient agencies, published; 100% of key coordination staff working on funding mechanisms trained on CERF.

**STRENGTHENED OCHA EMERGENCY RESPONSE CAPACITY**

<b>Output</b>	UNDAC preparedness mission requested by OCHA to assess national capacity to respond to large-scale natural and environmental emergencies.
<b>Indicator</b>	Percentage of recommendations implemented.
<b>Achieved</b>	UNDAC preparedness mission accomplished in November 2008; recommendations for United Nations and NGOs to be implemented in 2009.

**GREATER INCORPORATION OF DISASTER RISK REDUCTION APPROACHES AND STRENGTHENED PREPAREDNESS IN HUMANITARIAN RESPONSE**

<b>Output</b>	Better preparation ensured for response at all levels to both natural hazard and man-made emergency situations.
<b>Indicators</b>	Percentage of risks identified that are covered by cluster preparedness and contingency plans, including plans for building capacity of national counterparts.
<b>Achieved</b>	100% of emergent risks (six specific) covered by contingency plans; OCHA hosted regional contingency planning workshop for Karamoja in Moroto in August.

## Zimbabwe

## A PREDICTABLE AND NEEDS-BASED HUMANITARIAN FINANCING SYSTEM

<b>Output</b>	Procedures and criteria for prioritizing emergency projects for CERF/ERF funding established and CERF proposals prepared on time in accordance with established criteria, including needs assessments; ERF properly established and fully operational.
<b>Indicators</b>	Percentage of CERF/ERF applications supported by adequate needs analysis; percentage of CERF proposals submitted in a timely manner and in accordance with established criteria; Amount of new funding available for ERF.
<b>Achieved</b>	50% CERF/ERF applications supported by adequate needs analysis; 100% of CERF proposals submitted in a timely manner and in accordance with established criteria. \$1.9 million in funding available for ERF.

## IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS

<b>Outputs</b>	Cluster system rolled out and supported; Improved working relationships between NGOs and other key humanitarian stakeholders; Continuous support provided to the HC and IASC CT on humanitarian issues.
<b>Indicators</b>	Percentage of relevant clusters established and functioning; Percentage of NGOs participating in established coordination mechanisms, including clusters; Percentage of decisions taken in humanitarian coordination meetings implemented.
<b>Achieved</b>	62% (five clusters) of relevant clusters established and functioning; 70% of NGOs participating in established coordination mechanisms, including clusters; 80% of decisions taken in humanitarian coordination meetings implemented.

## GREATER INCORPORATION OF DISASTER RISK REDUCTION APPROACHES AND STRENGTHENED PREPAREDNESS IN HUMANITARIAN RESPONSE

<b>Outputs</b>	Planning and preparedness mechanisms (disaster management, contingency planning, inter-agency assessments) put in place; Disaster risk-reduction initiatives incorporated in the CAP.
<b>Indicators</b>	Number of IASC members engaged in preparedness measures; Number of inter-agency and rapid needs assessments conducted; Percentage of CAP projects that include disaster risk-reduction initiatives.
<b>Achieved</b>	14 IASC, seven key donors, five NGOs convened to develop rapid response plan at onset of Emergency (80-100%); Under-achieved on percentage of CAP projects that include DRR initiatives.

## PROACTIVE ADVOCACY AND AWARENESS OF HUMANITARIAN PRINCIPLES

<b>Output</b>	Effective Joint advocacy platform established by IASC CT and operational; Awareness-building of national stakeholders on humanitarian principles, including unhindered access to the most vulnerable populations.
<b>Indicator</b>	Key messages developed to support humanitarian access and response (50%); Percentage of vulnerable population accessed (60%).
<b>Achieved</b>	80% of key messages developed to support humanitarian access and response; 70% of vulnerable population accessed.

## Field Offices: Middle East

## Iraq

## A MORE PREDICTABLE AND NEEDS-BASED HUMANITARIAN FINANCING SYSTEM

<b>Outputs</b>	Appropriate reporting, monitoring and evaluation, and needs assessment mechanisms on the use of funds in place; Humanitarian financing increased.
<b>Indicators</b>	Number of projects implemented with ERF funds; Regular ERF reports completed; Monitoring and evaluation tools for needs assessment and performance finalized by target date; Amount of funds contributed to humanitarian activities.
<b>Achieved</b>	41 out of 70 projects completed by ERF funds; 12 ERF Bulletins produced; one evaluation of ERF completed – tools for needs assessment not developed; an average of 70% of required humanitarian funds resourced.

## IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS

<b>Outputs</b>	Appropriate and inclusive inter-agency coordination structures with NGO participation to sustain effective humanitarian action established and managed; An inter-ministerial emergency cell at the level of the Prime Minister's office established and maintained.
<b>Indicators</b>	Terms of Reference for each coordination forum agreed upon and implemented by target date; Staff seconded to Prime Minister's office.
<b>Achieved</b>	Inclusive sector coordination teams established and ToRs agreed both in Iraq and Amman, Iraq Humanitarian Forum established; Staff not seconded to the Prime Minister's Office.

## GREATER INCORPORATION OF DISASTER RISK REDUCTION APPROACHES AND STRENGTHENED PREPAREDNESS IN HUMANITARIAN RESPONSE

<b>Outputs</b>	Consolidated contingency plans developed and regularly updated; Early warning system for sudden emergencies established.
<b>Indicator</b>	Number of United Nations agencies and NGOs involved in contingency planning process.
<b>Achieved</b>	Coordinated timely response to emergencies in Sadr City, Basra and Diyala; Five NGOs involved in ongoing discussions on contingency plans for hotspots.

**ACTION-ORIENTED ANALYSIS OF HUMANITARIAN TRENDS AND EMERGING POLICY ISSUES**

<b>Outputs</b>	Information management tools for analysis of humanitarian trends and their implications improved; Coordination mechanisms involving local and non-state actors to expand humanitarian space established.
<b>Indicators</b>	Information management tools developed by target date; Mapping of non-state actors operating inside Iraq completed by target date; Number of missions carried out to previously inaccessible areas.
<b>Achieved</b>	Developed information management tools (contact lists, maps, 3Ws etc.) mapped NSAs in Iraq and undertook at least five missions to areas previously inaccessible.

**MORE STRATEGIC ADVOCACY OF HUMANITARIAN PRINCIPLES AND ISSUES**

<b>Outputs</b>	Advocacy work plan developed, agreed upon, and implemented by United Nations agencies; Appropriate messaging on key humanitarian issues, including funding and access, produced; Public awareness on humanitarian issues and principles increased.
<b>Indicators</b>	Frequency of humanitarian messages released by the offices of the Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator (DSRSG/RC/HC); Number of accessible areas and presence of operational agencies; Number of trainings and workshops conducted.
<b>Achieved</b>	Demand-driven humanitarian messages from the office of the DSRSG/RC/HC produced; Access increased; Presence of operational agencies increased; 0 workshops and training conducted.

**PROTECTION AGENDA ADVANCED AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS**

<b>Outputs</b>	Operational and strategic protection coordination forum established; Capacity-building undertaken for humanitarian staff through targeted trainings; Protection information management systems developed, including protection monitoring tools (reporting formats, database), trend and gap analysis, and information dissemination (protection reporting).
<b>Indicators</b>	Protection working group meeting regularly and engaged in targeted discussions; Frequency of news items and op-eds on key protection issues published; Number of systematic protection data products and tools produced at timely intervals.
<b>Achieved</b>	Protection working meeting regularly held; Issue-oriented /op-eds/press statements on key protection issues produced on Sadr City, Basra and minorities displacement in Mosul; Quarterly inputs to SG statements on protection of civilians provided; Monthly security incidents and civilian casualties database developed.

**STRENGTHENED INFORMATION MANAGEMENT BASED ON COMMON STANDARDS AND BEST PRACTICES**

<b>Outputs</b>	New series of baseline mapping information and place-codes developed; 3Ws database maintained and expanded; Databases of humanitarian information created, maintained and used; GIS maps created and disseminated; OCHA Iraq website maintained, improved and expanded; United Nations humanitarian reporting centralized through the OCHA Iraq office.
<b>Indicators</b>	Frequency and veracity of dataset updates; Number of 3Ws records, frequency of updates and number of derivative products issued; Number and type of maps available.
<b>Achieved</b>	Monthly update of datasets (IAUInfo); Weekly update of 3Ws database; Three derivative products (maps, contact lists and analysis); Maps- Humanitarian overview, vulnerability indicator map booklet; Reference maps-regional, city and district maps; Governorate maps; Governorate profiles, analyses reports on GBV, food prices, labour force, CHAP.

**Occupied Palestinian territory**

**ACTION-ORIENTED ANALYSIS OF HUMANITARIAN TRENDS AND EMERGING POLICY ISSUES**

<b>Outputs</b>	Monitoring of humanitarian situation and identification of emerging trends undertaken; Continued in-depth research to strengthen humanitarian analysis produced; High-quality field information collected for the use of all units and field staff to increase participation in the analytical process.
<b>Indicators</b>	Percentage increase in information-sharing for field-based reports; Percentage increase in 'hits' on the OCHA website; Number of presentations made to key actors and interlocutors; Broadening of target audience through advocacy among local and international media.
<b>Achieved</b>	68% increase in delegations attending OCHA briefings (more than 1,500 delegates, 210 delegations of which 25% were diplomatic); Key information products available in Arabic, English, and Hebrew. Outreach extended to a wider number of parties in the region. 52 Protection of Civilians reports, 12 Humanitarian Monitor reports, three Special Focus reports, one Barrier report, and various ad hoc urgent situation reports; The number of OCHA website hits grew by 60% during 2008, with an average of 33,000 hits per month.

**PROTECTION AGENDA ADVANCED AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS**

<b>Outputs</b>	Vulnerable communities and human rights/protection violations identified; Use and dissemination of the OCHA Protection of Civilians database and analysis improved to raise awareness on protection concerns; Active participation of OCHA in protection and child protection sector groups; Close cooperation with OHCHR, including regular support provided to the Special Rapporteur on Human Rights in the oPt during bi-yearly missions.
<b>Indicators</b>	Number of presentations on protection issues. Number of protection-related reports drafted.
<b>Achieved</b>	HCT set up, comprising all United Nations agencies, major INGOs, and representatives of local NGOs; Access Unit set up to monitor, analyse, and report on access trends posing an impediment to delivery of humanitarian assistance (both goods and personnel). Support provided to the HC and HCT for the formulation of a strategic response, anticipate problems, and advocate for change; HRF expanded and its capacity was enhanced. HRF managed by OCHA oPt on behalf of the humanitarian community to respond quickly to short-term critical needs of vulnerable.



## MORE STRATEGIC ADVOCACY OF HUMANITARIAN PRINCIPLES AND ISSUES

<b>Outputs</b>	Key issues identified and documented for advocacy purposes; Integrated production of OCHA reports and targeted information products with the participation of humanitarian partners; Tailored briefings provided and field trips organized for key stakeholders highlighting areas of urgent need.
<b>Indicators</b>	Frequency of participation in coordination meetings and United Nations joint press statements; Number of joint United Nations reports issued on an ad hoc basis.
<b>Achieved</b>	Almost 100% attendance at key coordination meetings and in joint press statements; Advocacy working group created under HCT umbrella for humanitarian community agreement on urgent common advocacy messages; Access Unit created within OCHA oPt to support the HC and HCT address access impediments more strategically.

## Field Offices: Asia

## Indonesia

## A PREDICTABLE AND NEEDS-BASED HUMANITARIAN FINANCING SYSTEM

<b>Outputs</b>	Use of CERF and ERF funds maximized to meet needs in a timely manner; Donors approached to support humanitarian activities, with particular focus on non-traditional donors; United Nations agencies' ability to respond to disasters effectively through the use of the CERF facilitated.
<b>Indicators</b>	Number of ERF projects approved; Number of NGOs implementing ERF-funded activities; Number of donors providing in-kind or financial contributions.
<b>Achieved</b>	Nine ERF projects approved; Two donors supporting the ERF.

## IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL AND INTERNATIONAL LEVELS

<b>Outputs</b>	Global Humanitarian Platform (GHP) initiatives at the country level supported and advocated for; Involvement of national and international NGOs in coordination mechanisms strengthened; Cluster approach implemented in the outbreak of new emergencies and disasters requiring international assistance.
<b>Indicators</b>	Number of workshops and level of attendance; Number and decision-making level of NGOs participating in humanitarian discussions, planning, strategy development and assessments; Number and percentage of clusters implemented in new emergencies.
<b>Achieved</b>	12 coordination meetings; Seven meetings on contingency planning (CP) and joint rapid assessment tools; Eight clusters adopted for CP process; Thematic coordination mechanism facilitated; Framework drafted for school-based disaster risk reduction.

## GREATER INCORPORATION OF DISASTER RISK REDUCTION APPROACHES AND STRENGTHENED PREPAREDNESS IN HUMANITARIAN RESPONSE

<b>Outputs</b>	Inter-agency contingency plan prepared and reviewed regularly; Development of contingency plan with government counterparts supported at local levels; Cluster preparedness planning promoted among humanitarian stakeholders; Government supported in the training of contingency plan facilitators.
<b>Indicators</b>	Number of districts or provinces with contingency plans developed and updated; Number of contingency plan facilitators trained.
<b>Achieved</b>	Inter-agency CP process coordinated; Inter-agency support to the Government of Indonesia (GoI) CP exercises in one province and one district facilitated; One national rapid assessment and coordination training for central level government officials conducted with the National Agency for Disaster Management (BNPB).

## MORE STRATEGIC ADVOCACY OF HUMANITARIAN PRINCIPLES AND ISSUES

<b>Outputs</b>	Trainings and workshops on humanitarian reform, Global Humanitarian Platform, international humanitarian law, civil-military coordination, gender mainstreaming in humanitarian situations, and capacity-building delivered to local implementing parties, government bodies and staff.
<b>Indicators</b>	Number of workshops conducted on related issues; Number of participants in workshops.
<b>Achieved</b>	Two workshops facilitated for the Protection and Emergency Shelter clusters; Four workshops conducted for United Nations staff and donor agencies (10 to 40 people per workshop); 13 national and provincial disaster preparedness exhibitions supported.

## STRENGTHENED INFORMATION MANAGEMENT BASED ON COMMON STANDARDS AND BEST PRACTICES

<b>Outputs</b>	Capacity of government institutions to respond to disasters and emergencies based on strengthened information management reinforced; Clusters in a specific emergency supported on information management issues.
<b>Indicators</b>	Information management products developed and in use for analysis; Information management support provided to government partners; Percentage of OCHA staff time devoted to information management support to clusters.
<b>Achieved</b>	One data readiness assessment (including Data Management Information System [DMIS], standard operating procedures for data management and map production, and structural database); GIS and map trainings; One DRR convergence workshop (for 100 organizations).

## Myanmar

### PREDICTABLE AND NEEDS-BASED HUMANITARIAN FINANCING SYSTEM

<b>Output</b>	Increased ability of humanitarian agencies to respond to emergencies through increased availability and access to humanitarian funding mechanisms, such as the CERF and a small-projects humanitarian fund (HMSF).
<b>Indicators</b>	Flash Appeal and Revised Appeal formulated and approved in a timely manner; Percentage of revised flash appeal projects approved and funded; Increased access to CERF funds for humanitarian partners; Number of CERF reports provided on a timely basis by UN implementing agencies; Number of HMSF projects approved.
<b>Achieved</b>	A flash appeal published in May and revised in July (66% funded); Reports received for all 21 projects funded through CERF in 2008; Three HMSF projects concluded and one new project approved and funded.

### IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVEL

<b>Outputs</b>	Inclusive and effective coordination mechanisms are established, or strengthened, at the national and regional level.
<b>Indicators</b>	Number of functional clusters at the national level; Number of functional coordination hubs in the cyclone-affected region; Regular meetings of the IASC CT and Cluster Leads; Number of workshops in Yangon, and at field level, on humanitarian coordination to increase awareness of the cluster system.
<b>Achieved</b>	11 clusters rendered functional immediately after the cyclone, eight remained operational at the end of 2008; Six coordination hubs with corresponding regular coordination meetings established in the cyclone-affected area; Weekly and later fortnightly meetings of the IASC CT and Cluster Leads forum organised and recorded; Two rounds of trainings on humanitarian coordination conducted in Yangon and at the field hub level, with a total of 14 sessions attended by over 600 participants; A Training of Trainers also established a local cadre of suitably qualified trainers.

### ANALYSIS OF HUMANITARIAN TRENDS THROUGH ACCURATE HUMANITARIAN REPORTING, PUBLIC INFORMATION, AND ADVOCACY

<b>Output</b>	Frameworks for building increased understanding of humanitarian needs and response are established and messages communicated accurately.
<b>Indicators</b>	Participation in the Post-Nargis Joint (PONJA); Regular collection of Who-What-Where information; Support to the Myanmar IMU in the production of information products (maps and information packages); Regular Situation Reports produced at country level Fortnightly Hub Updates (hub situation reports) produced at field level; Regular financial tracking of aid flows; Regular support to the HC Office in the formulation of messages on the humanitarian situation and response; Regular prioritization exercises undertaken through the cluster leads forum.
<b>Achieved</b>	Several staff provided in support of the PONJA; Monthly collection of 3Ws data from agencies at the field level; On average two international staff seconded to the MIMU; 3Ws information provided regularly to MIMU through the OCHA field offices; 54 country-wide situation reports produced and distributed; Fortnightly Hub Updates produced in each of the six OCHA field offices; Secondment of a Personal Assistant to the HC and regular formulation of key humanitarian advocacy messages to the HC; Regular inter-agency monitoring visits conducted by all field offices; Two prioritization exercises providing humanitarian partners with priorities overview.

### A COMMON APPROACH TO NEEDS ASSESSMENTS AND IMPACT EVALUATION

<b>Output</b>	A multi-sector needs assessment framework is established; Improved monitoring and evaluation practices.
<b>Indicator</b>	Number of needs assessments and impact evaluation supported.
<b>Achieved</b>	Supported PONJA and regular inter-agency field visits to identify potential gaps and overlaps in response; Facilitated the Inter-Agency Real-time Evaluation at field level.

## Nepal

### IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS

<b>Output</b>	Sector/cluster operational plans and rapid response capacity developed.
<b>Indicator</b>	Number of sector/cluster operational plans developed.
<b>Achieved</b>	Cluster approach formalized and eight cluster plans developed for four scenarios, including earthquakes, floods, civil unrest, and elections.

### GREATER INCORPORATION OF DISASTER RISK REDUCTION APPROACHES AND STRENGTHENED PREPAREDNESS IN HUMANITARIAN RESPONSE

<b>Output</b>	Systems of early warning established.
<b>Indicators</b>	Access, security, natural disasters/hazards, and displacement monitored with partners; Data preparedness in place; Draft Contingency plans completed.
<b>Achieved</b>	Kathmandu Valley seismological and hazard related maps; 75 district caste and ethnicity maps; urban datasets available; Trends included in 16 situation overview reports; Contingency plans developed with the involvement of clusters.

**A STRATEGY ENABLING SEAMLESS TRANSITION AND EARLY RECOVERY**

**Output** Transition strategy developed and agreed upon with government, United Nations agencies and donors by mid-year.  
**Indicator** Early recovery components incorporated into planning processes.  
**Achieved** Both contingency plans and CHAP contain handover plans to UNDP and government institutions; Internal transition position paper identifying benchmarks and proposing new office structure developed.

**MORE STRATEGIC ADVOCACY OF HUMANITARIAN PRINCIPLES AND ISSUES**

**Output** Information-sharing on access and operational space increased.  
**Indicator** Number of networks and agencies regularly sharing information on operational space.  
**Achieved** 14 monthly and cumulative operational space maps produced; Increase in the number of contributors of BOG violations and observance; Reduction in reported incidents of violations of humanitarian principles by state and non-state actors.

**ACTION ORIENTED ANALYSIS OF HUMANITARIAN TRENDS AND EMERGING POLICY ISSUES**

**Output** Interactive context-mapping products and monitoring tools developed with WFP Vulnerability Assessment Mapping (VAM) field Monitors.  
**Indicators** Number of IASC CTS with advocacy strategies; Percentage of organizations provided with briefings, trainings and workshops.  
**Achieved** 20 security maps, 15 strikes and blockades, and over 150 thematic maps; Thematic maps include: local government presence, children associated with armed forces and armed groups (CAFAAG) and HIV 3Ws, survey of surveys, IDPs assistance, food security, IDP camp locations, local peace committee presence, and more.

**Sri Lanka**

**IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS**

**Output** Strategic IASC response plans (CHAP, Contingency Plan) prepared, endorsed by Government and implemented; Support to the RC/HC and United Nations focal points provided; Established and ad hoc coordination mechanisms in the field and at the national level maintained; Full range of regularly updated information products provided to stakeholders; Cooperation with Government authorities strengthened through increased liaison.  
**Indicators** Number of sub-offices staffed and providing coordination support to the humanitarian community; Number of updated information products disseminated on a regular basis; Strategic response plans agreed to and implemented.  
**Achieved** Six sub-offices provided coordination support including secretariat services; Kilinochchi office relocated to Vavuniya; Ampara office closed at year's end; Information products provided including weekly IASC weekly situation reports (51) and over 300 maps; Participation in the W3 increased from 62 to 83; Over 10,000 files downloaded monthly from web portal; CHAP 2008 developed and revised (\$136 million of \$195 million raised); District contingency plans updated.

**MORE STRATEGIC ADVOCACY OF HUMANITARIAN PRINCIPLES AND ISSUES**

**Output** Compliance with the Guiding Principles (GP) on Internal Displacement, other humanitarian principles and laws ensured.  
**Indicators** Number of information brochures and leaflets disseminated; Number of trainings/meetings on humanitarian principles held for local authorities, the military, civil groups, and NGOs; Systematized reporting on non-adherence to Guiding Principles on Humanitarian Operations in place and followed up at CCHA, with violations registered/documented.  
**Achieved** Over 2,500 Guiding Principles leaflets distributed and a mid-year GP violations report shared; Guiding Principles update included as standing agenda item in district level inter-agency meetings; Guiding Principles issues systematically recorded in OCHA GP database.

**A COMMON APPROACH TO NEEDS ASSESSMENTS AND IMPACT EVALUATION**

**Outputs** Database of assessments established that will serve as a 'survey of surveys'; Programme Coordination Team operational gap matrix regularly updated; IASC on Assessments established in Sri Lanka with OCHA in the lead; Tools developed to better monitor humanitarian deliveries.  
**Indicators** Number of assessments recorded in the survey of surveys; Number of times the Programme Coordination Team matrix is distributed, updated, and issues/gaps resolved; Number of inter-agency assessments performed; Number of tools developed and endorsed at the country level.  
**Achieved** Central Survey of Surveys database established and promoted in district offices; 36 inter-agency assessments recorded in the database.

**Timor-Leste**

**A PREDICTABLE AND NEEDS-BASED HUMANITARIAN FINANCING SYSTEM**

**Output** Humanitarian financing mechanisms implemented and managed according to needs (CAP, Transitional Appeal, CERF) in coordination with the International Compact and the UNDAF – supporting residual emergency funding requirements and promoting integrated planning for recovery.  
**Indicator** Percentage of appropriate financing mechanisms submitted and launched.  
**Achieved** The 2008 Transitional Strategy and Appeal were developed. 70% of funds requested received, covering a total of 67 projects, implemented by six national NGOs; 13 INGOS; and eight United Nations agencies and International Organization for Migration (IOM).

**STRENGTHENED OCHA EMERGENCY RESPONSE CAPACITY**

<b>Output</b>	OCHA operational contingency plan for surge deployments and logistics support after OCHA withdrawal established.
<b>Indicator</b>	Contingency plan endorsed by relevant OCHA stakeholders.
<b>Achieved</b>	Contingency plan for natural disasters endorsed by: the Government, the DSRSG/RC/HC, the UNCT, and the Humanitarian Coordination Committee (HCC).

**A STRATEGY ENABLING SEAMLESS TRANSITION AND EARLY RECOVERY**

<b>Outputs</b>	Coordination support mechanisms handed over to relevant partners; Policy decisions related to recovery and transition are brought to the attention of, and receive feedback from, senior management (OCHA headquarters and the Resident Coordinator/Humanitarian Coordinator); Benchmarks for OCHA exit established and met; An agreement for joint strategic planning and handover of OCHA functions reached.
<b>Indicators</b>	Percentage of support coordination mechanisms handed over to partners; Number of policy decisions made on recovery and transition; Percentage of benchmarks met.
<b>Achieved</b>	80% of support coordination mechanisms handed over to partners; Six relevant policy decisions concluded on recovery and transition from various stakeholders; 85% of benchmarks achieved on coordination, enabling OCHA exit from Timor-Leste.

**STRENGTHENED INFORMATION MANAGEMENT BASED ON COMMON STANDARDS AND BEST PRACTICES**

<b>Output</b>	Strategy developed and benchmarks established for the handover of information management functions to relevant partners.
<b>Indicator</b>	Strategy agreed to and benchmarks met.
<b>Achieved</b>	Information management functions and handover strategy/benchmarks developed in consultation with OCHA key partners; District maps and atlases (two) and 54 IDP camp maps provided to the Government.

**Field Offices: Latin America and the Caribbean****Colombia****A PREDICTABLE AND NEEDS-BASED HUMANITARIAN FINANCING SYSTEM**

<b>Output</b>	Local-level partnerships with donors strengthened.
<b>Indicator</b>	Number of IASC joint sectoral plans in prioritized areas that have new donor funding.
<b>Achieved</b>	One (UNETT Flood Response Plan).

**IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS**

<b>Outputs</b>	National and local coordination mechanisms (thematic, sectoral, and local humanitarian working groups) strengthened; National and local level fora between the international humanitarian community and civil society supported.
<b>Indicator</b>	Number of joint sectoral plans formulated and implemented; Percentage of key decisions taken through IASC mechanisms where civil society representatives were informed and participated.
<b>Achieved</b>	Six multi-sector plans jointly formulated and implemented by IASC partners through local coordination mechanisms (e.g. Early Recovery Joint Programme in Nariño department).

**STRENGTHENED OCHA EMERGENCY RESPONSE CAPACITY**

<b>Outputs</b>	Field presence and surge capacity in newly prioritized areas increased; Partnerships with NGOs and Colombian civil society consolidated and capacity training provided.
<b>Indicators</b>	Number of newly established antennae offices in areas prioritized by the IASC; Number and percentage of NGOs and civil society counterparts stating that training improved their understanding and capacity to better address emergencies.
<b>Achieved</b>	Two antennae offices opened in Pasto and Cartagena; 12 trainings delivered to over 500 United Nations and non-United Nations officials (including government officials).

**GREATER INCORPORATION OF DISASTER RISK REDUCTION APPROACHES AND STRENGTHENED PREPAREDNESS IN HUMANITARIAN RESPONSE**

<b>Outputs</b>	Natural disaster emergency preparedness strengthened at national and local levels; Contingency plans and risk analysis regularly updated.
<b>Indicator</b>	UNETT contingency plan endorsed and updated.
<b>Achieved</b>	Contingency plan developed and endorsed, and updated twice (February and November).



## Haiti

## A PREDICTABLE AND NEEDS-BASED HUMANITARIAN FINANCING SYSTEM

<b>Output</b>	Consolidated information on humanitarian funding mechanisms disseminated throughout the humanitarian community.
<b>Indicator</b>	Number of documents in French prepared and adapted to the Haitian context and disseminated to humanitarian partners.
<b>Achieved</b>	One summary of the ERRF guidelines translated and transmitted to international humanitarian partners; Two presentations of the ERRF produced in the Humanitarian Forum.

## IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS

<b>Output</b>	Emergency preparedness and response planning harmonised between national authorities and new partners.
<b>Indicator</b>	Number of joint activities carried out throughout the country.
<b>Achieved</b>	Over 30 joint assessments conducted across the country; Preparation of the joint government/international community Food Insecurity Response Plan facilitated by OCHA.

## STRENGTHENED OCHA EMERGENCY RESPONSE CAPACITY

<b>Output</b>	Training of the UNETT and humanitarian partners on emergency relief and preparedness tools (including humanitarian reform) conducted.
<b>Indicator</b>	Percentage of UNETT members and humanitarian partners trained in emergency relief and preparedness.
<b>Achieved</b>	1 of 9 trainings scheduled by the OCHA regional office, due to political instability and the food crisis.

## GREATER INCORPORATION OF DISASTER RISK REDUCTION APPROACHES AND STRENGTHENED PREPAREDNESS IN HUMANITARIAN RESPONSE

<b>Output</b>	Contingency plans based on sound risk analysis developed.
<b>Indicator</b>	Number of key sector plans with risk analyses.
<b>Achieved</b>	One (the Food Insecurity Response Plan).

## A STRATEGY ENABLING SEAMLESS TRANSITION AND EARLY RECOVERY

<b>Output</b>	Emergency preparedness and response planning updated, taking into account transition/early recovery.
<b>Indicator</b>	A list of transition/early recovery actions in the emergency preparedness and response planning identified and implemented.
<b>Achieved</b>	All sectors identified transition/early recovery actions.

## ACTION-ORIENTED ANALYSIS OF HUMANITARIAN TRENDS AND EMERGING POLICY ISSUES

<b>Output</b>	Information management structure and tools for improved analysis developed.
<b>Indicator</b>	Percentage of monthly situation reports including information analysis based on OCHA information management tools.
<b>Achieved</b>	80%.

# Annex II: Specially Designated Contributions

Specially Designated Contributions comprise a category of funds managed on behalf of the wider humanitarian system by OCHA. They are used for the implementation of emergency relief assistance activities by United Nations agencies and NGO partners. In most cases, these contributions are subject to only three percent programme support. The Programme Support generated from managing SDCs is spent *inter alia* on administrative costs of managing these activities.

SDCs are flow-through funds (or grants) which do not form part of the requirements in *OCHA in 2008*, or any subsequent OCHA budget revisions during the year. As such, these funds should be considered separately from OCHA's own requirements, income and expenditure. This year, to reflect more clearly and accurately (1) OCHA's own activities (both within and outside its appealed-for requirements) and (2) contributions handled by OCHA but spent by the wider humanitarian system, SDCs are addressed independently herein.

In 2008, SDCs included the following categories of funds:

- **UNDAC Mission Accounts:** member states deposit funding with OCHA, which is used to deploy their nationals on UNDAC missions. Currently 30 member states hold UNDAC Mission Accounts with OCHA.
- **Natural Disaster Pre-Positioned Reserve Funds:** These are pre-positioned reserve accounts held with OCHA by eight donors. The funds are loosely earmarked for disaster response and drawn on to provide emergency cash grants to United Nations agencies and NGOs in natural disasters. The grants are managed by OCHA and released at the request of the RC.
- **Natural Disaster Grant Sub-Accounts:** These are project accounts created in Geneva once emergency cash grant funds are released from the Pre-Positioned Reserve Funds (see above). The funds provide immediate support for relief operations responding to natural, environmental and technological disaster situations. An individual project account is created per disaster, to enable the

issuance of financial authorizations, maintenance of grant balances, and preparation of Statements of Accounts for each of the natural disaster projects. Unspent funds are returned to the Pre-Positioned funds account.

- **Relief Stock Items:** These are funds used for the purchase and management of OCHA relief stocks held in the United Nations Humanitarian Response Depot.
- **Emergency Response Funds (ERFs):** ERFs describe country-level pooled funds Humanitarian Emergency Response Fund, Rapid Response Fund, Emergency Response Fund, Humanitarian Response Fund, etc. managed under OCHA auspices. Funds held in ERFs are released by the HCs for NGOs and United Nations agencies for response to rapidly evolving needs on the ground. There are currently nine ERFs for which OCHA manages donor contributions: DRC, Ethiopia, Haiti, Indonesia, Iraq, Myanmar, oPt, Somalia and Zimbabwe.
- **The ProCap and GenCap Rosters:** This is flow-through funding for ProCap and GenCap, covering the management and deployment of Senior Protection Officers and Senior Gender Advisers by the Norwegian Refugee Council. (ProCap and GenCap Secretariat costs appear in the OCHA budget since they are not flow-through costs).
- **The Juba Initiative Project:** To support the Peace Secretariat and Cessation of Hostilities Monitoring Team of the Juba Peace Talks, the Juba Initiative Project (JIP) was established in 2006 as a grant to the Government of Southern Sudan. The JIP was set up to channel donor support to the peace process that formally ended on 31 May 2008.

The combined closing balance for the SDCs was \$99.1 million, of which \$80.9 million was carried over in the sub-category of ERFs. This was largely due to the late receipt of funds in the year (third quarter). The majority of the carryover for the ERFs related to the two largest funds: Ethiopia and Somalia.

Table 7

Specially Designated Contributions					
Categories	Opening Balance	Add: Contributions and Other Income	Add/(Less): Adjustments Transfers Refunds	Less: Expenditure	Closing Balance
UNDAC Mission Accounts	1,425,340	502,005		518,121	1,409,224
Natural Disaster - Prepositioned Funds	3,213,239	1,815,476	179,030	-	5,207,745
Natural Disaster Grants	11,652,391	76,666	(6,334,550) <sup>1</sup>	1,503,783	3,890,724
Relief Stock Items	3,323,935	3,113,085	(384,615)	768,635	5,283,770
Emergency Response Funds	42,495,703	98,707,383	(2,439,125) <sup>2</sup>	57,853,299	80,910,662
PROCAP and GENCAP Rosters	-	1,399,572	2,369,000 <sup>3</sup>	2,369,000	1,399,572
Juba Initiative Project	-	3,341,788	4,268,769 <sup>4</sup>	6,631,062	979,495
<b>TOTALS</b>	<b>62,110,608</b>	<b>108,955,975</b>	<b>(2,341,491)</b>	<b>69,643,900</b>	<b>99,081,192</b>

1 Includes adjustments for the reclassification of 2007 natural disaster projects with opening balances totaling (\$4,480,044) as OCHA Mandated Activities; other adjustments of \$1,946; transfers to other projects of \$1,333,982; and refunds of \$518,578 to donors.

2 Includes adjustments for the reclassification of 2007 specially designated activities with opening balances totaling (\$2,999,739) as OCHA Mandated Activities; and net transfers of \$560,614 to establish separate projects in 2009 for the grant facility of Emergency Response Funds.

3 Consists of transfers totaling \$2,369,000 to establish separate projects in 2009 for the grant facility of PROCAP and GENCAP.

4 Includes the adjustment for the opening balance of \$3,768,769 for the Juba Initiative Project that was not classified as a specially designated activity in 2007; and the transfer of \$500,000 loaned from the unearmarked sub-account.

# Annex III: OCHA Regular Budget, Trust Funds and Special Account for Programme Support

ANNEX III: OCHA REGULAR BUDGET, TRUST FUNDS AND SPECIAL ACCOUNT FOR PROGRAMME SUPPORT



The financial tables for trust funds managed by OCHA (see Table 9-12) are summarized statements of income, expenditure, adjustments, transfers, refunds and resulting closing balances.<sup>1</sup>

### Regular Budget Funding

The Regular Budget appropriation is based on the United Nations Programme Budget for the biennium 2008-2009 as approved by the General Assembly, which defines the total biennium allocation of Regular Budget funds for OCHA. Regular Budget funds are used mainly for headquarters' staff costs, with a lesser amount apportioned for non-staff costs and natural disaster grants in sudden emergencies. Table 8 shows OCHA Regular Budget appropriation and expenditure for the year 2008.

### Extrabudgetary Funding

The Trust Fund for the Strengthening of OCHA was established in 1974 pursuant to General Assembly Resolution 3243. The Sub-Account for Strengthening the Integrated Regional Information Networks (IRIN) was established as the funding source for IRIN's staff and non-staff requirements. This trust fund is financed mainly from unearmarked voluntary contributions to cover headquarters staff and non-staff costs incurred in the discharge of the mandate entrusted to it by the General Assembly (where these costs are not funded by Regular Budget allocations).

In 2008, contribution income for OCHA Mandated Activities was \$102.6 million and expenditure under this category amounted to \$124.8 millions. The 31 December 2008 closing balance for OCHA Mandated Activities was \$109.5 million.

Table 9 shows the inflow of funds, expenditure and closing balances for headquarters' activities and the Sub-Account for the Integrated Regional Information Network.

The Trust Fund for Disaster Relief Assistance was established in 1971 pursuant to General Assembly Resolution 2816. This fund receives earmarked and unearmarked voluntary contributions to finance humanitarian coordination and relief activities and provide initial emergency grants to field offices. Earmarked contributions provided for specific projects or countries are accounted for separately. Activities of the trust fund fall within two main categories, OCHA Mandated Activities which are implemented by OCHA and SDCs, which are implemented by OCHA partners and cannot be used for OCHA coordination.

In 2008, contribution income for OCHA Mandated Activities was \$103.6 million and expenditure under this category amounted to \$124.8 millions. The 31 December 2008 closing balance for OCHA Mandated Activities was \$110.5 million.

**Table 10**

Trust Fund for Disaster Relief Assistance (US\$)									
	OCHA MANDATED ACTIVITIES			Total OCHA Mandated Activities	SPECIALLY DESIGNATED CONTRIBUTIONS			Total Specially Designated Contributions	Total Trust Fund for Disaster Relief Assistance
	Headquarters	Field	Reserve Funds		Natural Disaster Activities	Emergency Response Funds (ERFs)	Juba Initiative Project and Other Grants		
1 Opening Balance	16,475,695	62,756,378	37,513,891	116,745,964	19,614,905	-	-	62,110,608	178,856,572
2 Adjustments	432,742	3,078,272	-	3,511,014	(4,481,990)		3,768,769	(3,712,959)	(201,945)
3 Income from Contributions	10,459,409	81,783,964	10,396,467	102,639,840	5,358,369 <sup>1</sup>	1,399,572	4,695,198 <sup>2</sup>	106,517,988	209,157,828 <sup>3</sup>
4 Transfers, Refunds, Savings	(2,455,731)	12,573,671	(6,003,934)	4,114,006	(1,944,000)	2,369,000	2,913,695	3,428,382	7,542,388
5 Other Funds Available	129,212	1,154,719	6,116,606	7,400,537	34,718		1,467	381,074	7,781,611
<b>6 Total Funds Available</b>	<b>25,041,327</b>	<b>161,347,004</b>	<b>48,023,030</b>	<b>234,411,361</b>	<b>18,582,002</b>	<b>3,768,572</b>	<b>11,379,129</b>	<b>168,725,093</b>	<b>403,136,454</b>
7 Expenditure	14,530,197	110,316,893	-	124,847,090	2,790,540	2,369,000	9,000,062	69,643,900	194,490,990
<b>8 Closing Balance</b>	<b>10,511,130</b>	<b>51,030,111</b>	<b>48,023,030</b>	<b>109,564,271</b>	<b>15,791,462</b>	<b>1,399,572</b>	<b>2,379,067</b>	<b>99,081,193</b>	<b>208,645,464</b>

<sup>1</sup> Excludes 2009 Estonia contribution of \$32,372 recorded in the UN accounts in 2008.

<sup>2</sup> Includes US contribution of \$175,100 recorded in the UN accounts under the Trust Fund for the Strengthening of the IRC and adjusted in 2009.

<sup>3</sup> Includes unpaid pledges totaling \$3,729,534.

**Table 8**

Regular Budget Allocation and Expenditure (US\$)		
	Requirements	Expenditures
1 Staff costs	9,884,200	10,516,713
2 Non-staff costs	2,822,300	3,042,495
3 Grants for Emergencies	677,100	663,785
<b>Total</b>	<b>13,383,600</b>	<b>14,222,993</b>

**Table 9**

Trust Fund for the Strengthening of OCHA (US\$)			
	Requirements	Expenditures	
1 Opening Balance	24,454,357	4,258,788	28,713,145
2 Adjustments <sup>1</sup>	228	42	270
3 Income from Contributions	35,510,408 <sup>2</sup>	8,897,347	44,407,755
4 Transfers, Refunds, Savings	1,121,087	1,652,019	2,773,106
5 Other Funds Available	1,371,199	488,358	1,859,557
6 Total Funds Available	62,457,279	15,296,554	77,753,833
7 Expenditure	43,896,988	11,050,749	54,947,737
<b>8 Closing Balance</b>	<b>4,245,805</b>	<b>22,806,096</b>	

<sup>1</sup> Adjustments consist mainly of the reclassification of projects as core activities

<sup>2</sup> Includes US contribution of \$150,000 for the year 2008, which was recorded in the United Nations accounts in 2009; Excludes US contribution of \$175,100 for the Trust Fund for Disaster Relief, but recorded in the United Nations accounts under this trust fund.

Table 10 shows the financial status of headquarters and field activities and reserves, which together comprise OCHA Mandated Activities. In addition, it shows the natural disaster activities, the Natural Disaster Pre-Positioned fund, Emergency Response Funds, the Juba Initiative Project and other third party grants that received SDCs.

The **Afghanistan Emergency Trust Fund** was established in June 1988 by the Secretary-General to support humanitarian activities in Afghanistan. The fund currently supports the Office of the Deputy Special Representative of the Secretary-General to the United Nations Assistance Mission in Afghanistan. The fund also relates to two memoranda of understanding: the first provides grants to NGOs working to address rehabilitation needs, while the second funds humanitarian and economic development activities.

In 2008, expenditure for the Afghanistan Emergency Trust Fund amounted to \$5.5 million. The 31 December 2008 closing balance was \$2.4 million.

Table 11

Afghanistan Emergency Trust Fund	
Statement of Income and Expenditure 2008 (US\$)	
Summary	Total
1 Opening Balance	7,997,471
2 Adjustments	-
3 Income from Contributions	-
4 Transfers, Refunds, Savings	(239,415)
5 Other Funds Available	138,550
<b>6 Total Funds Available</b>	<b>7,896,606</b>
7 Expenditure	5,468,755
<b>8 Closing Balance</b>	<b>2,427,851</b>
Expenditure Breakdown (US\$)	
<b>EXPENDITURE</b>	
Staff Costs	1,769,138
Travel	717,871
Operating Expenses	1,035,646
Supplies, Materials, Furniture and Equipment	1,255,348
Fellowships, Grants and Contributions	110,636
Programme Support Costs	580,116
<b>Total Expenditure</b>	<b>5,468,755</b>
<b>Closing balances as at 31 December 2008</b>	<b>2,427,851</b>
Consisting of:	
Outstanding Advances and Commitments against MOU II with UNAMA	1,676,870
Other Outstanding Advances	101,466
Balance of Funds for Other Activities in 2008	649,515
	<b>2,427,851</b>

The **Tsunami Trust Fund** was established following the tsunami of 26 December 2004. Now in its closing stages, this fund finances activities undertaken for coordination of humanitarian action related to the 2004 earthquake and tsunami, including relief to victims and longer-term development of infrastructure. Remaining funds are used to support UNDP development activities. Activities are projected to cease during 2009, with the fund closing in 2010.

In 2008, expenditure for the Tsunami Trust Fund amounted to \$527,889. The 31 December 2008 closing balance was \$3.5 million.

Table 13

Special Account for Programme Support - Requirements, Income and Expenditure (US\$)					
Headquarters Activities	Opening Balance	Programme Support Funding	Other Income, Transfers, Savings and Adjustments	Expenditure	Closing Balance
Special Account for Programme Support	30,655,464	24,854,524 <sup>1</sup>	1,550,500		
Executive Office/Administrative Office				8,560,773	
Advocacy and Information Management Branch				540,014	
Department of Management/UNOG				4,896,740	
International Strategy for Disaster Reduction				1,290,508	
<b>Total for Special Account for Programme Support (US\$)</b>	<b>30,655,464</b>	<b>24,854,524</b>	<b>1,550,500</b>	<b>15,288,035</b>	<b>41,772,453</b>

<sup>1</sup> Programme Support Funding generated from the following activities:

OCHA Mandated Activities	19,210,151
Specially Designated Activities	2,717,114
Other Trust Funds	2,927,259
	<b>24,854,524</b>

Table 12

Tsunami Trust Fund	
Statement of Income and Expenditure 2008 (US\$)	
Summary	Total
1 Opening Balance	3,720,224
2 Adjustments	1,946
3 Income from Contributions	-
4 Transfers, Refunds, Savings	-
5 Other Funds Available	263,368
<b>6 Total Funds Available</b>	<b>3,985,538</b>
7 Expenditure	527,889
<b>8 Closing Balance</b>	<b>3,457,649</b>

**Special Account for Programme Support** funds OCHA administrative cost and common services provided by the United Nations in support of OCHA extrabudgetary activities. Table 13 shows the amount generated through the programme support levied on direct programme expenditure of OCHA trust funds. This levy is three percent on grants to NGOs and 13 percent on most expenditure incurred by OCHA activities.

In 2008, the Special Account for Programme Support earned \$24.9 million and expenditure amounted to \$15.3 million. The 31 December 2008 closing balance was \$41.8 million.

<sup>1</sup> All figures are subject to audit.

- The Opening Balance reflects the fund as of 1 January 2008.
- Adjustments are prior period income and expenditure adjustments.
- Income from Contributions is donors' unpaid pledges and receipts for 2008.
- Transfers, Refunds and Savings are transfers between projects and other trust funds, refunds to donors and savings on the prior period's unliquidated obligations.
- Other Funds Available consists of interest and miscellaneous income.
- Total Funds Available consists of the net amount of the opening balance, adjustments, income from contributions, transfers, refunds and savings.
- Expenditure consists of disbursements and unliquidated obligations as of 31 December 2008.
- The Closing Balance consists of mandatory operating reserves and cumulative surplus as of 31 December 2008.



# Annex IV: In-Kind and Other Contributions



### New partnerships and the private sector

In 2008, OCHA continued its efforts to mobilize the corporate sector toward greater humanitarian response and collaborative engagement. OCHA began to formalize a partnership with Microsoft and, quickly, the latter aided OCHA with the Humanitarian Information Center website for the cyclone Nargis response in Myanmar. The 2001 agreement with Ericsson was revised to include new services such as the WIDER solution. In addition, private individuals continued to make donations through the online platform managed by the UN Foundation, as part of the existing agreement between OCHA and the former. Finally, OCHA conducted an evaluation workshop with DHL aimed at improving partnership management while extending the existing agreement in collaboration with UNDP and OLA.

# Annex V: Acronyms and Abbreviations

ACE	Assessment and Classification of Emergencies	EEU	Environmental Emergencies Unit
ACF	Action Against Hunger	EHCT	Ethiopia Humanitarian Country Team
AHI	Avian and Human Influenza	EHRP	Emergency Humanitarian Response Plan
AIMB	Advocacy and Information Management Branch	EMERCOM	Emergencies and Elimination of the Consequences of Natural Disasters
ALWG	Accountability and Learning Working Group		
APIS	Advocacy and Public Information Section	EO/AO	Executive Office/Administrative Office
ASEAN	Association of Southeast Asian Nations	EPR	Emergency Preparedness and Response
AU	African Union	EPS	Emergency Preparedness Section
AUC	African Union Commission	ER	Early Recovery
		ERC	Emergency Relief Coordinator
BCPR	Bureau for Crisis Prevention and Recovery (UNDP)	ERCC	Emergency Relief Coordination Centre
BINUB	United Nations Integrated Office in Burundi	ERF	Emergency Response Fund
BNPB	National Agency for Disaster Management	ERR	Emergency Response Roster
BOGs	Basic Operating Guidelines	ERRF	Emergency Relief Response Fund
		ERT	Emergency Response Team
CADRI	Capacity for Disaster Risk Reduction Initiative	ERT	Emergency Response Training
CAFAAG	Children Associated with Armed Forces and Armed Groups	ESB	Emergency Services Branch (OCHA)
CANADEM	Roster of international experts	ESS	Evaluation Studies Section
CAP	Consolidated Appeals Process	ETC	Emergency Telecommunications Cluster
CAPS	Consolidated Appeals Process Section	EU	European Union
CAR	Central African Republic	EUFOR	European Union Force
CCHA	Consultative Committee for Coordination of Humanitarian Affairs	EWCPs	Early Warning Contingency Planning Section
CDI	Côte d'Ivoire	FAO	Food and Agricultural Organization
CEA	Central and East Africa	FARDC	Emergency Response Training
CERF	Central Emergency Response Fund	FATA	Federally Administered Tribal Areas (Pakistan)
CFA	Ceasefire Agreement	FCSS	Field Coordination Support Section
CFSVA	Comprehensive Food Security and Vulnerability Analysis	FiDMS	Field Document Management System
CHAP	Common Humanitarian Action Plan	FIS	Field Information Services
CHF	Common Humanitarian Fund	FNL	<i>Forces Nationales de Libération</i>
CIMIC	Civil-Military Coordination	FTS	Financial Tracking System
CISB	Communications and Information Services Branch		
CMCS	Civil-Military Coordination Section	GA	General Assembly
CMCOORD	Civil-Military Coordination	GAM	global acute malnutrition
CNDP	<i>Congrès National pour la Défense du Peuple</i>	GAP	Gender Action Plan
CNSA	<i>Coordination Nationale de la Sécurité Alimentaire</i>	GAT	Gender Advisory Team
CP	Contingency Planning	GBV	Gender-Based Violence
CPIA	Provincial Inter Agency Committees	GCMS	Geographic Coordination and Monitoring Section
CPR	Crisis Prevention and Recovery	GDACS	Global Disaster Alert and Coordination System
CRD	Coordination and Response Division (OCHA)	GEM	Gender and Media
CSS	Communication Services Section	GenCap	Gender Standby Capacity Project
CT	Country Teams	GFM	Global Focus Model
CWGER	Cluster Working Group on Early Recovery	GHD	Good Humanitarian Donorship
		GHDIG	Good Humanitarian Donorship Implementation Group
DAC	Development Assistance Committee	GHP	Global Humanitarian Platform
DERS	Donor and External Relations Section	GIS	Geographic Information Systems
DFID	Department for International Development (UK)	GMP	Guidance Management Project
DIHAD	Dubai International Humanitarian Aid and Development	GP	Guiding Principles
DIS	Integrated Detachment for Safety	GPPI	Global Public Policy Institute
DMIS	Data Management Information System		
DO	Designated Official	HAO	Humanitarian Affairs Officer
DOCO	Development Operations Coordination Office	HAP	Humanitarian Action Plan
DPKO	Department of Peacekeeping Operations (United Nations)	HC	Humanitarian Coordinator
		HCAP	Humanitarian Coordination Assessment Panel
DPSS	Displacement and Protection Support Section (OCHA)	HCC	Humanitarian Coordination Committee
DRC	Democratic Republic of the Congo	HCPT	Humanitarian Community Partnership Team
DRM	Disaster Risk Management	HCSP	Humanitarian Coordination Strengthening Project
DRR	Disaster Risk Reduction	HCCSP	Humanitarian Coordination System Strengthening Project
DSRSG	Deputy Special Representative of the Secretary-General	HCT	Humanitarian Country Team
DVPS	Disaster and Vulnerability Policy Section	HDPT	Humanitarian and Development Partnership Team (Central African Republic)
		HFA	Hyogo Framework for Action
ECB	Emergency Capacity-Building	HIC	Humanitarian Information Centre
ECCAS	Economic Community of Central African States	HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
ECHA	Executive Committee on Humanitarian Affairs		
ECOSOC	Economic and Social Council (United Nations)	HLTF	High-Level Task Force
ECOWAS	Economic Community of West African States	HMSF	Humanitarian Multi-Stakeholder Fund
ECPS	Executive Committee on Peace and Security	HoO	Head of Office
EDM	Emergency Directors Meeting	HRF	Humanitarian Response Fund
EES	Environmental Emergencies Section		

HRSU	Humanitarian Reform Support Unit (OCHA)	PNN	<i>Programme National de Nutrition</i>
IAHCC	Inter-Agency Humanitarian Coordination Committee	PLO	Palestine Liberation Organization
IA RTE	Inter Agency Real Time Evaluation (IA RTE)	POC	Protection of Civilians Section
IASC	Inter-Agency Standing Committee	PONJA	Post Nargis Joint Assessment
IASC CAPSWG	Inter-Agency Standing Committee Consolidated Appeals Process Working Group	PoNREPP	Post-Nargis Recovery and Preparation Plan
IASC CP	Inter-Agency Standing Committee Contingency Planning	PPAS	Policy Planning and Analysis Section
ICC	International Criminal Court	ProCap	Protection Standby Capacity Project
ICGLR	International Conference on the Great Lakes Region	PRT	Provincial Reconstruction Team
ICT	Information and Communications Technology	PRSP	Poverty Reduction Strategy Paper
IDP	Internally Displaced Person	PSEA	Protection from Sexual Exploitation and Abuse
IFRC	International Federation of Red Cross and Red Crescent Societies	PSNP	Productive Safety Net Program
IGSS	Intergovernmental Support Section	RC	Resident Coordinator
IHF	Iraq Humanitarian Forum	RCAT	Recovery Coordination Advisers Team
IHL	International Humanitarian Law	RC/RCM	Red Cross/Red Crescent Movement
IM	Information Management	RDRA	Regional Disaster Response Adviser
IMU	Information Management Unit	RDT	Regional Directors Team
INSARAG	International Search and Rescue Advisory Group	RECs	Regional Economic Communities
INGO	International Non-Governmental Organisations	REDLAC	Regional Risk, Emergency and Disaster Inter-Agency taskforce for Latin America and the Caribbean network of all NGOs in Burundi
IOM	International Organization for Migration	RESO	Regional Humanitarian Community Partnership Team
IPC	Integrated Food Security Phase Classification	RHCPT	Regional Humanitarian Community Partnership Team
IRACT	Indonesia Rapid Assessment and Coordination Training	RHPT	Regional Humanitarian Partnership Team
IRIN	Integrated Regional Information Networks	RIASCO	Regional Inter-Agency Support Coordination Office
ISDR	International Strategy for Disaster Reduction	RNA	Rapid Needs Assessment
ITS	Information Technology Section	RO	Regional Office
JOP	Joint Operating Principles	ROAP	Regional Office for Asia and the Pacific (OCHA)
LAC	Latin America and the Caribbean	ROCEA	Regional Office for Central and East Africa (OCHA)
LRA	Lord's Resistance Army	ROLAC	Regional Office for Latin America and the Caribbean (OCHA)
LSU	Logistics Support Unit	ROMENACA	Regional Office for the Middle East, North Africa and Central Asia (OCHA)
LTTE	Liberation Tigers of Tamil Eelam	ROSA	Regional Office for Southern Africa (OCHA)
MCDA	Military-Civil Defence Assets	ROWA	Regional Office for West Africa (OCHA)
MIMU	Myanmar Information Management Unit	R&R	Rest and Recuperation scheme
MINURCAT	United Nations Mission in the Central African Republic and Chad	RSET	Rough Severity Estimation Tool
MNFs	Multi National Forces	RW	ReliefWeb
MoU	Memorandum of Understanding	SADC	Southern Africa Development Community
MSF	<i>Médecins Sans Frontières</i>	SBP	Stand-By Partner
MYR	Mid-Year Review	SBPP	Stand-By Partnerships Programme
NDRA	National Disaster Response Adviser	SCS	Surge Capacity Section
NGO	Non-Governmental Organization	SDC	Specially Designated Contributions
NWFP	North West Frontier Province (Pakistan)	SENAH	National Service for Humanitarian Action
OAU	Organization of African Unity	SGBV	Sexual and Gender based Violence
OCHA	Office for the Coordination of Humanitarian Affairs (United Nations)	SIDA	Swedish International Development Agency
OCM	OCHA Contact Management	SIPRI	Stockholm International Peace Research Institute
ODSG	OCHA Donor Support Group	SMART	Standardised Monitoring and Assessment of Relief and Transitions
OECD	Organization for Economic Cooperation and Development	SMT	Senior Management Team
OFDA	Office of U.S. Foreign Disaster Assistance	SOP	Standard Operating Procedure
OHCHR	Office of the High Commissioner for Human Rights	SPU	Strategic Planning Unit
OPA	Ouagadougou Political Agreement	SWG	Sub Working Group
OPEC	Organization of the Petroleum Exporting Countries	TCG	Tripartite Core Group
OPS	Online Projects System	TEC	Tsunami Evaluation Coalition
oPt	occupied Palestinian territory	ToR	Terms of Reference
PA	Palestinian Authority	TSA	Transitional Strategy and Appeal
PC	Policy Committee	TSF	<i>Telecoms Sans Frontières</i>
PCNA	Post-Conflict Needs Assessment	UAE	United Arab Emirates
PCWG	Protection Cluster Working Group	UHF	Ultra High Frequency
PDNA	Post-Disaster Needs Assessment	UNAIDS	United Nations Joint Programme on HIV/AIDS
PDR	People's Democratic Republic	UNAMID	African Union/United Nations Hybrid Operation in Darfur
PDRP	Peace, Recovery and Development Plan	UNCT	United Nations Country Teams
PDSB	Policy Development and Studies Branch (OCHA)	UNDAC	United Nations Disaster Assessment and Coordination
PIC	Pandemic Influenza Contingency	UNDAF	United Nations Development Assistance Framework
		UNDG	United Nations Development Group



UNDMT	United Nations Disaster Management Team
UNDP	United Nations Development Programme
UNDSS	United Nations Department of Safety and Security
UNESCO	United Nations Educational Scientific and Cultural Organization
UNETT	United Nations Emergency Technical Team
UNFCCC	United Nations Framework Convention for Climate Change
UNFPA	United Nations Population Fund
UNHAS	United Nations Humanitarian Air Service
UNHCR	United Nations High Commissioner for Refugees
UNHRD	United Nations Humanitarian Response Depot
UNICEF	United Nations Children's Fund
UNMEE	United Nations Mission in Ethiopia and Eritrea
UNMIN	United Nations Mission in Nepal
UNPOL/DIS	United Nations Police/ <i>Détachement Intégré de Sécurité</i>
UNRWA	United Nations Relief and Works Agency
USAID	United States Agency for International Development
USR	Urban Search and Rescue
VAM	Vulnerability Assessment Mapping
VHF	Very High Frequency
VOSOCC	Virtual on-Site operations Coordination Centre
VPN	Virtual Private Network
WFP	World Food Programme
WGET	Working Group on Emergency Telecommunications
WGT	Working Group on Transition
WHO	World Health Organization
WIDER	Wireless LAN in Disaster and Emergency Response
WOA	Whole Organization Approach

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OFFICE FOR THE COORDINATION OF HUMANITARIAN AFFAIRS



United Nations