OFFICE FOR THE COORDINATION OF HUMANITARIAN AFFAIRS

# OCHA IN 2006

## ACTIVITIES AND EXTRA-BUDGETARY FUNDING REQUIREMENTS

United Nations

# OCHA'S MISSION

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

- alleviate human suffering in disasters and emergencies;

- advocate for the rights of people in need;

- promote preparedness and prevention; and

- facilitate sustainable solutions.

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# Foreword

2006 is a year with unique opportunities to strengthen our ability, as humanitarian actors, to undertake lifesaving humanitarian assistance world-wide. Three key reforms should facilitate more robust action through more predictable and immediate funding, better response capacity in the sectors where there have been gaps and stronger leadership in country level coordination.

With a new Central Emergency Response Fund we should be able to give immediate minimum funding to jump-start relief operations when lives are most at stake – in the first weeks of an emergency. Generous pledges from donor partners will also enable us to inject some equity into a system where we do not know whether our appeals will receive five or 95 percent of the resources we need to perform critical assistance tasks.

Inspired by the Humanitarian Response Review undertaken in 2005, the Inter-Agency Standing Committee has endorsed working together in well-coordinated clusters lead by an IASC member organisation. This cluster approach was partially implemented during the extremely

challenging earthquake relief operations in Pakistan at the end of 2005. In 2006, I hope to see it progressively employed not only in new emergencies, but also in many of the large ongoing operations as and when the IASC partners and Humanitarian Coordinators on the ground deem it possible to start.

We have seen throughout 2005 how important the leadership of our Humanitarian Coordinators is in relief operations, the largest of which are becoming increasingly complex, often with hundreds of humanitarian organisations and governmental actors involved. In 2006, we will recruit more stand-by Humanitarian Coordinator candidates, train them and the Resident Coordinators and support them more systematically through the OCHA offices.

Throughout 2006 I, together with OCHA, will continue to work with the IASC and others to develop and implement a more predictable and effective humanitarian system. As such, OCHA's main priorities for the coming year are to support the implementation of the reform, strengthen administrative support to our field operations and strengthen our information management capacity at field level.

Through our advocacy and humanitarian diplomacy OCHA will continue to work on improving access to vulnerable populations. Improved and sustained access for humanitarian action, and the accompanying improvement in security, is a crucial aspect of our emphasis on bolstering coordination and support to the field in support of humanitarian reform. We will also continue to support the work and elaboration of integrated missions both through field coordination and ensuring the promotion of humanitarian principles.

Increasingly, the focus and effort of our work must address the need for protection and in particular the needs of the internally displaced. Our ability to meet these needs continues to be a major challenge to humanitarian response. The cluster system, with its re-commitment to sectoral responsibility provides, with help from OCHA's Internal Displacement Division and in support of the collaborative approach, clear assignment of responsibility for IDP shelter, protection and camp management, as well as the mechanisms to support the lead agencies and enhance their capacity.

Protection of civilians is also an ongoing focus for us. We will continue, alongside our partners, to remind governments of the fact that the primary responsibility for the protection of civilians rests with them and that international efforts can only be complementary to governments' own efforts in this respect.

Alongside complex emergencies, 2005 has provided a wake-up call in terms of possible climate change, with the devastating hurricanes in the United States and the Caribbean, floods and mudslides in Guatemala and drought in Africa. The Indian Ocean Tsunami and the South Asia Earthquake were the largest in a series of natural disasters. The crises of shelter brought to the fore by the South Asia Earthquake and Indian Ocean Tsunami, and the massive food insecurity that threatens millions throughout Africa and so much of the world, provide just two of the many reminders of the need for more focus on prevention and risk reduction measures and on predictability in response.

As humanitarians, we must go beyond our current structures for addressing natural disasters to find new ways of strengthening preparedness and response at all levels – the local, the national, the regional and the global. In 2006, OCHA will focus both on strengthening our work with the most disaster prone countries to support better preparedness and response and on mobilizing the capacity of countries where such systems are already in place. The ISDR Secretariat and system also will be strengthened through broader membership, more strategic action and focused advocacy to improve risk management in response to the rising challenges presented by natural hazards.

Provided the humanitarian community achieves the objectives of humanitarian reform – to respond faster and more appropriately to crises, complex emergencies and natural disasters – we will become a much more effective system that is better equipped to meet the needs of today's humanitarian environment.

We look forward to working with our donors and humanitarian partners over the coming year as we work to meet our commitments, strengthen our accountability and fulfill our mandate. Improving the ways that we can, as partners, better respond to needs means building new partnerships – with non-traditional donors and disaster prone countries – and working with partners to create better structures of support and response.

I would like to thank colleagues in UN agencies, the Red Cross and Red Crescent movement and NGOs for their strong and on-going support of the humanitarian reform process and of OCHA's work. We look forward to our continuing partnership with donors to bring about our shared objective of strengthening humanitarian response and enhancing the performance of humanitarian assistance.

*Jan Egeland*
November 2005

# OCHA Field Presence

Regional Office for the Middle East, North Africa, Iran and Afghanistan
Dubai, United Arab Emirates

Regional Disaster Response Advisor for Asia
Kobe, Japan

Nepal

Regional Office for Asia and the Pacific
Bangkok, Thailand

Papua New Guinea

Regional Disaster Response Advisor for the Pacific
Suva, Fiji

Afghanistan

Pakistan

Islamic Republic of Iran

Indonesia

Sri Lanka

Eritrea

Sudan

Ethiopia

Somalia

Regional Office for Central and East Africa
Nairobi, Kenya

Uganda

Burundi

Madagascar

Zimbabwe

Russian Federation

Turkey

occupied Palestinian territory

Headquarters
Geneva, Switzerland

Niger

Mali

Mauritania

Guinea-Bissau

Guinea

Sierra Leone

Liberia

Regional Office for West Africa
Dakar, Senegal

Chad

Côte d'Ivoire

Burkina Faso

Central African Republic

Republic of Congo

Democratic Republic of the Congo

Angola

Namibia

Regional Office for Southern Africa
Johannesburg, South Africa

Haiti

Headquarters
New York,
United States

Colombia

Regional Office for Latin America and the Caribbean
Panama City, Panama

Legend:
- Headquarters
- Field or Regional Office, or Presence
- RIN Office
- Humanitarian Information Center (HIC)
- ReliefWeb Antenna Office

# OCHA Natural and Environmental Disaster Reporting and Involvement
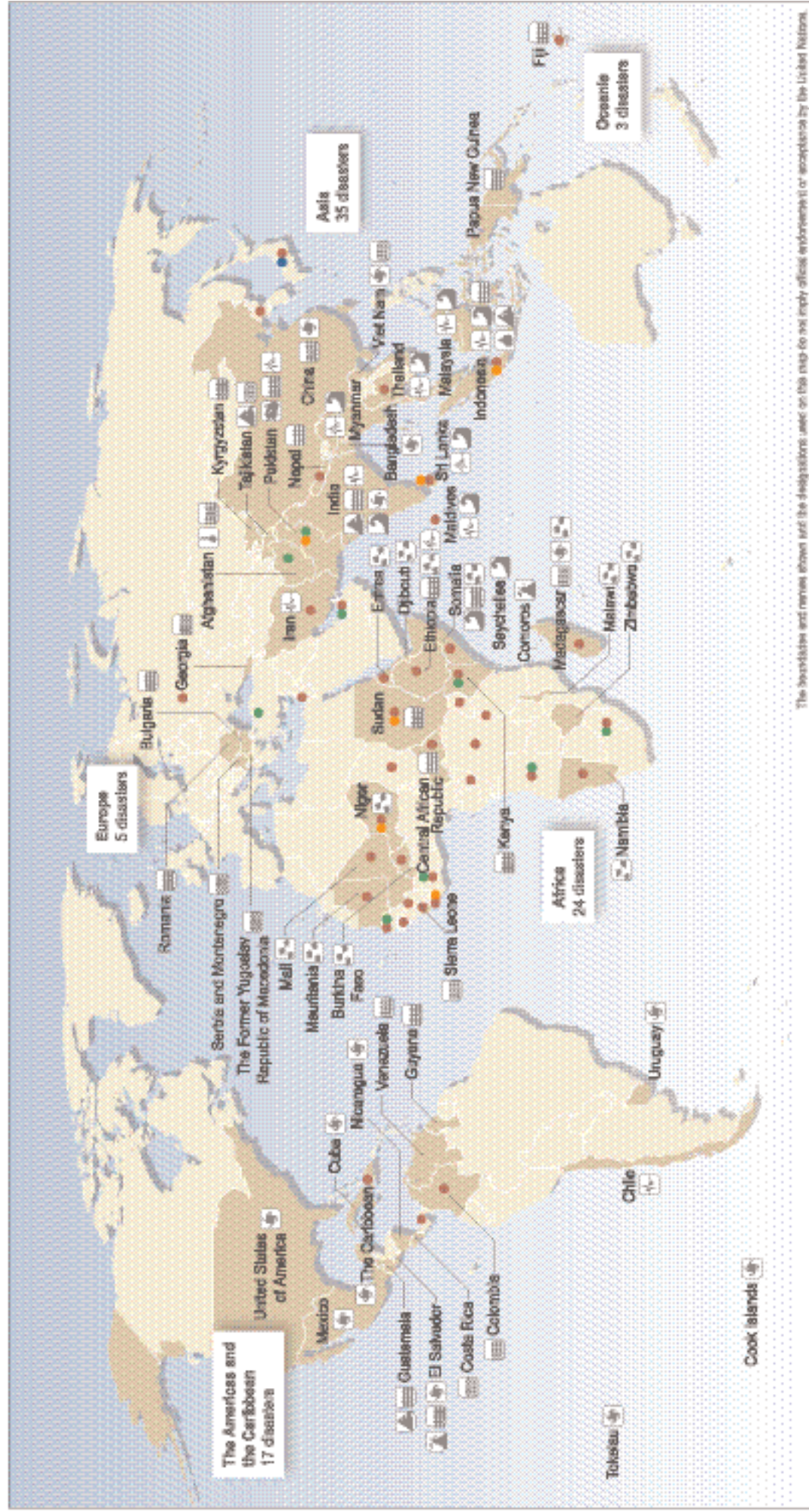
OCHA reported on or responded to 84 natural and environmental disasters from 1 January to 31 October 2005.

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

Base map: UN Cartographic Section
Data sources: OCHA
Created by UN OCHA ReliefWeb, December 2005

**Asia** 35 disasters

**Europe** 5 disasters

**The Americas and the Caribbean** 17 disasters

**Africa** 24 disasters

**Oceania** 3 disasters

## Legend

- OCHA Field or Regional Office
- IRIN Office
- Humanitarian Information Center (HIC)
- ReliefWeb Antenna Office

| | |
|---|---|
| Disaster-affected Country | Rain/Snowfall |
| Avalanche, Landslide, Mudslide | Tsunami |
| Cyclone, Hurricane, Tropical Storm, Typhoon | Volcanic Eruption |
| Drought | Earthquake |
| Flood | Extreme Temperature |
| | Fire |

### Country labels

United States of America, Mexico, Guatemala, El Salvador, Costa Rica, Colombia, Cuba, The Caribbean, Nicaragua, Venezuela, Guyana, Chile, Uruguay, Cook Islands, Tokelau

Romania, Serbia and Montenegro, The Former Yugoslav Republic of Macedonia, Bulgaria, Georgia, Afghanistan, Iran

Mali, Mauritania, Burkina Faso, Sierra Leone, Niger, Central African Republic, Sudan, Kenya, Namibia, Eritrea, Djibouti, Ethiopia, Somalia, Seychelles, Comoros, Madagascar, Malawi, Zimbabwe

Kyrgyzstan, Tajikistan, Pakistan, Nepal, India, China, Myanmar, Bangladesh, Thailand, Viet Nam, Malaysia, Sri Lanka, Maldives, Indonesia, Papua New Guinea, Fiji

# Introduction

OCHA's annual planning process situates the Office's multi-year goals and strategic objectives within the broader context of our founding resolution and mission. One of the outcomes is *OCHA in 2006*, the Office's annual funding document, which links the articulation of OCHA's extra-budgetary financial needs to its strategic and work planning processes. The branch and field work plans, represented in *OCHA in 2006* in condensed form, are directly based on OCHA's multi-year strategic plan and reflect each office's requirements in the coming year as it strives to fulfill OCHA's mission.

Thus, *OCHA in 2006* reflects OCHA's current challenges and its budgetary and financial requirements for meeting them. This document also reflects our ongoing commitment to improving our performance and to more precisely determining the indicators that measure and report on the effectiveness of the activities of our various offices.

The organizational format of OCHA is reflected in the document that follows. Each branch, section, unit, project and field office has a narrative that places its work for 2006 in the context of its operating environment, outlining its major functions and activities for the coming year with indicators and budgetary requirements. Six "OCHA at Work" chapters, interspersed throughout the document, provide a brief narrative glimpse of some of the key challenges, activities, concerns and humanitarian issues with which OCHA is involved.

OCHA has developed its 2006 strategic plan and objectives in relation to its three year planning goals and in the context of the Secretary-General's *In larger freedom* report, the follow-up to and implementation of the Humanitarian Response Review and the implementation of the Hyogo Framework for Disaster Risk Reduction. OCHA's planning, based on its strategic goals (approved in 2005) groups its efforts into three functional areas: 1) effective and accountable leadership for coordination; 2) effective and proactive advocacy; and 3) effective and transparent management.

In the context of these goals, OCHA's objectives in 2006 are to: 1) strengthen coordination and administration support for OCHA field offices, including the effective administration of staff; 2) further develop and maintain response mechanisms and tools, including OCHA's surge capacity; 3) develop strategies and tools for resource mobilization, including relations with traditional and non-traditional donors as well as the private sector; and 4) strengthen information management, including financial tracking, needs assessments and assessments of gaps and capacity requirements. In implementing these objectives, OCHA will focus inter alia on mobilizing support for and adapting its own capacity to support the implementation of the humanitarian reform process.

In the coming year, we will address our first key objective, of strengthened coordination support to the field, through a focus on strengthening the Humanitarian Coordinator system. The strengthening of the Humanitarian Coordinator system is one of the crucial elements of humanitarian reform and

OCHA will support this by enhancing our commitment to conducting common, joint and rapid early assessments and strengthening the capacity of the Resident Coordinator to fulfill her/his responsibilities. OCHA will also strengthen the Humanitarian Coordinator system by strengthening OCHA Heads of Offices and ensuring they are staffed to best support Humanitarian Coordinators.

At the same time, OCHA will improve the administration of its field staff. With the delegation of authority, OCHA will be able to directly recruit, deploy and administer its field staff. OCHA will also introduce a number of measures aimed at strengthening overall human resources management, including enhancing mobility through the implementation of a staff rotation system, expediting recruitment and deployment through the establishment of a pre-approved roster of external and internal candidates, harmonizing contractual arrangements, aligning conditions of service with those of other agencies of the UN system, and providing better career development opportunities. To effectively carry out the delegation of authority and these initiatives a major strengthening of OCHA's administrative capacity is envisaged, with emphasis on staff recruitment, deployment and administration. Most notably, the capacity of the Administrative Office in Geneva will be increased through 23 new staff positions.

Strengthened response capacity, OCHA's second strategic objective for 2006, is equally vital to the humanitarian reform process. The Humanitarian Response Review, ongoing evaluation of the tsunami, and real-time evaluations in Darfur, Sudan have provided us with valuable insights into the workings of the current response structure and possibilities for increasing its capacity and accountability. OCHA is therefore strengthening its support to sectoral capacity, as well as to the overall coordination of all humanitarian aspects of an emergency under the leadership of the Humanitarian Coordinator. The Office will focus on refining and developing response tools, targeted recruitment and training, and strengthened support for the Humanitarian Coordinators.

Working with governments on surge capacity and natural disaster response will also be a priority for 2006. Particularly, OCHA will work to improve and support the creation of regional natural disaster response networks. OCHA is exploring ways it can best support highly disaster-prone countries to implement better preparedness and response capacity as well as how best to mobilize response capacity within countries where the structures are already in place. OCHA is also strengthening its own capacity to address sudden onset emergencies and disasters through the expansion of the Surge Capacity Project into the Surge Capacity and Contingency Planning Section. Additional personnel and resources will enable OCHA to provide better support and response capability to HC/RCs and UNCTs by filling gaps at the onset of a new crisis or the intensification of an existing crisis.

OCHA's third key objective is the strengthening of humanitarian financing, especially through the effective management of the upgraded Central Emergency Response Fund (CERF). Given the

ERC's responsibility for the upgraded CERF, OCHA will establish a small Unit that will service the CERF, support its implementation, advise the ERC on the best use of funds and ensure that funds are disbursed in a timely and efficient fashion.

The ERC will be supported in analyzing developments on the ground, suggesting appropriate use of CERF funds, supporting HCs/RCs in the prioritization of projects, and reviewing grant proposals. OCHA will also identify funding gaps and requisite programmes that could benefit from CERF funding. CERF fund-raising efforts will focus on reaching the US$ 500 million goal and on traditional donors and the private sector, new initiatives that will be particularly labor-intensive in the medium-term. At the system level, OCHA support to the upgraded CERF will involve strengthening the CAP, especially in the area of under-funded emergencies, and strengthening the Financial Tracking System to include expenditure. Additionally in 2006, OCHA will continue to advocate for the full funding of the CAP.

OCHA's fourth strategic objective in 2006 is strengthened information management tools. OCHA needs to serve effectively as a service hub for humanitarian information, including financial tracking and analysis. Along with the commitment to improved financial tracking mechanisms and OCHA's ongoing strengthening of assessments for the CAP, 2006 will see the continued dissemination and improvement of information management tools throughout field locations. During 2005, OCHA's information management work focused on two key areas: the creation of a mainstreamed information management capacity within OCHA's field offices and the development of information management systems, applications and tools designed to improve OCHA's information management service. As these structures to collect and disseminate information are strengthened, OCHA will also emphasize the analysis of information in order to better provide strategic advice to partners.

Additionally in 2006, OCHA plans to ensure that its field offices are in full compliance with UN security standards through upgrading facilities and providing training to all staff. To assist with this, OCHA has recently assigned a full-time Assistant Security Focal Point dedicated to providing full time support to OCHA offices on security issues, including Minimum Operating Security Standards and Minimum Operating Residential Security Standards upgrades.

In order to meet the above objectives, OCHA will require US$ 139 million in extra-budgetary resources for its activities in 2006, including US$ 50 million for headquarters and US$ 89 million for the field. This is in addition to US$ 12.7 million that OCHA will receive from the regular budget of the United Nations.

These extra-budgetary requirements include one-time requests of US$ 3.6 million to fully meet the security needs of the field offices and US$ 0.5 million for the technical upgrade of ReliefWeb. The US$ 139 million requirement also reflects

a statutory cost of living adjustment, applicable to the Geneva duty station and the field, which accounts for approximately 10 percent of the increase.

OCHA remains committed to maintaining its overall requirements, in real terms, as closely as possible to those of the preceding year. For ongoing and recurrent activities, every effort has been made to limit the growth to within the terms of inflation. However, the field has experienced a net 11 percent increase over last year's revised cost plan due in part to the recent South Asia Earthquake, the need to strengthen offices in Asia in response to the Indian Ocean Tsunami and the continuing crises in the Sudan and the DRC.
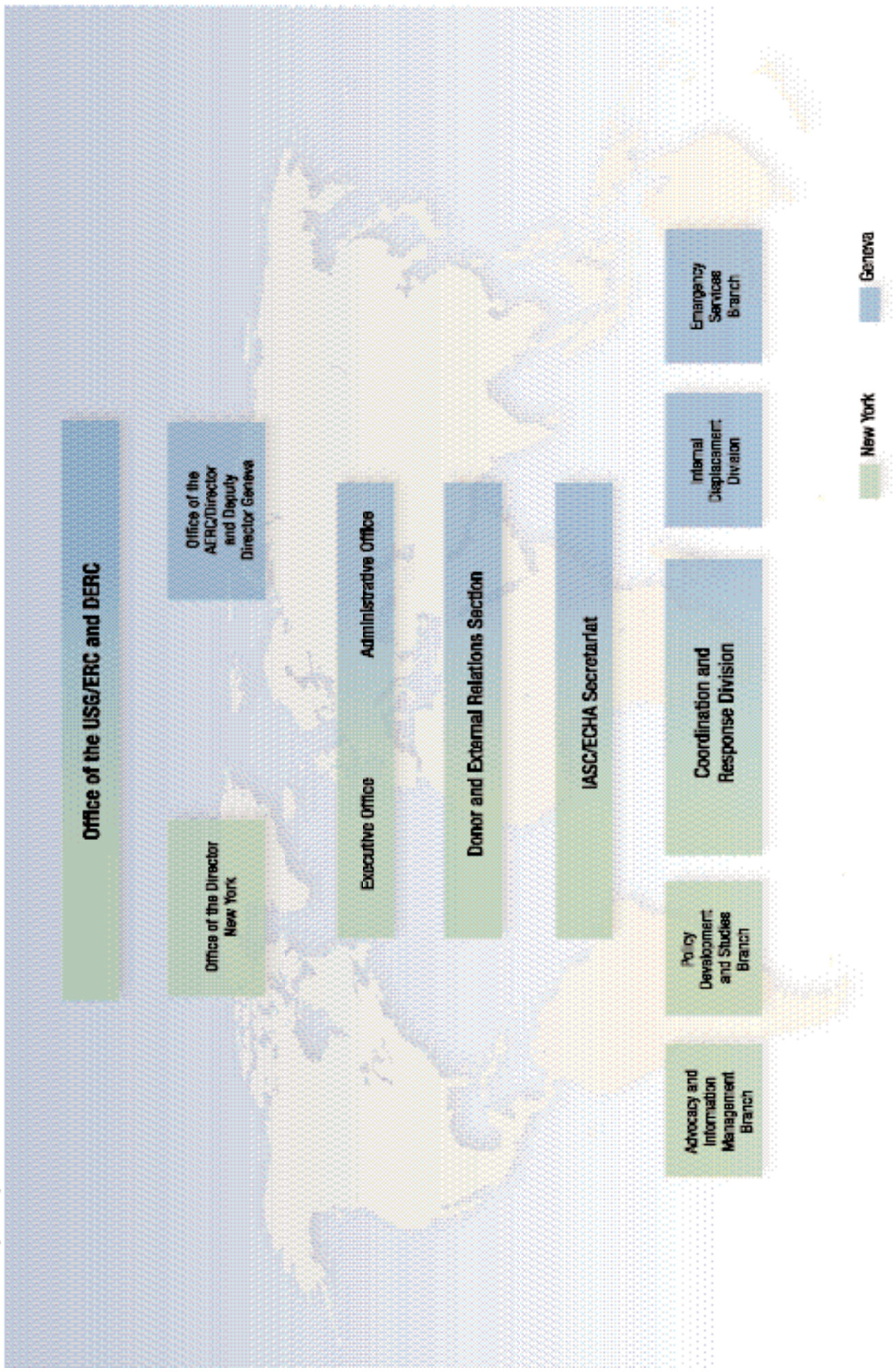
In the last few years, OCHA has generated a relatively stable income from the Programme Support Account. While the support account is normally used only for administrative support purposes OCHA, in 2006, intends to use US$ 11 million from the Programme Support Account to finance part of its extra-budgetary requirements, notably in the strengthening of the Executive and Administrative Offices as well as Information Technology. Thus, while OCHA will require US$ 139 million for its overall extra-budgetary requirements in 2006, OCHA will only request from donors a net amount of US$ 128 million.

Since funding remains a concern for OCHA, there is a need to bring stability and predictability to its financial base. In the first instance, OCHA needs to secure a larger share of the UN regular budget to meet its core needs and enable it to discharge its coordination mandate flexibly and to maximum effect. It has to ensure it receives a larger proportion of unearmarked funding in order to effectively cover its expenditures across different activities and field offices and thus avoid cash flow difficulties. It also needs to address the imbalance in overall funding due to earmarking, with some activities being generously funded while others suffer from severe funding shortfalls. Accordingly, OCHA invites donors to increase the proportion of their unearmarked contributions and to continue the trend towards less rigid earmarking. OCHA also requests donors to support the establishment of a US$ 30 million reserve fund to help meet critical cash requirements at the end of each year for statutory and management obligations. Such a cash reserve will enable OCHA to extend staff contracts for one year and to cover the first three months of operational requirements.

With generous donor support, more unearmarked donor contributions, and a greater share of secure and predictable funding from the regular budget OCHA will be fully equipped to respond rapidly and effectively to sudden on-set disasters and large scale emergencies, to recruit and deploy skilled and experienced staff as and when needed, and to successfully fulfill its mandate as envisaged in GA resolution 46/182.

OCHA thanks its donors for their continued support and commitment. Their contributions to the Office's work in 2005 and throughout the crises of the year are much appreciated, as is their dialogue with OCHA on how best to fulfill the goals of our shared mission of humanitarianism. In particular, OCHA thanks its new donors and looks forward to the continued broadening of its donor base in 2006.

INTRODUCTION

# OCHA Organigramme

- Office of the USG/ERC and DERC
- Office of the AERC/Director and Deputy Director Geneva
- Office of the Director New York
- Executive Office
- Administrative Office
- Donor and External Relations Section
- IASC/ECHA Secretariat
- Advocacy and Information Management Branch
- Policy Development and Studies Branch
- Coordination and Response Division
- Internal Displacement Division
- Emergency Services Branch

New York  Geneva

# BUDGET REQUIREMENTS 2006

| | Headquarters Activities | | | Field Activities | Total |
|---|---|---|---|---|---|
| | Regular Budget (RB) | Extra-budgetary (XB) | Projects | | |
| Executive Management | 4,385,460 | 14,180,815 | 1,447,903 | - | 20,014,178 |
| Emergency Response Coordination | 5,839,652 | 9,218,363 | 5,331,971 | - | 20,389,986 |
| Policy Development | 805,400 | 2,948,590 | 4,849,750 | - | 8,603,740 |
| Advocacy and Information Management | 1,765,480 | 5,979,704 | 6,133,781 | - | 13,878,965 |
| Field Offices | - | - | - | 83,276,696 | 83,276,696 |
| IRIN (Integrated Regional Information Networks) | - | - | - | 6,077,726 | 6,077,726 |
| TOTAL REQUIREMENTS | 12,795,992 | 32,327,472 | 17,763,405 | 89,354,422 | 152,241,291 |
| TOTAL XB REQUIREMENTS | | | | | 139,445,299 |
| Programme Support Income* | | | | | (11,000,000) |
| **NET XB Requested (US$)** | | | | | **128,445,299** |

* In 2006, OCHA anticipates income from the Programme Support Account in the amount of approximately US$ 12 million.
  Therefore, in 2006, OCHA will endeavor to absorb US$ 11 million of its XB requirements from these funds.

# STAFFING 2006

| | International | Local/National | Total |
|---|---|---|---|
| Headquarters Staff Funded from Regular Budget | 49 | 17 | 66 |
| Headquarters Extra-budgetary Staff | 82 | 94 | 176 |
| Headquarters Project Staff | 50 | 18 | 68 |
| Field Office Staff | 265 | 511 | 776 |
| IRIN Staff (Integrated Regional Information Networks) | 16 | 38 | 54 |
| **TOTAL OCHA Staff** | **462** | **678** | **1,140** |

# Executive Management

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

OFFICE OF THE USG/ERC; DERC; DIRECTOR, NEW YORK AND AERC/ DIRECTOR, GENEVA

| Planned Staffing | Regular Budget | Extra-budgetary | Projects | Total |
|---|---|---|---|---|
| Professional | 7 | 4 | - | 11 |
| General Service | 4 | 5 | - | 9 |
| Total | 11 | 9 | - | 20 |
| Staff costs (US$) | 1,889,076 | 1,240,604 | - | 3,129,680 |
| Non-staff costs (US$) | 185,500 | 454,260 | - | 639,760 |
| Total costs (US$) | 2,074,576 | 1,694,864 | - | 3,769,440 |
| **Total requested (US$)** | | | | **1,694,864** |

NEW YORK

| Planned Staffing | Regular Budget | Extra-budgetary | Projects | Total |
|---|---|---|---|---|
| Professional | 6 | 2 | - | 8 |
| General Service | 3 | 3 | - | 6 |
| Total | 9 | 5 | - | 14 |
| Staff costs (US$) | 1,543,080 | 582,049 | - | 2,125,129 |
| Non-staff costs (US$) | 147,800 | 255,380 | - | 403,180 |
| Total costs (US$) | 1,690,880 | 837,429 | - | 2,528,309 |
| **Total requested (US$)** | | | | **837,429** |

GENEVA

| Planned Staffing | Regular Budget | Extra-budgetary | Projects | Total |
|---|---|---|---|---|
| Professional | 1 | 2 | - | 3 |
| General Service | 1 | 2 | - | 3 |
| Total | 2 | 4 | - | 6 |
| Staff costs (US$) | 345,996 | 658,555 | - | 1,004,551 |
| Non-staff costs (US$) | 37,700 | 198,880 | - | 236,580 |
| Total costs (US$) | 383,696 | 857,435 | - | 1,241,131 |
| **Total requested (US$)** | | | | **857,435** |

The Office for the Coordination of Humanitarian Affairs (OCHA), one of the departments of the UN Secretariat, is headed by the Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator (USG/ERC). The USG/ERC has responsibility for all aspects of the functioning of OCHA in New York, Geneva and the field and acts as the principal advisor to the Secretary-General on humanitarian affairs.

The USG/ERC provides regular briefings to the Security Council, the Economic and Social Council (ECOSOC), Member States and partners on issues with humanitarian consequences. The main functions of the USG/ERC are to: coordinate the response of humanitarian agencies, particularly those of the UN system, in emergencies; to work with governments of affected countries, donors and other interested states in advocating humanitarian initiatives; to chair the Inter-Agency Standing Committee (IASC) and Executive Committee on Humanitarian Affairs (ECHA), and to oversee the implementation of their recommendations; to mobilize resources and support for humanitarian programs; and to catalyze better public support for humanitarian issues. The Under-Secretary-General for Humanitarian Affairs also has responsibility for overseeing the inter-agency secretariat of the International Strategy for Disaster Reduction (UN/ISDR) and chairing the Inter-Agency Task Force on Disaster Reduction (IATF/DR). Together with the other members of the Senior Management Team, the ERC ensures effective cooperation with field-based humanitarian, development, political and peacekeeping components of the UN system and travels to countries with prospective or ongoing humanitarian crises to undertake negotiations or review coordination arrangements.

The Deputy Emergency Relief Coordinator (DERC) supports the USG/ERC in the discharge of these responsibilities. The DERC is the principal advisor to the USG/ERC, with an emphasis on key policy and management issues, and exercises a managerial overview of OCHA, ensuring effective cooperation between New York, Geneva and the field. The DERC ensures liaison with other United Nations Secretariat departments, particularly political affairs and peace-keeping operations as well as UN agency partners. The DERC also oversees the coordination and people management responsibilities of the Directors of the New York and Geneva offices.

The Director Geneva is the Assistant Emergency Relief Coordinator (AERC) and manager of Geneva-based activities. The AERC supervises the Emergency Services Branch, the Donor and External Relations Section and the IASC Secretariat in Geneva. The AERC also ensures supervision of other Geneva-based functions of OCHA New York. The AERC serves as chair of the IASC Working Group and represents the ERC to governments and organizations in Europe.

The Director New York has OCHA-wide functional management responsibility for all financial management, administrative and personnel issues. The Director New York supervises the Policy Development and Studies and Advocacy and Information Management Branches, as well as the Executive Office, and oversees the coordination and people management responsibilities of the Coordination and Response Division.

The Senior Management Team, in additional to the USG/ERC, the DERC, and the New York and Geneva Directors, includes the Deputy Director Geneva and the Director and the Deputy Director of the Coordination and Response Division, the Director of the Emergency Services Branch, the Director of the Internal Displacement Division and the Director of the Advocacy and Information Management Branch.

Executive management's overall strategic objectives are to better serve the Secretary-General's country representatives, to strengthen affected governments' capacity, and to aid the UN governance bodies in their decision-making processes. In 2006, the ERC will ensure the objectives of OCHA through the following activities:

Activities:

- Improve the humanitarian system's capacity to respond quickly and effectively to natural and human-made crises by pursuing the Secretary-General's reform agenda and the findings of the Humanitarian Response Review.

- Strengthen OCHA's, and the UN humanitarian system's, capacity for response, coordination, advise and support in natural disasters.

- Coordinate, support and monitor the implementation of the strengthened response mechanisms.

- Mobilize and strengthen the coordination support to the Resident and Humanitarian Coordinators through the development of tools and initiatives.

- Work actively with donors, including non-traditional and the private sector, to secure funding for appeals and the CERF.

- Contribute to a strategic and substantial development of UN action through cooperation with political, peacekeeping and development elements to promote humanitarian principles and action in integrated missions.

- Bolster management staffing to ensure the appropriate management and development of OCHA's human and financial resources.

- Lead and promote the functioning of the strengthened International Strategy for Disaster Reduction for the implementation of the Hyogo Framework for Action.

- Promote humanitarian principles, including protection of civilians and neglected emergencies.

- Bring neglected emergencies to the attention of member governments, donors and relevant actors.

- Respond effectively to ongoing and emerging crisis on the basis of the strengthened inter-agency humanitarian response mechanisms.

Indicators:

- A functional, upgraded Central Emergency Response Fund with a grant facility of more than US$ 200 million.

- More equitable funding to neglected emergencies.

- The cluster lead approach adopted in three agreed existing emergencies and in all responses to new crises.

- More timely appointments of Humanitarian Coordinators.

- Amount of private sector and non-traditional donations to appeals and CERF.

- Degree of buy-in of humanitarian actors and donors to humanitarian reform process as determined by acceptance of lead roles in cluster arrangements, participation in upgraded CERF, etc.

- IASC WG produces concrete follow-up to agreements reached on Humanitarian Reform, including conditions for disbursement of CERF funds and support for cluster lead agencies and the identification of 20 possible candidates for HC positions to meet requirements of expanded pool.

- Staff for working-level posts in AO and EO hired; vacant senior posts in AO and EO filled; three vacant D-level posts advertised and filled by end 2006.

# EXECUTIVE AND ADMINISTRATIVE OFFICES

### EXECUTIVE OFFICE AND ADMINISTRATIVE OFFICE

| Planned Staffing | Regular Budget | Extra-budgetary | Projects | Total |
|---|---|---|---|---|
| Professional | 3 | 22 | 2 | 27 |
| General Service | 4 | 42 | 2 | 48 |
| Total | 7 | 64 | 4 | 75 |
| Staff costs (US$) | 792,084 | 8,942,015 | 597,417 | 10,331,516 |
| Non-staff costs (US$) | 6,600 | 348,923 | 483,866 | 839,389 |
| Total costs (US$) | 798,684 | 9,290,938 | 1,081,283 | 11,170,905 |
| **Total requested (US$)** | | | | **10,372,221** |

### COMMON COSTS CONSOLIDATED

| | Regular Budget | Extra-budgetary | Projects | Total |
|---|---|---|---|---|
| Staff & non-staff costs (US$) | 1,512,200 | 1,210,087 | - | 2,722,287 |
| **Total requested (US$)** | | | | **1,210,087** |

### EXECUTIVE OFFICE NEW YORK

| Planned Staffing | Regular Budget | Extra-budgetary | Projects | Total |
|---|---|---|---|---|
| Professional | 1 | 4 | - | 5 |
| General Service | 3 | 3 | - | 6 |
| Total | 4 | 7 | - | 11 |
| Staff costs (US$) | 426,492 | 964,665 | - | 1,391,157 |
| Non-staff costs (US$) | 2,200 | 62,150 | - | 64,350 |
| Total costs (US$) | 428,692 | 1,026,815 | - | 1,455,507 |
| **Total requested (US$)** | | | | **1,026,815** |

### COMMON COSTS NEW YORK

| | Regular Budget | Extra-budgetary | Projects | Total |
|---|---|---|---|---|
| Staff & non-staff costs (US$) | 709,900 | 752,460 | - | 1,462,360 |
| **Total requested (US$)** | | | | **752,460** |

### ADMINISTRATIVE OFFICE GENEVA

| Planned Staffing | Regular Budget | Extra-budgetary | Projects | Total |
|---|---|---|---|---|
| Professional | 2 | 13 | - | 15 |
| General Service | 1 | 33 | - | 34 |
| Total | 3 | 46 | - | 49 |
| Staff costs (US$) | 365,592 | 6,231,674 | - | 6,597,266 |
| Non-staff costs (US$) | 4,400 | 214,284 | - | 218,684 |
| Total costs (US$) | 369,992 | 6,445,958 | - | 6,815,950 |
| **Total requested (US$)** | | | | **6,445,958** |

### COMMON COSTS GENEVA

| | Regular Budget | Extra-budgetary | Projects | Total |
|---|---|---|---|---|
| Staff & non-staff costs (US$) | 802,300 | 457,627 | - | 1,259,927 |
| **Total requested (US$)** | | | | **457,627** |

The Executive Office (EO), comprising the administrative services of the New York and Geneva Offices, assists the Under-Secretary-General/Emergency Relief Coordinator and OCHA's Senior Management in the discharge of their financial and administrative responsibilities. It provides programme and administrative support for the activities of the Office, both at headquarters and in the field. It also exercises full delegated authority conferred by the Controller on the management and administration of trust funds under the responsibility of OCHA.

The administrative service in New York serves as the Executive Office of OCHA as a whole, overseeing and coordinating the overall administration of the New York and Geneva Offices, as well as those in the field. It supports the coordination of all management reporting, planning and policy review in the areas of programme budget and finance, human resources management and common support services.

The Executive Office in New York administers the Central Emergency Revolving Fund (CERF) and manages the Trust Fund for Strengthening of OCHA and the Special Account for Programme Support, which serve as the main funding sources for OCHA's core staff and activities. It also provides administrative support for the International Regional Information Networks (IRIN) offices in the field.

The Administrative Office (AO) in Geneva provides budget, financial, personnel and common support services to OCHA's core activities and extra-budgetary projects in Geneva. It manages the trust funds under the responsibility of the Geneva Office, most notably the Trust Fund for Disaster Relief Assistance, which serves as the main funding vehicle for OCHA's project and field activities, as well as the Trust Fund for Tsunami Relief, which is used to fund relief efforts relating to the unprecedented tsunami disaster. The AO provides dedicated capacity for full support of OCHA's field coordination offices and services the administrative requirements of the International Strategy for Disaster Reduction (ISDR).

The Field Support Section (FSS), which came into existence in March 2005, falls under the umbrella of the AO, and serves as focal point at headquarters for receipt of all administrative, human resources and financial requests from the field, with special emphasis on field human resources planning and management.

The Staff Development and Learning Project, under the auspices of the Administrative Office, focuses on strengthening the capacity of staff both in the field and in headquarters through learning programmes, information and other material support.

The continuous expansion of OCHA's field presence has necessitated a commensurate increase in the capacity of OCHA's administrative services. Over the last couple of

years, the EO/AO have focused their efforts on strengthening existing mechanisms and developing new tools to address the growing demands of the field. Although some gains have been made in the area of financial administration, much remains to be achieved in the management of human resources. Field recruitment and deployment continue to be less than satisfactory, despite the introduction of new expedited procedures. Initiatives undertaken by OCHA to improve staff contractual arrangements and conditions of service, including rotation, which have been endorsed in principle by OHRM, have yet to be implemented on a system-wide basis.

While the recent delegation of authority for OCHA to recruit, deploy and administer its field staff represents a major step forward in improving overall field support, OCHA recognizes that for such delegation to be effectively carried out, it is critical that its administrative capacity is equally reinforced. Accordingly, the Administrative Office will be reorganized in 2006 with a view to improving its capability to meet the increased workload and ensuring that field requirements are addressed in a timely and effective manner. A major restructuring is envisaged for the Human Resources Management area, particularly in recruitment and personnel administration, with some structural changes as well as in the finance and common support areas. This reorganization will increase the capacity of the AO by an additional 23 staff posts.

Activities:

- Provide strengthened support to OCHA field activities, primarily in the area of human resources management, as well as financial and logistical support. Emphasis will be placed on implementing OCHA's delegation of authority to recruit, deploy and administer its field staff, and ensuring that the necessary capacity and mechanisms are in place to realize the goals of accelerated recruitment, enhanced conditions of service and timely administration of staff entitlements.

- Establish databases, websites and other on-line mechanisms to maintain, in collaboration with the Information Technology Section, data such as:

  - statistics related to human resources management such as vacancy rates, gender and geographical representation, staff development, mobility, and performance appraisals to support management reports;

  - compendium of administrative circulars, guidelines and general information in order to keep staff fully informed of administrative policies, staff entitlements, and other human resources management initiatives;

  - information related to the Office's workload and delivery of human resources support in order to better assess AO's performance, strengthen its effectiveness and assist Senior Management in related decision making.

- Working closely with the Information Technology Section, ensure the functionality of the Financial Accounting System (FAS) in New York. This will include cost planning, preparation of cost plan narratives, managing financial authorizations sent from headquarters to the field, reviewing outstanding obligations and current levels of disbursements and determining how many resources are available at any given point in time for the funding of activities. While the FAS became fully operational in Geneva in 2005, the New York system has yet to commence its functionality.

- Ensure the effective establishment and administration of the new expanded Central Emergency Response Fund (upgraded CERF), in accordance with the relevant General Assembly resolution, including developing, in collaboration with the Controller's Office, the operational guidelines and modalities for its utilization.

- Work in collaboration with OIOS on joint risk assessment for its field activities in order to enhance internal control. The exercise involves jointly identifying specific risks, both internal and external, and formulating controls to mitigate those risks. The exercise will address risks such as political and economic stability, availability of goods and services, changing client needs, poor information flow and unclear definition of roles between headquarters and field offices. It is hoped that more efficient control mechanisms and better management of field operations will result from this exercise.

- Assist Executive Management in its efforts to secure adequate and sustained funding for OCHA and its activities, including the preparation of the biennial programme budget for the period 2008-2009, the annual cost planning and reporting in the context of OCHA in 200X and OCHA Annual Reports.

- Continue the establishment of the rotation plan, harmonization of contractual arrangements, enhancement of conditions of service in the field and career development plan for General Service staff through the inventory of skills project.

Indicators:

- Average number of days for recruitment and deployment of staff in HQ and the field.

- Staff satisfaction as measured by less number of queries, complaints and cases brought forward for resolution.

- Increase in regular budget of OCHA and its activities.

- Percent of post vacancy rates.

- Full capacity to manage the upgraded CERF is established.

- Gender balance at professional level and percent of new staff recruited from developing countries.

# Field Support Section

| Planned Staffing | Regular Budget | Extra-budgetary | Projects | Total |
|---|---|---|---|---|
| Professional | - | 5 | - | 5 |
| General Service | - | 6 | - | 6 |
| Total | - | 11 | - | 11 |
| Staff costs (US$) | - | 1,745,676 | - | 1,745,676 |
| Non-staff costs (US$) | - | 72,489 | - | 72,489 |
| Total costs (US$) | - | 1,818,165 | - | 1,818,165 |
| **Total requested (US$)** | | | | **1,818,165** |

The Field Support Section (FSS) came into existence in March 2005 as the primary contact for ensuring headquarters support to field-based activities. This section reports to the Chief of the Administrative Office in Geneva and serves as the focal point for receiving all administrative and human resources requests which are then vetted for completeness of information and channeled to the other sections of the Administrative Office, namely the Human Resources and Finance sections, for further processing.

During the year 2005 FSS's main approach was one of facilitating recruitment for field offices and tracking and responding to actual field office requests related to administrative, logistical and procurement requirements.

For the year 2006, FSS will facilitate and contribute to planning with the OCHA Coordination and Response Division (CRD), the OCHA Field Information Support Section and field offices concerning the implementation of approved cost plans with special attention paid to each office's in-house administrative support, its vacancy management and scheduling of procurement to be done at headquarters level. Being part of planning will allow FSS to be pro-active and to stimulate improvement.

Having responsibility, at headquarters level, for streamlining preparations for recruitment of staff and facilitating their deployment, FSS will further refine suitability screening of applicants to speed up this important step leading to the final review of applicants for a post.

In 2006, special efforts will be exercised to implement a dialogue with all field offices.

Activities:

- Facilitate the planning of the timely implementation of field office planners with regard to human resources and procurement done at headquarters level.

- Establish a dialogue with all field offices to identify their needs for administrative support, with particular emphasis on staff members.

- Assist in setting up a Roster of pre-screened applicants for posts that make up the basic structure of OCHA field offices.

- Continue facilitating preparations of requests for recruitment and up-date statistics on the lead time for recruitment to identify reasonable room for speeding up the process further.

Indicators:

- Percent of post vacancy rates.

- Roster of pre-screened candidates established and percent of candidates deployed.

# Staff Development and Learning Section

**STAFF DEVELOPMENT AND LEARNING SECTION**

| Planned Staffing | Regular Budget | Extra-budgetary | Projects | Total |
|---|---|---|---|---|
| Professional | - | - | 2 | 2 |
| General Service | - | - | 2 | 2 |
| Total | - | - | 4 | 4 |
| Staff costs (US$) | - | - | 597,417 | 597,417 |
| Non-staff costs (US$) | - | - | 483,866 | 483,866 |
| Total costs (US$) | - | - | 1,081,283 | 1,081,283 |
| **Total requested (US$)** | | | | **1,081,283** |

The goal of Staff Development and Learning is to strengthen the skills of OCHA staff, at headquarters and in the field, in their mission to coordinate and to carry out principled, effective and accountable humanitarian action. In addition to designing, developing, and implementing specific training programmes, the Project aims to strengthen the linkages between all parts of OCHA and mainstream more effectively OCHA strategies, policies and guidelines in all aspects of training programmes, and contribute to the enhancement of organizational learning.

The project seeks to: promote equitable learning opportunities for all OCHA staff; establish a mechanism for systematic review of the learning needs of all staff and their inclusion into OCHA's annual plan; improve the linkage between desired competencies and learning activities of individual staff members; improve planning, evaluation and reporting of learning activities.

Activities:

- Establish an OCHA-wide annual training plan and coordinate learning activities within OCHA to meet the organizational needs and priorities in a systematic and comprehensive way.

- Introduce and manage an OCHA-wide Learning Focal Point system to strengthen the linkages between all parts of OCHA.

- Provide support to Senior Management in organization of RC/HC retreats and seminars, and assure proper follow-up.

- Systematize the orientation and briefing of all new staff, through the use of the Orientation CD-ROM.

- Deliver two Emergency Field Coordination Trainings (EFCT) for 60 staff, one-third of whom will be IASC partners with the remaining two-thirds coming from OCHA.

- Provide, on demand and on site, a customized version of EFCT for new field offices or newly expanded field offices.

- Launch an Advanced Training on Coordination and Emerging Humanitarian Issues for OCHA staff at headquarters and in the field.

- Initiate a specialized training programme on Management and Humanitarian Emergencies for OCHA Heads of Offices.

- Support the capacity of OCHA internal trainers and facilitators by providing training of the trainer workshops.

Indicators:

- Number of OCHA staff and IASC colleagues, involved with coordination activities in complex emergencies, trained through Emergency Field Coordination Training.

- Number of OCHA staff in the field and headquarters trained through an Advanced Course on Coordination and the Current Thinking in Humanitarian Issues.

- Number of OCHA Heads of Offices trained on Management and Humanitarian Emergencies.

- All new recruits in the field and headquarters complete the interactive self-paced OCHA orientation CD-ROM.

- Number and percent of staff receiving training that declare training workshops were of high quality.

- Number and percent of staff surveyed six months post workshop that confirmed learning is being applied effectively in their day to day work.
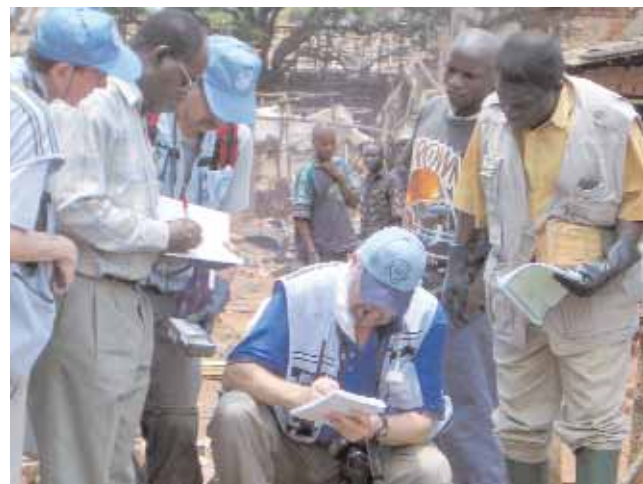
# Donor and External Relations

**DONOR AND EXTERNAL RELATIONS**

| Planned Staffing | Regular Budget | Extra-budgetary | Projects | Total |
|---|---|---|---|---|
| Professional | - | 2 | 3 | 5 |
| General Service | - | 1 | 2 | 3 |
| Total | - | 3 | 5 | 8 |
| Staff costs (US$) | - | 456,063 | 828,724 | 1,284,787 |
| Non-staff costs (US$) | - | 37,290 | 125,826 | 163,116 |
| Total costs (US$) | - | 493,353 | 954,550 | 1,447,903 |
| **Total requested (US$)** | | | | **1,447,903** |

**NEW YORK**

| Planned Staffing | Regular Budget | Extra-budgetary | Projects | Total |
|---|---|---|---|---|
| Professional | - | 2 | - | 2 |
| General Service | - | 1 | - | 1 |
| Total | - | 3 | - | 3 |
| Staff costs (US$) | - | 456,063 | - | 456,063 |
| Non-staff costs (US$) | - | 37,290 | - | 37,290 |
| Total costs (US$) | - | 493,353 | - | 493,353 |
| **Total requested (US$)** | | | | **493,353** |

**GENEVA**

| Planned Staffing | Regular Budget | Extra-budgetary | Projects | Total |
|---|---|---|---|---|
| Professional | - | - | 3 | 3 |
| General Service | - | - | 2 | 2 |
| Total | - | - | 5 | 5 |
| Staff costs (US$) | - | - | 828,724 | 828,724 |
| Non-staff costs (US$) | - | - | 125,826 | 125,826 |
| Total costs (US$) | - | - | 954,550 | 954,550 |
| **Total requested (US$)** | | | | **954,550** |

Within the context of ongoing humanitarian reform initiatives and in addition to its core responsibility to mobilize adequate resources for OCHA's activities, the Donor and External Relations Section (DERS) will play an active role in promoting donor and government support for the Humanitarian Response Review to Member States and in mobilizing donor support for the Central Emergency Response Fund (CERF). It will also intensify its efforts to broaden partnerships and develop closer relations with developing countries and the private sector.

The Section, in both Geneva and New York, assists the Senior Management Team (SMT) in managing relationships with a great range of partners, including governments, regional groups, G-77, parliamentarians, foundations and the private sector. While the Donor and External Relations functions have been combined into one section in New York, they are managed by two distinct sections in Geneva: the Donor Relations Section (DRS) and the Advocacy and External Relations Section (AERS).

The Donor Relations component is responsible for resource mobilization and donor reporting activities. It also provides advice on resource allocations and serves as the main entry point for the OCHA Donor Support Group (ODSG) and the Humanitarian Liaison Working Group (HLWG). The external relations component is in charge of relationships with the G-77, regional groups, academia, parliamentarians, non-governmental organisations, and the corporate sector.

In 2006, the Section will have three key priorities: to enhance donor support and broaden the donor base; to strengthen partnerships with Member States; and to better harness the potential of private engagement.

### Enhancing Donor Support and Broadening the Donor Base

Despite some progress in obtaining a greater share of the Regular Budget, OCHA continues to depend heavily on extra-budgetary resources. DERS fundraising efforts will therefore remain central to securing timely and flexible funding for both headquarters and field activities. In 2006, the Section will build upon existing relationships with traditional partners and expand the donor base, targeting select developing countries and emerging economies.

Accurate and timely reporting to donors on the utilization of their contributions will remain an important responsibility of the Section, despite the increased number of donors who have signed up to the Good Humanitarian Donorship (GHD) initiative for harmonization of reporting requirements. The Section will continue to serve as focal point within OCHA for relations with Member States and will play the leading role in providing advice to the Senior Management Team on policy issues relevant for interaction with donors and resource mobilization.

### Strengthening Partnerships with Member States

Recent large-scale disasters have led to the direct engagement of many countries and other partners in humanitarian assistance. This has spurred increased interest in the international disaster response system and has created new opportunities for OCHA to mobilize operational and financial resources from governments around the world. In 2005, DERS engaged Member States on a regional basis to galvanize support for humanitarian reforms, and the Section will continue these activities throughout 2006.

As an entry point to OCHA, the Section is responsible for creating an environment conducive to the development and maintaining of productive relationships with Member States to create broader understanding of the humanitarian agenda and increased support for the humanitarian coordination system and disaster management capacity. The Section will develop a strategy to engage in a dialogue with a number of Member States or regional groups on humanitarian issues of mutual interest.

## Harnessing the Potential of Private Engagement

The response to recent natural disasters also has highlighted the important role of individuals and corporations in support of relief efforts worldwide. DERS has become more proactive in its outreach to the private sector to diversify OCHA's resource base and garner support for the Consolidated Appeals Process (CAP) and the Central Emergency Response Fund (CERF) on behalf of the wider humanitarian system.

Donor and External Relations in New York and Advocacy and External Relations in Geneva are supporting OCHA's efforts to form strategic alliances with business groups such as the World Economic Forum and the Business Roundtable, focused on disaster relief and preparedness. In 2006, DERS will build on the partnership developed with the UN Foundation, which has accepted to host an online donation facility allowing citizens around the world to make donations to OCHA. The Section also will maintain the on-line Orientation Guide, developed together with the Global Compact, the UN Foundation for International Partnerships and seven UN agencies, to help business identify ways to support relief efforts and direct their donations to the appropriate operational agency.

Activities:

- Promote a strong interface between OCHA and its donors by ensuring that the approach to each donor is tailored, prioritised, and consistent with overall OCHA goals, objectives and priorities, in order to mobilize resources for OCHA's activities. The Section will also advocate for wider humanitarian action and support by donors, in particular for neglected emergencies.

- Provide the Senior Management Team with updates on donor contributions and analyses of funding trends on a quarterly basis as well as donor analysis upon request.

- Create awareness of, and mobilize political and financial support for, OCHA's initiatives by building strategic relationships with members of the G-77, CIS countries, the European Union accession states, and the private sector.

- Devise an action plan for the SMT's outreach to new partners to promote a coherent and complementary approach to effective humanitarian response.

- Support efforts by substantive sections of OCHA to mobilise additional capacity from the corporate sector in areas such as telecommunications, information management, logistics and public information.

- Advocate for the increased predictability, flexibility, timeliness and quality of financial resources available to OCHA, and for the securing of a US$ 30 million budgetary cash reserve needed to issue one year contracts and cover three month operating costs for field offices.

Indicators:

- Increased funding from existing donors – in particular from members of the OCHA Donor Support Group – by at least ten percent over 2005.

- The budgetary cash reserve established and sufficient funds received to allow for full replenishment before November 2006.

- Proportion of funding received against requirements in *OCHA in 2006* compared with previous year.

- Ten percent increase in portion of funds received unearmarked by the end of 2006, at least 60 percent of total contributions received in the first half of the year, and sufficient funds received to cover one-year field staff contracts and three months of operational costs.

- Increased number of non-traditional donors and corporate partners providing financial and operational support to OCHA.

## Inter-Agency Standing Committee/ Executive Committee on Humanitarian Affairs (IASC/ECHA) Secretariat

**NEW YORK**

| Planned Staffing | Regular Budget | Extra-budgetary | Projects | Total |
|---|---|---|---|---|
| Professional | - | 2 | - | 2 |
| General Service | - | 2 | - | 2 |
| Total | - | 4 | - | 4 |
| Staff costs (US$) | - | 502,276 | - | 502,276 |
| Non-staff costs (US$) | - | 49,946 | - | 49,946 |
| Total costs (US$) | - | 552,222 | - | 552,222 |
| **Total requested (US$)** | | | | **552,222** |

**GENEVA**

| Planned Staffing | Regular Budget | Extra-budgetary | Projects | Total |
|---|---|---|---|---|
| Professional | - | 1 | - | 1 |
| General Service | - | 1 | - | 1 |
| Total | - | 2 | - | 2 |
| Staff costs (US$) | - | 278,536 | - | 278,536 |
| Non-staff costs (US$) | - | 72,885 | - | 72,885 |
| Total costs (US$) | - | 351,421 | - | 351,421 |
| **Total requested (US$)** | | | | **351,421** |

The Inter-Agency Standing Committee (IASC) was established in 1992 in response to General Assembly Resolution 46/182, calling for strengthened coordination of humanitarian assistance. The IASC is a unique inter-agency forum for humanitarian dialogue and decision-making, involving a range of UN and non-UN humanitarian partners. Under the leadership of the Emergency Relief Coordinator (ERC), the primary role of the IASC is to shape humanitarian policy as well as to ensure coordinated and effective humanitarian response.

The Executive Committee on Humanitarian Affairs (ECHA) is one of four Committees created by the Secretary-General in the framework of the UN reform, with the aim of enhancing the coordination between UN agencies in various humanitarian sectors. Chaired by the USG, the Committee, composed by UN executives at the highest level, adds a political, peacekeeping and security dimension to humanitarian consultations. ECHA meets regularly to consider UN humanitarian policy and operational matters.

A joint IASC/ECHA Secretariat has the essential role of facilitating the work of IASC and ECHA as effective, action-oriented and well-coordinated decision-making bodies.  It supports the USG/ERC in his capacity as Chair of both Committees, and the Assistant ERC (Director of OCHA-Geneva) in her capacity as the Chair of the IASC Working Group.

In 2006, the IASC/ECHA Secretariat will strengthen its support to the IASC and ECHA, thereby contributing to the broad mandate of OCHA to mobilise and coordinate effective and principled humanitarian action. The Secretariat will also ensure the efficacy of the interface of IASC and ECHA with other inter-agency bodies, notably UNDGO and ECPS, to strengthen the linkage among humanitarian, political and developmental actors.

Activities:

• Assist the ERC and AERC in making strategic decisions by preparing options and recommendations on strategic and operational issues based on inclusive consultation with IASC and ECHA members.

• Facilitate IASC's participation in and follow up to relevant humanitarian reform initiatives, including the newly established Cluster approach.

• Strengthen the linkage between IASC and field partners to increase relevance to the work undertaken by the humanitarian community in the field.

• Increase dialogue between UN and non-UN agencies in the IASC, particularly the NGOs, and partners outside the IASC.

• Improve internal and external recognition of the role and function of the IASC, in particular among those stakeholders who are not familiar with the work of the IASC.

• Strengthen and systematically monitor the follow-up to the decisions and action points of the IASC and of ECHA.

• Provide consistent and effective support to the IASC subsidiary bodies and to the IASC Cluster Working Groups, and ensure inter-linkage among these entities.

Indicators:

• Number of strategic partnerships established with "field-based" IASC Country Teams and relevant Humanitarian Coordinators.

• Number of IASC Country Teams established and meeting on a regular basis.

• Percent of IASC recommendations that result in agreed action.

• Number of ECHA meetings organized and percent of ECHA decisions implemented.

# COORDINATION AND THE INDIAN OCEAN TSUNAMI

On 26 December 2004, an earthquake off the coast of Indonesia registering 9.0 on the Richter scale created a massive tsunami – which quickly and viciously struck Indonesia before surging toward Thailand then moving across the Indian Ocean to strike Sri Lanka, the Maldives and finally the western coast of Africa in Somalia and Kenya.

Within hours, the earthquake and tsunami had caused unprecedented destruction in terms of scale and geographical distribution, primarily affecting poor coastal communities in twelve countries, destroying critical infrastructure, administrative capacity, basic services, and livelihoods. An estimated 240,000 people died because of the disaster and over a million people were displaced. Thousands of aid workers and military members flooded the region, bringing with them vast quantities of aid and forming what many termed "the second tsunami." Within this chaotic environment, OCHA worked around the clock to negotiate with government officials, organise relief through coordinated sectoral working groups, create databases and websites to manage information, facilitate contributions to relief projects, and resolve the logistical bottlenecks at major ports and hubs.

Effective coordination in the tsunami-affected countries required OCHA to draw on all of its humanitarian response tools. The Deputy Emergency Relief Coordinator was immediately designated as United Nations Special Coordinator for Assistance to the Tsunami Affected Communities and OCHA quickly restructured to meet the crisis by designating Humanitarian Coordinators (HCs) and deploying personnel to support them.

OCHA deployed four UNDAC teams to Indonesia, Sri Lanka, Thailand, and the Maldives, the most severely affected countries, to liase with relevant government authorities, organise inter-agency assessments to establish baseline data on humanitarian needs, and jumpstart sectoral coordination meetings. OCHA also quickly deployed humanitarian affairs officers to open new offices in Sri Lanka and the Maldives and to expand the existing OCHA presence in Indonesia. Humanitarian Information Centres were established in Indonesia and Sri Lanka and websites were launched to facilitate information gathering and distribution.

The websites also created an important link between the field and the rest of the world. Over 50 people were deployed in two months to facilitate coordination in the field, including standby partners and several civil-military coordination officers who established critical operations coordination links between the civilian humanitarian community and the 35 nations that provided military assets for the international effort. OCHA also arranged for the International Humanitarian Partnership (IHP) countries to deploy support modules of equipment to establish camps for humanitarian workers in Banda Aceh, Meulaboh, and Calang, Indonesia.

The Joint UNEP/OCHA Environmental Unit supported Rapid Environmental Assessments in the Maldives, Sri Lanka, and Indonesia to identify acute environmental issues with immediate impacts on human life, coordinate response efforts and develop practical waste management projects in Indonesia and Sri Lanka.

At headquarters, OCHA issued daily situation reports detailing immediate needs and providing information on coordination, gaps in assistance, and financial updates. Just ten days after the crisis, OCHA launched a Flash Appeal compiling emergency and early recovery projects for the region. The CAP section tracked contributions to the Flash Appeal, and worked with Price Waterhouse Coopers to improve transparency and accountability for the over US$ 1 billion pledged to the UN for the relief effort. The Logistics Support Unit issued daily updates on logistical bottlenecks and priorities. ReliefWeb was also an essential forum for information exchange. In the first two months following the tsunami, ReliefWeb had published over 4,000 documents and 90 maps on the disaster, and during the peak of the response phase hits on the website averaged three million per day.

OCHA established the Tsunami Task Force, and also chaired Inter-Agency Standing Committee (IASC) Tsunami Task Force video-conferences between New York and Geneva to facilitate information sharing between headquarters, the field, and members of the IASC. Teleconferences, initially held daily, took place between HCs in affected countries and headquarters. OCHA organised several meetings for Member States and the IASC to facilitate information sharing and the creation of strategic goals. OCHA also ensured a continuous flow of information to the world media on the tsunami's impact and the priority humanitarian needs. During the first two months following the disaster, OCHA provided over 1,000 interviews and responded to numerous press inquiries.

As time passed and most of the immediate needs of the affected populations were met, humanitarian relief began to shift towards early recovery and reconstruction activities. However, OCHA has played a key role in highlighting the continuing importance of ensuring that remaining humanitarian needs are not forgotten. Almost a year after the earthquake-tsunami, there are still approximately 1 million people displaced. Although some have obtained transitional or permanent shelter options, a significant percentage are still living with host families, and a smaller number are living in tents. OCHA has and continues to coordinate the development and implementation of a strategic solution to ensure that the needs of these individuals are met, and foresees that it will be able, by mid-2006, to exit the tsunami-affected countries, handing over coordination responsibilities to Resident Coordinators.

# Emergency Response Coordination

## Coordination and Response Division

### COORDINATION AND RESPONSE DIVISION

| Planned Staffing | Regular Budget | Extra-budgetary | Projects | Total |
|---|---|---|---|---|
| Professional | 22 | 25 | - | 47 |
| General Service | 4 | 16 | - | 20 |
| Total | 26 | 41 | - | 67 |
| Staff costs (US$) | 3,767,664 | 7,225,712 | - | 10,993,376 |
| Non-staff costs (US$) | 934,200 | 1,439,643 | - | 2,373,843 |
| Total costs (US$) | 4,701,864 | 8,665,355 | - | 13,367,219 |
| **Total requested (US$)** | | | | **8,665,355** |

### NEW YORK

| Planned Staffing | Regular Budget | Extra-budgetary | Projects | Total |
|---|---|---|---|---|
| Professional | 12 | 9 | - | 21 |
| General Service | 4 | 2 | - | 6 |
| Total | 16 | 11 | - | 27 |
| Staff costs (US$) | 2,186,676 | 1,934,890 | - | 4,121,566 |
| Non-staff costs (US$) | 130,200 | 305,100 | - | 435,300 |
| Total costs (US$) | 2,316,876 | 2,239,990 | - | 4,556,866 |
| **Total requested (US$)** | | | | **2,239,990** |

### GENEVA

| Planned Staffing | Regular Budget | Extra-budgetary | Projects | Total |
|---|---|---|---|---|
| Professional | 10 | 16 | - | 26 |
| General Service | - | 14 | - | 14 |
| Total | 10 | 30 | - | 40 |
| Staff costs (US$) | 1,580,988 | 5,290,822 | - | 6,871,810 |
| Non-staff costs (US$) | 804,000 | 1,134,543 | - | 1,938,543 |
| Total costs (US$) | 2,384,988 | 6,425,365 | - | 8,810,353 |
| **Total requested (US$)** | | | | **6,425,365** |

The Coordination and Response Division (CRD) has three major responsibilities: provide direct support to the ERC in his role as principal Advisor to the Secretary-General on humanitarian issues and coordinator of international humanitarian response; provide guidance to UN Coordinators in the field on all matters pertaining to complex emergencies and natural disasters; and manage and support the field, e.g. surge capacity, emergency cash grants, and the Consolidated Appeals Process (CAP).

2005 was the initial year in realizing the principal aim of the merger of the Humanitarian Emergency Branch and the Response Coordination Branch, which is to strengthen humanitarian coordination and response and enhance headquarters support to the field for both complex emergencies and natural disasters. In its first year of operation, the unified Division faced the challenge of organizing responses to an unprecedented succession of major natural disasters (the Indian Ocean Earthquake-Tsunami of December 2004, the destructive 2005 Atlantic hurricane season, the UN's response to Hurricane Katrina in the United States and the South Asia Earthquake of 8 October) on the one hand – and major complex (Sudan/ Darfur, DRC, Nepal and Colombia) and "forgotten/ neglected" (Niger, Malawi, northern Uganda, Zimbabwe) emergencies – on the other hand. These events required a full mobilization of CRD's capacities and resources and proved the value of having an integrated OCHA response division. The newly established Field Support Section, while not a part of CRD but a close partner, provided enhanced HQ-Field interface on a wide variety of administrative issues.

Addressing these large-scale emergencies in 2005 stretched OCHA's response capacities. The experience of 2005 highlights the critical need for OCHA to forge new partnerships for providing support in the medium and longer-term phases of response. This is particularly evident in the Tsunami crisis, where the absence of UN transitional resources and arrangements has required the continuing presence of OCHA beyond 2005.

In 2006, the Division will broaden and strengthen linkages with other OCHA branches, UN Secretariat Departments, UN partners, NGOs, and the Red Cross. In particular, efforts will be made to establish predictable arrangements in addressing post-crisis and transitional contexts, both for complex emergencies and natural disasters.

There is currently a need for a wider UN vision and strategy for engagement in natural disaster management. One of CRD's priorities in 2006 is to strengthen partnerships with natural disaster partners and promote linkages and contacts between OCHA's field presences, RC/HC systems and regional organizations.

A number of new initiatives relating to both complex emergencies and natural disasters at field and headquarters level are expected to have a significant impact on CRD's activities in 2006.

As OCHA's primary interface with Secretariat Departments, CRD will intensify its participation in the planning of Department of Peace Keeping Operations (DPKO) and Department of Political Affairs (DPA) missions, including extended assignments of desk officers for start-up, mid-term and end of mission assessments. It is also expected that the proposed establishment of a Peace Building Support Office in the Secretariat, to support the Peacebuilding Commission in its substantive functions, will likely increase the demand on CRD desks.

The Humanitarian Response Review (HRR) calls for the strengthening of the ERC and HC functions to enhance coordination between humanitarian organizations and other institutions and actors that influence humanitarian situations. This includes enhancing the ERC's work within the Secretariat and with the Security Council, as well as the quality of his and the HC's interaction with the IASC and the donor community to help build a broader and more inclusive operational humanitarian community. CRD will continue to advise the ERC on countries/issues requiring Security Council attention, prepare OCHA briefings to the Security Council and the HLWG, bring key humanitarian concerns to the attention of IASC members and support OCHA's contributions to Executive Committees, including ECHA, ECPS and the Policy Committee.

The expansion of humanitarian emergencies in size and scope has intensified the competition for humanitarian material/resources. In the context of the HRR, CRD and its Surge Capacity Section will work with other partners to develop a more systematic, predictable and responsive humanitarian staffing facility in support of the HC/RC and UN Country Teams. CRD will also contribute to the overall OCHA efforts to train and better equip Resident/Humanitarian Coordinators.

This initiative will go hand in hand with continued work to strengthen the CAP, including earlier and more complete funding for Appeals. CRD will also support the implementation of the upgraded CERF through closer monitoring of country situations, a more comprehensive analysis of neglected emergencies, assisting the UNCTs to identify time-critical needs, and verifying the validity of CERF requests against country strategies and policies.

Security of staff continues to preoccupy managers and staff in the humanitarian sphere. The addition of an Assistant OCHA Security Focal Point within CRD has

improved OCHA's ability to provide security support and analysis by having a full-time professional staff member dedicated to security issues. He provides 24/7 liaison with the UN Department of Safety and Security and supports the field on security issues. These include a focus on ensuring that all OCHA staff and facilities are MOSS/MORSS compliant as well as deploying to the field to assist field operators in enhancing their security arrangements.

In 2006, CRD will: cooperate with relevant Branches of OCHA to improve support to field offices in the areas of administration, personnel management, planning, programming, policy development and advocacy; improve the quality of information analysis including assessments, preparedness, and financial tracking; and support new initiatives towards achieving greater predictability of humanitarian financing, capacity and response in the context of the HRR, the Humanitarian Reform process, including the upgraded Central Emergency Response Fund (CERF), the Hyogo Framework for Disaster Risk Reduction, and Integrated Missions and Transition.

2005 saw considerable progress in filling all vacancies within CRD. As the year closed, CRD is within striking distance of having a 100 percent vacancy fill rate.

Activities:

Strengthen Support to Field:

- Provide support and advice on country strategies and operations, including development of work plans and cost plans, entry and exit strategies for OCHA presence, good practices and lessons learned, resource mobilization for OCHA, training and facilitation of CAPs, and deployment of surge capacity for contingency planning and response coordination.

- Provide administrative support, in collaboration with AO/FSS – human resource management, including recruitment (ensuring gender and geographical balance) staff development, training, and PAS.

Improve Disaster Response Preparedness and Coordination:

- Together with ESB, RDRAs and other partners, work on development of a unified database of contacts in the field and at HQ through the OCHA Online /Central Registry; strengthen the readiness level for disaster seasons; develop Standard Operating Procedures (SOPs) for disaster response and coordination; and improve information management through situation reports and better application of virtual OSOCC.

- Work with PDSB, ESB and others to develop an OCHA policy position on drought.

- Promote the use of the UNCT self assessment tool endorsed by IASC WG TFND in priority countries and engage more actively in the 'new' DMTP through the establishment of focal points under each geographic region; develop a more comprehensive Early Warning strategy and clarity of roles between CRD, field and Early Warning in New York.

- Strengthen partnerships with natural disaster stakeholders, including liaison with ISDR, participation in IASC SWG on Early Warning, planning with UNDP/BCPR/ISDR and development partners for the transition phase, and support for the implementation of IRP's work plan.

Improve Advocacy on Neglected Crises, Humanitarian Issues of Concern, including Natural Disasters:

- Support field-based initiatives to raise profile of humanitarian needs.

- Support OCHA briefings to the Security Council (SC) on neglected crises.

- Continue to provide support for the SG's Special Envoys/Representatives/Coordinators in their advocacy efforts.

- Support advocacy initiatives related to specific themes (triple threat, HIV/AIDS, SGBV, gender mainstreaming).

- Engage actively with universities, "think-tanks" and institutions to influence international dialogue on disaster and complex emergency response.

Strengthen Management/Performance at HQ:

- Develop and update Country Profiles/Briefing Packages to include both complex emergency and natural disaster information. Ensure profiles are available on intranet.

- Facilitate and improve communication at all levels of the organization – HC/Director/Deputy Director CRD; Chief of Section – Head of Office.

- Streamline relationship between the field, desks, and CAP Section to ensure timely support and, whenever necessary, fast publication and distribution of Appeals.

Ensure Full Representation of Humanitarian Policy/ Principles in Secretariat and Security Council Decision-Making Processes:

- Increase CRD involvement in all phases of DPKO planning.

- Prioritize CRD participation in inter-departmental assessment missions.

- Maintain a proper consultative process with humanitarian partners in developing humanitarian positions for various SC/SG Reports.
- Continue to monitor, and seek to influence, deliberations of the Security Council.

Indicators:

- Number and percent of OCHA offices fully staffed and carrying out relevant parts of OCHA's mandate and core activities.
- Percent of field offices producing regular situation analyses and updated Contingency Plans.
- Length of deployment time for field staff.
- Turn-over rate of field staff.
- Timely opening and closing of OCHA field offices.
- Number of SC briefings on humanitarian issues.

- Number of meetings/events between senior officials and Member States/donors on humanitarian issues.
- Number of OCHA field offices, which in the views of key constituents (NGOs, Red Cross, UN agencies, donors, host government) add value to work of implementing agencies.
- Number of transitional mechanisms/partnerships developed to coordinate response in transitional phase.
- Number of inter-agency networks and strategies on natural disasters.
- Extent to which inter-agency task forces/working groups in NY and GVA addressing new emergencies add value to field operations, as assessed by HC and field staff.
- Number of OCHA field offices that are fully funded.
- Number and percent of CAPs with contributions above the 68 percent average since 1992.

## Consolidated Appeals Process Section

### CAP SECTION

| Planned Staffing | Regular Budget | Extra-budgetary | Projects | Total |
|---|---|---|---|---|
| Professional | - | 5 | - | 5 |
| General Service | - | 6 | - | 6 |
| Total | - | 11 | - | 11 |
| Staff costs (US$) | - | 1,898,645 | - | 1,898,645 |
| Non-staff costs (US$) | - | 199,671 | - | 199,671 |
| Total costs (US$) | - | 2,098,316 | - | 2,098,316 |
| **Total requested (US$)** | | | | **2,098,316** |

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

Governments, donors, and members of the Inter-Agency Standing Committee use the CAP, which is an inclusive and coordinated programme cycle to: analyse context and build scenarios; assess needs and define priorities; plan and implement a coordinated response; appeal for funds; and monitor and evaluate. The CAP also provides a platform for advocacy, for example to call attention to the unmet

needs of people struck by crisis or disaster. Since 1992 the United Nations has issued over 240 appeals and raised some US$ 30 billion in voluntary contributions. On average, Consolidated Appeals (or Flash Appeals which are used when emergencies first arise) have been 68 percent funded.

Activities:

- Strengthen the CAP as a tool for planning, programming, and coordination, for example by: furthering the use of the Needs Analysis Framework (NAF); developing guidelines for strategic monitoring; and encouraging the main NGOs to partake in all aspects of the process.
- Maintain a comprehensive training programme to ensure that OCHA staff are effective in facilitating the CAP in the field and at headquarters.
- Manage the launch of Consolidated Appeals, Flash Appeals, Mid-year Reviews, and Revisions presented to donors.
- Improve the timeliness, accuracy, and scope of the Financial Tracking Service (FTS), and provide training to HCs and OCHA staff on the FTS.
- Support HCs to ensure quality during each part of the CAP cycle.

Indicators:

- Number and percent of 20 biggest aid agencies participating in all aspects of the CAP – in particular needs analysis and programme monitoring.

- Timely preparation and launch of the Consolidated Appeals, Flash Appeals, Revisions, and Mid-year Reviews.

- Number of hits on FTS on-line, especially custom

queries to FTS database answered successfully by automated system.

- Number and percent of workshop participants rating OCHA staff conducting the workshops as effective.

- Number of countries successfully implementing the NAF.

- Number of countries successfully implementing the strategic monitoring tool.

## Surge Capacity and Contingency Planning Section

**SURGE CAPACITY AND CONTINGENCY PLANNING SECTION**

| Planned Staffing | Regular Budget | Extra-budgetary | Projects | Total |
|---|---|---|---|---|
| Professional | - | 3 | - | 3 |
| General Service | - | 2 | - | 2 |
| Total | - | 5 | - | 5 |
| Staff costs (US$) | - | 857,195 | - | 857,195 |
| Non-staff costs (US$) | - | 181,930 | - | 181,930 |
| Total costs (US$) | - | 1,039,125 | - | 1,039,125 |
| **Total requested (US$)** | | | | **1,039,125** |

OCHA has strengthened its surge capacity in order to have a dedicated and readily available capacity to respond to sudden onset emergencies and requests for support to UN country teams.

The main task of the Surge Capacity and Contingency Planning Section is to offer OCHA support and response capability to UN HC/RCs and UNCTs at the sudden onset of a new crisis or the intensification of an existing crisis beyond the scope of the existing in-country mechanisms. Surge capacity will be deployed to provide expert humanitarian coordination support for UN RC/HCs, undertake needs assessments, review capacity and capabilities of the UN to respond to the emergency, support the development of Flash Appeals and to participate in and provide experienced OCHA leadership for UNDAC teams.

The Surge Capacity and Contingency Planning Section is being equipped with the necessary resources to be immediately operational with off-the-shelf telecommunications and computer support modules as well as ready access to petty cash. Where possible and where needed, deployment may be of more than one person to enable OCHA to "customize" its support functions to the RC/HC and UNCT.

Activities:

- Provide rapid deployment to emergency situations to fill unexpected gaps in key field coordination positions.

- Provide support to RC/HCs and UNCTs in emerging crises - including setting up OCHA support offices or presence and strengthening or establishing humanitarian coordination systems.

- Develop or update existing contingency plans.

- Fill critical vacancies in case of exceptional absences in existing OCHA offices and HQ.

- Develop a fully functional emergency response roster.

- Develop a preliminary integrated system to encompass all critical elements of OCHA's tools and services to be deployed in emergencies.

- Provide back-up contingency planning support to the Contingency Planning cell in CRD.

Indicators:

- Upon request from HC/RC and UNCT or SMT, surge response is provided within 48 hours.

- Number and percent of support offices and appropriate coordination mechanisms established in line with "cluster approach" and when appropriate, OSOCC and INSARAG systems, within 48 hours of surge capacity arriving.

- Critical OCHA staff gaps are filled within 24 hours and up to a period of 60 days until such time as new staff can be hired.

- Access to and deployment from the roster satisfies the 24 hour window.

# Emergency Services Branch

**EMERGENCY SERVICES BRANCH**

| Planned Staffing | Regular Budget | Extra-budgetary | Projects | Total |
|---|---|---|---|---|
| Professional | 5 | 1 | 13 | 19 |
| General Service | 1 | 2 | 7 | 10 |
| Total | 6 | 3 | 20 | 29 |
| Staff costs (US$) | 1,039,188 | 389,158 | 3,454,519 | 4,882,865 |
| Non staff costs (US$) | 98,600 | 163,850 | 1,877,452 | 2,139,902 |
| Total costs (US$) | 1,137,788 | 553,008 | 5,331,971 | 7,022,767 |
| **Total requested (US$)** | | | | **5,884,979** |

The Emergency Services Branch (ESB) is responsible for developing, mobilizing and coordinating the deployment of OCHA's international rapid response capacities to provide assistance to countries affected by natural disasters and other emergencies. ESB manages three major projects: the Field Coordination Support Services Section (FCSS); the Military, Civil Defence and Logistics Support Section (MCDLS); and the Environmental Emergencies Services Section (EES); each with their distinctive mandates and tools for disaster response. ESB also oversees three Units dealing with information management and technology.

The Field Coordination Support Services (FCSS) Section provides disaster assessment and response coordination through the deployment of UNDAC teams. FCSS is responsible for international standard-setting for urban search and rescue and for establishing on-site operation coordination centres, as for deployment staff and modules provided by the International Humanitarian Partnership. The Section also manages OCHA's Standby Partnerships to provide staffing support to field offices during emergencies. In addition, FCSS maintains the Virtual On-Site Operations Center (VOSOCC) for real-time exchange of practical information related to emergency response.

The Civil Military Coordination Section (CMCS) is responsible for ensuring appropriate coordination between civilian and military actors in a crisis or disaster, and for the mobilization of Military and Civil Defence Assets. The Central Register of Disaster Management Capacities is managed by the CMCS.

The Logistics Support Unit (LSU) is responsible for managing a stockpile of relief supplies that can be quickly dispatched to disaster-affected areas, and manages two parts of the OCHA Central Register: the Register of Emergency Stockpiles and the Register of Customs Contacts and Regulations. In times of disaster, LSU is also responsible for monitoring the international logistics situation and drawing attention to logistics bottlenecks.

The Environmental Emergencies Services Section (EES) provides specialized assistance to countries facing environmental emergencies and natural disasters with significant environmental impact.

ESB also oversees three units in Geneva, which are functionally part of the Advocacy and Information Management Branch (AIMB), namely: ReliefWeb; the Integrated Regional Information Networks (IRIN); and the Information Technology Section.

ESB's key objectives for 2006 are to: strengthen coordination support and support to field administration mechanism and tools for response to natural disasters and humanitarian emergencies; better integrate OCHA response mechanisms and tools, including surge capacity, into humanitarian policy and practice in countries affected by emergencies; develop reliable partnerships in the public and private sector as a means of improving OCHA's capacity for resource mobilization; and provide a solid and efficient service to the UN and the broader humanitarian community by expanding information management tools, including financial tracking, assessments for CAP and assessments of operational and technical gaps and capacity requirements.

Indicators:

- Evidence that OCHA has provided timely and well-coordinated response to natural disasters and humanitarian emergencies, measured by speed of deployment in the case of UNDAC teams, environmental experts, Military and Civil Defence Assets, and relief shipments from the UNHRD in Brindisi.

- UN Country teams make use of well-tried OCHA mechanisms for responding to disaster or humanitarian emergency, quantified by the numbers of requests received and of disaster-response tools deployed.

- Expansion of partnerships with non-UN entities, measured by number of IHP/APHP support modules and staff deployed; number of staff provided by OCHA's stand-by partners; number of actors involved in the Environmental Emergencies Partnership.

## Field Coordination Support Section

**FIELD COORDINATION SUPPORT SECTION**

| Planned Staffing | Regular Budget | Extra-budgetary | Projects | Total |
|---|---|---|---|---|
| Professional | 1 | - | 4 | 5 |
| General Service | - | - | 3 | 3 |
| Total | 1 | - | 7 | 8 |
| Staff costs (US$) | 148,596 | - | 1,194,555 | 1,343,151 |
| Non-staff costs (US$) | | - | 577,995 | 577,995 |
| Total costs (US$) | 148,596 | - | 1,772,550 | 1,921,146 |
| **Total requested (US$)** | | | | **1,772,550** |

**UNDAC DEVELOPING COUNTRIES DEPLOYMENT AND TRAINING PROJECT**

| Planned Staffing | Regular Budget | Extra-budgetary | Projects | Total |
|---|---|---|---|---|
| Professional | - | - | - | - |
| General Service | - | - | - | - |
| Total | - | - | - | - |
| Staff costs (US$) | - | - | - | - |
| Non-staff costs (US$) | - | - | 938,931 | 938,931 |
| Total costs (US$) | - | - | 938,931 | 938,931 |
| **Total requested (US$)** | | | | **938,931** |

The Field Coordination Support Section (FCSS) manages the United Nations Disaster Assessment and Coordination (UNDAC) Team worldwide, acts as the Secretariat for the International Search and Rescue Advisory Group (INSARAG), manages OCHA's relationship with standby partners for the provision of seconded staff to support OCHA's surge capacity and acts as Secretariat to the International Humanitarian Partnership. The tools and services managed through FCSS are designed to support and enable OCHA to respond quickly and effectively to sudden-onset disasters. The FCSS secretariat function for INSARAG has led to a more coherent international search and rescue capacity worldwide.

Key objectives for 2006 are to: ensure that the UNDAC Team continues to develop in such a way that it maintains its niche and is recognised as a value-added component of the international humanitarian response system, with particular reference to the continued development of the UNDAC team for Africa; develop standby partnerships with new and non-traditional partners, particularly in the Middle-East and Asia-Pacific regions; enhance the relationship with the International Humanitarian Partnership, as well as support the development of the Asia-Pacific Humanitarian Partnership; continue work on development of the INSARAG network and common standards for international search and rescue; and ensure that FCSS's information management activities are more closely linked to those of the Field Information Support Section.

Activities:

- Maintain the UNDAC team as a tool for disaster response coordination, with particular emphasis placed on capacity building in disaster prone countries: UNDAC Induction Course, Lausanne, May 2006; Americas Induction Course Panama, May-June 2006; UNDAC Asia Induction Course, Seoul, Korea, September 2006. Advocate for the role of UNDAC in supporting governments of disaster-prone countries and UN country teams in these countries (interface with OCHA Regional Disaster Response Advisers and OCHA's Coordination and Response Division; encourage involvement of OCHA senior management and HCs/RCs in UNDAC courses, conduct disaster response preparedness missions whereby recourse to the UNDAC mechanism and INSARAG Guidelines are written in to national disaster management plans. Develop UNDAC team capacity to provide overall analyses of sectoral assessments conducted by partners at the sites of disasters, for dissemination through the Virtual OSOCC and OCHA Situation Reports.

- Conduct UNDAC disaster response missions with regional participation and the technical support of the International Humanitarian Partnership/Asia-Pacific Humanitarian Partnership (IHP/APHP) (circa 10 missions per year).

- Chair and seek assistance from the IHP and APHP for technical and human resources to support OCHA in the field in the event of sudden-onset disaster or humanitarian emergency. Further develop the APHP along the same lines as the longer standing IHP (at least one meeting in each region with members of the IHP and APHP consortiums).

- Ensure adherence to international guidelines and procedures for deployment of urban search and rescue (USAR) teams to earthquake emergencies (INSARAG Regional Meetings for the Americas, Guatemala, February 2006 and also the Africa/Europe and Asia/Pacific Regions; INSARAG Asia-Pacific USAR Exercise, China, June 2006).

- Continue to approach standby partners for provision of temporary staff to support OCHA field offices facing the unpredictable (maintain present standby partnerships and develop new ones including with NGOs or the private sector). Nurture present partnerships (DFID, UK, Norwegian Refugee Council, Danish Refugee Council, Swedish International Development Agency (Sida), Red R Engineers for Disaster Relief, Australia, Austcare, Australia, UNV)

and develop new ones including with NGOs or the private sector, and offer training for members of standby partner rosters.

- Conduct at least two disaster response preparedness missions in the course of the year to disaster-prone countries requesting this service. Identify gaps in national disaster management plans in the course of UNDAC disaster response preparedness missions to disaster-prone countries, and advise on procedures to close these gaps.

- Exercise the On Site Operations Coordination Centre (OSOCC) function as designed by the International Search and Rescue Advisory Group (INSARAG) and developed and activated by the United Nations Disaster Assessment and Coordination (UNDAC) system: one OSOCC Training Course envisaged per year. Participate in Exercise Triplex 2006 alongside other major disaster response players.

- Within the framework of GDACS, FCSS will continue developing procedures and standards for disaster information exchange between affected countries and responders. The Virtual OSOCC will be modified to serve as a platform for standardized information exchange. In addition, FCSS will continue to strengthen the network of GDACS stakeholders, building on the INSARAG network, with a priority of including disaster-prone countries in the system.

Indicators:

- Number and percentage of UNDAC Teams deployed within 24 hours of a request from the UN Resident Coordinator or affected government.

- Number of staffing gaps filled with staff through OCHA's institutional partnership with standby partners.

- Number of IHP/APHP support modules and staff deployed in support of OCHA.

- Number of international USAR and humanitarian response actors making use of Virtual OSOCC for exchange of operational information and coordination of response activities.

- Number and percentage of UNDAC members from disaster-prone countries.

- Percentage of USAR teams applying INSARAG Guidelines.

## Civil Military Coordination Section

**CIVIL MILITARY COORDINATION SECTION**

| Planned Staffing | Regular Budget | Extra-budgetary | Projects | Total |
|---|---|---|---|---|
| Professional | - | - | 7 | 7 |
| General Service | - | - | 2 | 2 |
| Total | - | - | 9 | 9 |
| Staff costs (US$) | - | - | 1,633,275 | 1,633,275 |
| Non-staff costs (US$) | - | - | 258,374 | 258,374 |
| Total costs (US$) | - | - | 1,891,649 | 1,891,649 |
| **Total requested (US$)** | | | | **1,891,649** |

The Civil Military Coordination Section (CMCS), previously entitled Military and Civil Defence Unit (MCDU), is the focal point within the United Nations system for the efficient mobilisation of Military and Civil Defence Assets (MCDA) for use in humanitarian emergencies and for liaison with governments, international organizations, regional organizations and military/civil defence establishments deploying these assets. CMCS manages and conducts the UN Civil-Military Coordination (UN CMCoord) training programme along with pre-deployment training courses for military and civilian actors. It also coordinates UN agency participation, and participates in major military exercises comprising significant humanitarian scenarios.

The Section is responsible for the overall management of the OCHA Central Register of Disaster Management Capacities, with specific maintenance of the MCDA Directory containing a list of Military and Civil Defence Assets and expertise.

CMCS acts as a facilitator and secretariat to the development of documents involving the broad international humanitarian community and is custodian of the "Oslo" and "MCDA" Guidelines detailing the use of MCDA in support of UN humanitarian operations in natural, technological and environmental disasters and complex emergencies respectively.

In addition to the Section's mandated activities, in 2006 CMCS will practically test the UN CMCoord Field Handbook in humanitarian operations. A major challenge will be the implementation of the IASC endorsed UN Humanitarian CMCoord Concept, seeking Member State participation in forming OCHA trained National Standby Teams for effective CMCoord deployment.

Activities:

- Identify, secure approval, mobilize and deploy MCDA in the field in response to validated requests from Humanitarian Coordinators.

- As a Humanitarian Common Service, maintain and further develop a UN Civil-Military Coordination (UN CMCoord) Officer system for rapid response to humanitarian field operations and continue to provide support to existing CMCoord functions and advocate for the expansion of UN CMCoord posts in OCHA regional offices.

- Implement the IASC-endorsed UN Humanitarian CMCoord Concept for the timely and rapid deployment of UN CMCoord Officers; seek support from Member States for a national stand-by capacity and tailor UN CMCoord Officer training to meet these needs.

- Test, among all partners, the UN CMCoord field handbook for the use of humanitarian and military actors in natural disasters and complex emergencies.

- Act as the focal point and facilitator of the Guidelines for the Use of Military and Civil Defence Assets in Natural Disasters (Oslo Guidelines) and the Guidelines on the Use of Military and Civil Defence Assets to Support United Nations Humanitarian Activities in Complex Emergencies (MCDA Guidelines). Explore additional funding/sponsorship for the broader dissemination and advocacy of the MCDA Guidelines.

- Maintain liaison with NATO and subordinate commands, European Union (Council and Commission), European Union Military Staff, UN and NGOs on operational contingency planning, doctrinal development and dissemination of knowledge and guidelines.

- Subject to sponsorship, conduct up to eight UN CMCoord basic training courses and up to three staff level training courses during the year.

- Act as focal point for UN agencies in planning for and participating in military exercises with the largest multinational training audience and/or an extensive humanitarian scenario.

- Incorporate data on lessons observed by UN CMCoord Officers and all other players in humanitarian field operations and exercises into the UN CMCoord Lessons Observed Database and produce after-action reports.

- Assist in and/or organize targeted pre-deployment and other specific CMCoord training programmes for DPKO and/or troop-contributing nations; peacekeeping forces; NATO and other regional organizations; national and multi-national forces, as requested.

- Manage and maintain the OCHA Central Register of Disaster Management Capacities. Update the MCDA Directory of the Central Register, in close collaboration with asset/service providers.

Indicators:

- Balance of MCDA mobilized in relation to the number of MCDA requests released.

- Number and percent of OCHA-trained UN CMCoord Officers deployed through the OCHA UN CMCoord Officer system and national stand-by capacity network.

- Number of developing countries, UN agencies, NGOs, military and regional actors participating in UN CMCoord training courses, military exercises and other CMCoord-related events.

- Number of regional and national partners and UN CMCoord training graduates used as trainers and participants in military exercises.

- Number of international military forces participating in specific CMCoord-related training programmes and pre-deployment training.

# Logistics Support Unit

**LOGISTICS SUPPORT UNIT**

| Planned Staffing | Regular Budget | Extra-budgetary | Projects | Total |
|---|---|---|---|---|
| Professional | - | - | 1 | 1 |
| General Service | - | - | 2 | 2 |
| Total | - | - | 3 | 3 |
| Staff costs (US$) | | - | 423,967 | 423,967 |
| Non-staff costs (US$) | | - | 19,662 | 19,662 |
| Total costs (US$) | | - | 443,629 | 443,629 |
| **Total requested (US$)** | | | | **443,629** |

The Logistics Support Unit (LSU) has been responsible for OCHA's emergency stockpile since the establishment of the OCHA Pisa Warehouse in 1985. In 2000, the stocks were relocated to the newly-created United Nations Humanitarian Response Depot (UNHRD) in Brindisi, Italy, and the warehouse management function was divested to WFP. However, LSU continues to help ensure the delivery of basic relief goods (including inter alia shelter and water distribution equipment) to disaster-affected countries, and coordinates the replenishment of the stocks with donor governments. LSU is involved in logistics coordination through participation in the UNJLC, as well as in discussions on other logistics matters, such as common air services (UNHAS), the tracking of relief goods, the establishment of guidelines for shelter provision in emergencies, and the study for the establishment of an Emergency Logistics Response Facility in South-East Asia. During the particularly complex relief operations following the Indian Ocean Tsunami and the 2005 South Asia Earthquake and Indonesia (Nias) earthquake, LSU issued regular reports covering logistics aspects, highlighting main bottlenecks and priorities.

Activities:

- Maintain OCHA's stockpile at an appropriate level of replenishment to respond to disasters and ensure, that the types of goods in stock adequately meet the needs of beneficiaries and arrange shipments of relief goods to disaster-affected areas.

- Participate in inter-agency meetings on logistic matters at all levels (UNJLC, UNHAS Steering Group, HRR Cluster Working Groups on Logistics and Emergency Shelter, the Humanitarian Response Network, the establishment of an Emergency Logistics Response Facility in South-east Asia).

- Disseminate to and negotiate with governments on the UN Model Agreement on Customs Facilitation.

- Maintain the "Register of Emergency Stockpiles" and the "Register of Customs Contacts and Regulations", of the "OCHA Central Register".

- Participate, with UNJLC and other agencies, in the development of appropriate mechanisms (LSS or other systems) to track deliveries of relief items.

- Participate in projects and meetings with the various partners of "Shelterproject", including a project to up-date the publication "Shelter after Disaster".

- Monitor the international logistics situation and issue reports on logistics bottlenecks and priorities during large-scale disaster response operations.

Indicators:

- Dispatch of appropriate relief items from the UNHRD to disaster-affected countries, in two to five days.

- Stockpile is replenished within a month of shipment (in the case of goods donated in-kind by Norway) or in bulk three to four times a year (in the case of items purchased through systems contracts, with cash contribution by the Italian Government).

- Model Agreement on Customs Facilitation with a Member State and initiate negotiations with Member States, focusing on disaster-prone countries.

## Environmental Emergencies Section

| Planned Staffing | Regular Budget | Extra-budgetary | Projects | Total |
|---|---|---|---|---|
| Professional | - | - | 1 | 1 |
| General Service | - | - | - | - |
| Total | - | - | 1 | 1 |
| Staff costs (US$) | - | - | 202,722 | 202,722 |
| Non-staff costs (US$) | - | - | 82,490 | 82,490 |
| Total costs (US$) | - | - | 285,212 | 285,212 |
| **Total requested (US$)** | | | | **285,212** |

The Environmental Emergencies Section is a collaborative arrangement between OCHA and the United Nations Environment Programme (UNEP) that serves as the integrated United Nations emergency response mechanism to provide international assistance to countries facing environmental emergencies and natural disasters with significant environmental impacts. The Section is responsible for the mobilization and coordination of urgent assistance to affected countries, when national or local capacities are exceeded or specialized expertise is required.

OCHA and UNEP collaborated to launch the Environmental Emergencies Partnership at the World Summit on Sustainable Development (WSSD). The Partnership, which aims to reduce the frequency and severity of environmental emergencies through more effective and integrated prevention, preparedness and response, is engaged in a number of multi-stakeholder initiatives and specific projects which build capacity at the national, regional and international levels.

Activities:

- Continue to mobilize and coordinate emergency assistance to countries facing environmental emergencies and natural disasters with significant environmental impacts, upon governmental request.

- Integrate environmental perspective into response to natural disasters.

- Develop, in collaboration with partners, an enhanced rapid environmental assessment methodology to use in situations requiring very fast completion time, including UNDAC missions.

- Produce and disseminate effective environmental assessment reports and information products to donors and the international community.

- Expand the roster of environmental experts to assess and take action upon acute environmental impacts of natural disasters. This will be supported, as appropriate, by enhanced mobilization procedures.

- Conduct initial research and planning, in collaboration with partners, on the development of a Joint Environmental Emergency Response Plan. This will include an initial mapping of existing response capacities.

- Provide training for preparedness and response to environmental emergencies and the environmental dimensions of natural disaster to facilitate capacity building and awareness raising.

- Continued implementation of multi-stakeholder Environmental Emergencies Partnership to leverage additional partner engagement and resources, including private sector.

Indicators:

- Every request for assistance is dealt with an efficient and timely way.

- Number of deployable experts on environmental emergency roster.

- New rapid environmental assessment methodology is developed and field-tested in at least two disaster responses.

- Number of staff trained in capacity building, prevention, preparedness and response to environmental emergencies at the national and regional levels organized.

- Five countries from major regions, six UN agencies, three non-governmental organizations, two academic institutions, and three private sector corporations are directly involved in the activities of the Environmental Emergencies Partnership.

# Internal Displacement Division

**INTERNAL DISPLACEMENT DIVISION**

| Planned Staffing | Regular Budget | Extra-budgetary | Projects | Total |
|---|---|---|---|---|
| Professional | - | - | 13 | 13 |
| General Service | - | - | 1 | 1 |
| Total | - | - | 14 | 14 |
| Staff costs (US$) | - | - | 2,952,371 | 2,952,371 |
| Non-staff costs (US$) | - | - | 408,495 | 408,495 |
| Total costs (US$) | - | - | 3,360,866 | 3,360,866 |
| **Total requested (US$)** | | | | **3,360,866** |

The cluster leadership arrangements, endorsed in September 2005 as part of the humanitarian reform, reflect to a significant degree proposals made by the Inter-Agency Internal Displacement Division (IDD) in June 2005. They represent a significant opportunity for a major shift – over the longer term – in how the UN system responds, with its partners, to internal displacement. In the medium term, this will affect IDD's current role as advocate for an improved collaborative response in a limited number of countries and across specific neglected sectors. In 2006, IDD will need to focus particularly on supporting cluster leads and preparing for a responsible handover of some of its functions.

OCHA expects that field implementation of the new cluster leadership arrangements may be quite slow, and in this context, IDD's expertise and resources should be retained, with some adjustments downwards, in the immediate term. Any future transition and larger-scale downsizing during 2006 should be carefully calibrated to match progress in shouldering displacement-related activities by cluster leads and the rest of OCHA.

IDD's strategic objective in 2006 is to support the further strengthening of the inter-agency arrangements and capacities of United Nations agencies and other relevant actors to meet the immense humanitarian challenges of internal displacement. In particular, IDD will support the realization of an effective, accountable and predictable collaborative approach to the protection and assistance needs of the internally displaced at the country level through the humanitarian coordinator system.

In line with the 2004 Memorandum of Understanding, specific external partnerships with the Norwegian Refugee Council's (NRC) Global IDP Project and with the Office of the Representative of the Secretary-General (RSG) on the Human Rights of Internally Displaced Persons will be maintained and further strengthened. In addition, IDD will provide specific support to UNHCR and UNDP, who are the cluster leads in four sectors of particular concern (Protection, Emergency Shelter, Camp Coordination/Management and Early Recovery).

Activities:

Support the four clusters of concern in implementing the humanitarian reform:

- Advise and support the ERC, IASC agencies and HCs/OCHA on the implementation of the new cluster leadership approach in the four major displacement-related clusters. These include:

  - Supporting smooth transition to new arrangements in priority countries;

  - Assisting UNHCR and UNDP with the identification of field-level cluster leads where they are unable to take on the role;

  - Alerting the ERC to challenges and concerns relating to field-level implementation in the four clusters of concern;

  - Ensuring cross-cutting concerns of gender, age, HIV/AIDS and Housing, Land and Property Rights (HLPR) are adequately addressed by cluster leads.

- Support and participate in inter-agency assessment/capacity mapping exercises at the field level, in particular supporting the cluster lead in assessing IDP protection needs and gaps in priority countries.

- Support, as requested, the capacity building efforts of agencies participating in the four clusters, particularly with regard to IDP protection and strategy formulation.

- At HQ level, engage with and provide direct support as requested to the four cluster working groups, ensuring that key concerns (e.g. return planning) are taken into account.

- Directly support implementation of the PROCAP project as per proposal.

- Facilitate participation of the Red Cross movement and NGOs in the implementation of the cluster lead approach at the field level and in ongoing reform discussions at HQ.

Promote and support enhanced implementation
of the Collaborative Response on the ground:

- Continue to support HCs and CTs in implementing
the collaborative response in those priority country
situations that are not (as yet) part of the cluster
leadership accountability framework. Advise the
ERC and IASC WG on major concerns and provide
support and guidance to IASC partners (including
cross-cutting concerns, e.g. gender) as appropriate.

- Support appropriate adjustments to the IASC policy
framework and tools for collaborative response,
focusing also on securing improvements in weaker
sectors, e.g. ensuring return and reintegration issues
are adequately addressed in early recovery and
protection clusters; IDP profiling; IDP counting
methodology/information management.

- Support OCHA and IASC partners as they address
issues of the implementation of displacement-related
cluster accountabilities in integrated missions.

- Collate and disseminate best practices in IDP response,
particularly in the area of protection, in cooperation
with the RSG and NRC.

Support the ERC, HCs and rest of OCHA to discharge
their mandated internal displacement responsibilities:

- Contribute to the design and implementation of a
capacity building programme for HCs and OCHA on
IDP response coordination roles and responsibilities.

- Support the ERC's efforts in the areas of resource
mobilisation in support of internal displacement
programmes and the cluster leadership arrangements.

- In coordination with NRC and the RSG, propose
preparation of an annual overview on the international
response to internal displacement, possibly through the
framework of the ERC's reporting responsibilities on
the protection of civilians.

- In coordination with the RSG and NRC, advise
and support the ERC in mobilising host authorities,
regional organisations, donors and IASC partners
to step up efforts to improve the response to
displaced peoples' protection and assistance needs.

- Support efforts to ensure more predictable and
accountable responses to natural disaster-induced
displacement in the key clusters.

Indicators:

- Number of countries where cluster leadership
arrangements are effectively implemented in
four clusters of concern (end 2006).

- Number of countries where effective protection
response frameworks are in place (end 2006).

- Number of countries where UN agencies and
other actors are responding adequately and
effectively to large-scale crises of internal
displacement (end 2006).

**The Norwegian Refugee Council's IDP database
and Guiding Principles training**

At the request of the Inter-Agency Standing Committee
and the Emergency Relief Coordinator, the Norwegian
Refugee Council manages an IDP database and carries
out trainings on the Guiding Principles on Internal
Displacement. The role of the NRC with regard to
providing IDP-related information and training is
acknowledged in a Memorandum of Understanding
concluded between the NRC, OCHA's Internal
Displacement Division, and the Representative
of the UN Secretary-General on the Human Rights
of Internally Displaced People. OCHA works in
partnership with NRC to strengthen the collaborative
response and encourages donors to provide funding
for these projects.

## EVALUATIONS AT WORK

There are lessons to be learned from our humanitarian response: mistakes not to be repeated; successes to be built upon; and paths not taken to be examined. Ensuring that these lessons are translated into actions that improve the system is a key aspect of OCHA's work. In 2005, OCHA and its partners redefined the role of evaluations in improving the response to ongoing crises. They also encouraged aid organizations to look beyond their individual mandates at the broader issues underpinning humanitarian response, and even more broadly, to the situation of the humanitarian action within the political and peacekeeping spheres.

Until recently, the humanitarian community's approach to self-study has been primarily to do now, learn later. As a result, lessons are learned after the response, and while they may generate improvements in future crises, they come far too late to make an immediate difference. For this reason, the UN Emergency Relief Coordinator in 2004 asked a team of external consultants to evaluate an ongoing humanitarian response in the Darfur region of Sudan – where civilians were being targeted by government forces attempting to quell a rebellion – with the aim of making immediate operational improvements. The challenges to such an approach were immense. At the time, the Darfur crisis was one of the most serious acute humanitarian situations the world was facing, and was worsening by the day while the humanitarian community, by all accounts, struggled to launch an adequate response. Efforts to respond to massive needs in all sectors were hampered, among other challenges, by violence and armed conflict, lack of access, obstruction of aid, delayed funding, low staffing levels and the logistical challenge of providing assistance in an expansive geographic area with limited to no infrastructure. In situations such as these, responders' first responsibility is to save lives and get aid to those who need it most, making them understandably reluctant to take time out to pause and reflect on shortcomings.

But, by working in close consultation with all actors, OCHA and the team were able to design an exercise that would not overly tax responders but allow the evaluators to observe the response first hand and make recommendations for immediate course corrections. Through three field visits and extensive consultation with UN, non-governmental organizations (NGO) and Red Cross Movement responders, donors and beneficiaries in the field and headquarters, the team provided advice that

helped local actors to: 1) identify and correct unnoticed weaknesses in the response; 2) strengthen strategic and forward looking planning; and 3) focus attention on and accelerate efforts to solve ongoing but unresolved issues. Lessons learned from this exercise will also help OCHA and other responders further develop real-time evaluation as a tool to help strengthen not only future but ongoing humanitarian responses.

A second innovation that OCHA helped foster in 2005 was the coordination of evaluations of the response to the tsunami which struck in December 2004. Within two months of the disaster, OCHA and WHO began meetings together with the ALNAP Secretariat to discuss the need to (1) promote a sector-wide approach to evaluations of the tsunami response in order to optimize learning, and (2) develop procedures that would facilitate a coordinated approach to organizing and conducting evaluations.

The Tsunami Evaluation Coalition (TEC) was born of these efforts and in eight months has a membership of over 30 donors, NGOs and UN agencies. It has also garnered financial support that has enabled the launching of five joint thematic evaluations in the following areas:

- Coordination (including civil-military issues) – lead by OCHA

- Needs assessment – lead by WHO and SDC

- Impact on local and national capacities – lead by UNDP

- Linking relief rehabilitation and development – lead by SIDA

- Donor funding – lead by DANIDA

These topics were chosen as they address macro, policy-related and systemic issues which transcend the concerns of any single institution involved in working in the humanitarian sector. The TEC is above all about learning broad policy lessons for application in future operations.

All these evaluations are currently ongoing with reports expected to be produced around the first anniversary of the tsunami. A Key-Message report will be published in December 2005.

# Policy Development

## Policy Development and Studies Branch

### POLICY DEVELOPMENT AND STUDIES BRANCH

| Planned Staffing | Regular Budget | Extra-budgetary | Projects | Total |
|---|---|---|---|---|
| Professional | 4 | 10 | 3 | 17 |
| General Service | - | 6 | 1 | 7 |
| Total | 4 | 16 | 4 | 24 |
| Staff costs (US$) | 718,200 | 2,412,405 | 675,058 | 3,805,663 |
| Non staff costs (US$) | 87,200 | 536,185 | 813,826 | 1,437,211 |
| Total costs (US$) | 805,400 | 2,948,590 | 1,488,884 | 5,242,874 |
| **Total requested (US$)** | | | | **4,437,474** |

### NEW YORK

| Planned Staffing | Regular Budget | Extra-budgetary | Projects | Total |
|---|---|---|---|---|
| Professional | 4 | 8 | 3 | 15 |
| General Service | - | 5 | 1 | 6 |
| Total | 4 | 13 | 4 | 21 |
| Staff costs (US$) | 718,200 | 1,865,042 | 675,058 | 3,258,300 |
| Non staff costs (US$) | 87,200 | 487,595 | 813,826 | 1,388,621 |
| Total costs (US$) | 805,400 | 2,352,637 | 1,488,884 | 4,646,921 |
| **Total requested (US$)** | | | | **3,841,521** |

### GENEVA

| Planned Staffing | Regular Budget | Extra-budgetary | Projects | Total |
|---|---|---|---|---|
| Professional | - | 2 | - | 2 |
| General Service | - | 1 | - | 1 |
| Total | - | 3 | - | 3 |
| Staff costs (US$) | - | 547,363 | - | 547,363 |
| Non staff costs (US$) | - | 48,590 | - | 48,590 |
| Total costs (US$) | - | 595,953 | - | 595,953 |
| **Total requested (US$)** | | | | **595,953** |

In support of OCHA's mission to mobilize and coordinate effective and principled humanitarian action in partnerships with national and international actors, the Policy Development and Studies Branch's (PDSB) main role and mission is to: provide policy guidance and clarity on humanitarian issues; support effective humanitarian action by being relevant and operationally practical; and support OCHA's role in the broader humanitarian community.

To achieve this mission, PDSB works to provide policy guidance and clarity on humanitarian issues and to develop policies and tools that improve the effectiveness and accountability of humanitarian action. In doing so, PDSB recognizes that policy support must be relevant and operationally practical in support of OCHA's role within the humanitarian community.

**To develop a humanitarian policy agenda**, PDSB identifies emerging humanitarian trends and changes in the humanitarian environment and then works to develop common or harmonized policy positions among humanitarian agencies based on human rights, international law and humanitarian principles. PDSB engages with Member States and the various organs of the UN including ECOSOC, the General Assembly and the Security Council in order to promote greater recognition and application of humanitarian principles. To support the implementation of OCHA's Strategic Plan and ongoing humanitarian reform initiatives, in 2006 PDSB will focus its efforts to promote the humanitarian agenda in the key areas described below.

**To foster strategic and operational coherence**, PDSB crafts practical policies, guidance and analytic tools for use in the field by humanitarian practitioners. It also develops aide memoirs and diagnostic tools for political actors, such as Member States and peacekeepers, to use during crisis management to help ensure consideration of key humanitarian concerns. Additionally, PDSB contributes to the development of training to ensure that staff and other actors in emergencies are aware of key humanitarian policies and methodologies and are able to apply them flexibly, but appropriately in varied contexts.

**To improve accountability and effectiveness**, PDSB initiates and manages a portfolio of reviews and studies for OCHA and its humanitarian partners. The focus of these evaluation activities is to promote not only internal but also sector-wide learning and accountability. Evaluation reports are broadly disseminated and incorporated into new policies, lessons learned document and action plans. In an effort to improve the results-orientation of OCHA, PDSB also assists the field and branches with designing and implementing results-based monitoring and evaluation systems.

As a result of a strategic planning exercise undertaken in mid-2005, PDSB has decided to focus its work in 2006 primarily on the development and implementation of the humanitarian reform initiatives (humanitarian response capacity, humanitarian coordination, humanitarian financing). Other issues that are highly relevant for PDSB's work in 2006 are humanitarian access, maintaining humanitarian presence and security of humanitarian staff. To promote greater recognition and application of humanitarian principles in the work of the various organs of the UN, PDSB will step up its work during 2006 on the protection of civilians in armed conflict, good humanitarian donorship, and the mainstreaming of gender. The interpretation of international humanitarian law for the UN humanitarian system, civil-military relations, interaction with the International Criminal Court, negotiations with non-state groups, and disaster management/risk reduction are themes that PDSB will address as part of its stewardship within the humanitarian community. PDSB will also focus on better assisting and supporting the field with humanitarian policy guidance and practical advice to support the effectiveness of humanitarian action. In this regard, the Branch will provide direction on sexual exploitation and abuse, integrated missions, transition, gender issues, entry-exit strategies, disaster management, preparedness and risk reduction.

In 2006, PDSB will develop practical guidance and tools in line with two of OCHA's four strategic priorities for 2006: 1) strengthening coordination support and tools through the development of a pragmatic humanitarian policy agenda in support of greater strategic and operational coherence at internal (field and branches) and external (IASC, donors, regional organizations) levels; and 2) strengthening information management and accountability tools, including financial tracking, assessment of the CAP and assessment of operational and technical gaps and capacity requirements.

Both priorities should contribute to achieving OCHA's corporate goal of a more efficient, accountable and predictable response. Within these two priorities, and bearing in mind the current humanitarian reform efforts as well as ongoing policy work, PDSB will focus its work on five broad activity areas:

Activities:

- Establish and/or consolidate partnerships to advance humanitarian policy issues through engagement with UN agencies and NGOs, Member States, intergovernmental bodies and regional organizations to improve understanding and implementation of humanitarian principles and policies.

- Advance the humanitarian reform process by providing policy guidance and support for the development, implementation and promotion of humanitarian reform initiatives and the Good Humanitarian Donorship initiative.

- Formulate and implement humanitarian policy by supporting the development of humanitarian policies and guidance both at headquarters and in the field with a special focus on gender-based violence, sexual exploitation, natural disasters and disaster reduction, protection of civilians, integrated missions, sanctions and early recovery.

- Promote increased accountability and learning through focusing on improving inter-agency assessments, setting-up results-oriented monitoring and evaluation (M&E) systems for OCHA field offices and also for some CAP countries, and undertaking OCHA-specific and inter-agency evaluation activities on critical issues and the effectiveness of the humanitarian response provided.

- Develop and set-up a reporting mechanism for the protection of civilians in armed conflict in partnership with OCHA field offices, branches, the IASC and ECHA.

Indicators:

- Number and percent of clusters where PDSB policy guidance has been reflected.

- The extent to which humanitarian reform proposals have been endorsed by OCHA's stakeholders.

- Number and percent of new resolutions that reflect OCHA's policy position.

- Number and percent of OCHA 2006 work plans incorporating gender (and other policy) equality issues.

- Percentage of CAP M&E pilots with functioning strategic monitoring tools.

- Percentage of adopted evaluation recommendations implemented.

- Number and percent of field offices with reporting mechanism on protection of civilians in armed conflict.

## Protection of Civilians Project

**PROTECTION OF CIVILIANS PROJECT**

| Planned Staffing | Regular Budget | Extra-budgetary | Projects | Total |
|---|---|---|---|---|
| Professional | - | - | 2 | 2 |
| General Service | - | - | 1 | 1 |
| Total | - | - | 3 | 3 |
| Staff costs (US$) | - | - | 416,177 | 416,177 |
| Non staff costs (US$) | - | - | 337,192 | 337,192 |
| Total costs (US$) | - | - | 753,369 | 753,369 |
| **Total requested (US$)** | | | | **753,369** |

This protection project plays a key role in PDSB's efforts to support a humanitarian policy agenda and to foster strategic and operational coherence within the Secretariat, the IASC and amongst Member States. This entails enhancing the policy framework for protection of civilians in armed conflict by providing strategic coordination, advocacy and information management support at both headquarters and field level, at the latter in support of the Humanitarian Coordinator.

The growing understanding of the trend of armed conflict increasingly putting civilians at risk, being deliberate targets of violence, and the consequences in terms of human costs has prompted the identification of protection of civilians as a 'humanitarian imperative' of international concern. Two Security Council Resolutions on the subject, along with a multi-sectoral 'Ten Point Platform' of key issues of concern provide for a solid framework from which to promote humanitarian protection of civilians caught in armed conflict. They include issues such as: humanitarian access to vulnerable populations; effects of conflict on women and children; security for displaced persons and host communities; safety and security for humanitarian and associated personnel; impunity and compliance with international humanitarian, human rights and refugee law; disarmament, demobilization, reintegration and rehabilitation; and the *Aide Memoire on Protection of Civilians in Armed Conflict*, a diagnostic tool identifying 13 key areas and best practices of responses.

The project aims at creating a broader participation and support for the humanitarian protection of civilians in armed conflict agenda by reaching out to new constituents, developing material and tools and ensuring more effective field support.

Recognizing the regional implications of conflict and the importance of regional and other inter-governmental organizations, the project envisages the establishment of a network of interested organizations to develop joint workshops, trainings, frameworks and tools, such as custom made *Aide Memoires*.

The field response will further be strengthened through a series of country level workshops involving the national authorities, civil society representatives, UN agencies, including peacekeeping missions where applicable, regional organizations and other inter-governmental organizations, international NGOs and donors. Targeting key countries, the workshops aim at defining country specific policies and strategies that would ensure protection of civilians in armed conflict and post-conflict situations as well as provide the participants with tools to enhance their capacity to respond to protection needs and integrate protection considerations into all aspects of their work.

At the headquarters level, close cooperation with, particularly, the Department for Peacekeeping Operations, the Department for Political Affairs, and other agencies within the IASC framework as well as with the General Assembly, ECOSOC and the Security Council and Member States will continue. The humanitarian protection focused reporting mechanism being developed, to be rolled out to the field during 2006, provides the key organs of the United Nations with information about trends and development in terms of protection issues and will further enhance decision making within the UN system.

Indicators:

- Number of regional and other inter-governmental organizations that have incorporated protection of civilians elements into their work.

- Number of Member States incorporating protection of civilians elements into their national policies.

- Number of field offices with established protection of civilians reporting mechanisms.

- Number of participants in workshops and training events.

## Evaluation and Studies Project

**EVALUATION AND STUDIES PROJECT**

| Planned Staffing | Regular Budget | Extra-budgetary | Projects | Total |
|---|---|---|---|---|
| Professional | - | - | - | - |
| General Service | - | - | - | - |
| Total | - | - | - | - |
| Staff costs (US$) | - | - | - | - |
| Non staff costs (US$) | - | - | 406,800 | 406,800 |
| Total costs (US$) | - | - | 406,800 | 406,800 |
| **Total requested (US$)** | | | | **406,800** |

This Project is OCHA's principal vehicle for achieving greater accountability and improving the effectiveness of humanitarian action. The Project focuses on OCHA-specific evaluations but also works in cooperation with other agencies to promote sector-wide learning and accountability. In 2006, this Project will manage at least seven evaluation activities. These include, on an inter-agency or joint basis, an evaluation of a consolidated appeal (country to be determined), an evaluation of the Human Security Trust Fund, and the wrapping-up and dissemination of a system-wide evaluation of the coordination of the international response to the tsunami. OCHA-specific evaluation activities involve an ongoing review of OCHA's training and capacity-building programs, a review of ReliefWeb following its redesign in 2005, a series of case studies to examine the Humanitarian Response Funds in several countries and a joint review with the Coordination and Response Division of OCHA's exit strategies. The Project also plans to assist OCHA field offices, on a demand-driven basis, with the design of self-evaluation and lessons learned reviews as well as functioning as a help desk for monitoring and evaluation (M&E) queries by field staff.

Based on a review of OCHA's internal monitoring and evaluation practices, which indicated the urgent need for strengthening existing practices, in 2006 the Project will focus on developing an M&E framework for OCHA, developing relevant guidelines and providing staff with training on developing results-oriented planning and M&E systems. Much of this training will be conducted in connection with other training events. At a system-wide level, the Project will support the IASC sub-working group in piloting a strategic monitoring and evaluation tool for the CAP in up to five countries.

Indicators:

- Percentage of evaluation recommendations implemented at agency and inter-agency levels.

- Percentage of evaluation reports meeting professional standards (in line with the standards set by the United Nations Evaluation Group).

- Number and percent of OCHA field offices implementing new M&E modalities.

## Gender Equality Project

In 2005, OCHA employed its first senior gender adviser. As a result, OCHA's policy on gender equality was issued, a review of the achievements in the implementation of OCHA's 2005 action plan on gender was undertaken and a plan for 2006 was developed. Additionally, a network of OCHA gender focal points was initiated and a gender toolkit was compiled to support OCHA's implementation of its policy. OCHA's gender adviser, in tandem with the co-chair of WHO, increased support to the IASC Taskforce on Gender and Humanitarian Assistance, which produced the IASC "Guidelines for Gender-based Violence Interventions in Humanitarian Settings: Focusing on Prevention and Response to Sexual Violence in Emergencies".

In 2006, this Project will aim to further consolidate the implementation of the policy on gender equality through the full realization of the gender action plan. In order to achieve this, OCHA staff need training on gender issues. The Project will, therefore, undertake the integration of gender concerns into OCHA's Induction Package and OCHA-supported training efforts such as UNDAC and Emergency Field Coordination Training (EFTC). Additionally a gender equality self-instructional learning programme will be developed to complement the induction.

To support the capacity building of OCHA staff and humanitarian actors, a handbook on gender mainstreaming in humanitarian situations will be produced under the auspicious of the IASC Taskforce on Gender and Humanitarian Assistance. This handbook will provide guidance to field actors on how to undertake gender analysis, give concrete activities to ensure the needs and contributions of women, men, girls and boys are fully addressed and provide indicators to measure gender mainstreaming in an emergency.

The gender adviser will work closely with UN and NGO partners to field-test and provide training on the recently issued IASC Guidelines for Gender-based Violence

Interventions in Humanitarian Settings. To support greater advocacy for programmes to address sexual violence in conflict affected countries, the gender adviser will work to support OCHA field offices and Humanitarian Coordinators to strengthen the coordination of multi-sectoral programmes to prevent and respond to sexual and gender-based violence in humanitarian situations.

To articulate the nexus between human rights, protection and gender, an expert group meeting will be held in 2006. This meeting will bring together leaders in each of these fields in order to build a common understanding and an agreed upon framework on the connection between gender, human rights and protection issues. The experts will also provide guidance and recommendations on key priorities for building the capacity of humanitarian actors to ensure complementarity between these three fields of work.

Indicators:

- Number of OCHA field offices with a gender focal point, action plan and addressing gender issues in annual field workplans.

- Percent of OCHA training programmes and development of gender equality learning programmes integrating gender issues.

- Number and percent of CAPs with explicit mention of strategy to prevent and respond to gender-based violence.

# OCHA WOMEN AND MEN: WORKING TOWARDS GENDER EQUALITY

Turning policy into practice is one of the greatest challenges of institution building and engagement—from UN mandates to municipal laws and local customs—and gender is one of the areas where we at OCHA are working to turn policy into practice. Gender mainstreaming and gender balance are the two major pillars in reaching gender equality. Gender balance strives for equal numbers of men and women on OCHA staff and ensuring equal participation of women and men in various areas of OCHA's work, such as in training opportunities, participation in deployments, and on needs assessments and contingency planning exercises. Gender mainstreaming works towards ensuring that the needs, concerns and contributions women and men, boys and girls are fully and equally addressed in all of our humanitarian actions.

Why is having equal numbers of men and women at OCHA important? Women and men bring different beliefs, values, ways of thinking and other socially and culturally derived attributes to their jobs. They can also access and have dialogue with men and women in different ways, whether they are displaced populations, local leaders or national authorities. Such access is crucial for getting the complete picture of a situation and ensuring that humanitarian aid is equally available to all members of the affected population. For example, in certain cultural situations a man may be better placed to speak with a warlord while it is almost always advisable for a properly trained woman to speak with a female survivor of sexual violence.

The benefits of gender balance have been recognized at the highest policy levels of the UN, with the Secretary-General setting a goal of 50/50 gender distribution in the UN and reporting annually to the General Assembly on progress made. In 2003, the General Assembly expressed concern that there had been a slowing of progress towards achieving equal representation of women in the professional and higher levels. By mid-June 2005, 37.1 percent of UN professional staff were women.

OCHA has made major strides in the equal representation of women and men and women now represent 50.3 percent of all OCHA staff. At the professional level, 40.5 percent of OCHA professional posts are held by women, with parity between men and women achieved at both headquarters. Delving into the issue a bit further, however, one finds that gender balance at the field level reaches only 31 percent of professional posts being held by women, and that the higher up the professional ladder one looks the less balanced the picture becomes.

The issue of access to opportunities for training and field deployments is another important part of the picture. While all professional staff have access to training opportunities, women have taken less advantage of advanced training than male staff. A 2005 study found that while 50 percent of OCHA men at the P4 level and above have taken OHRM offered management training, only 26 percent of OCHA women staff have taken it. Anecdotal information indicates that they are "too busy" to fit the training into their hectic schedules. The deployment of staff on assessment missions also is more often male dominated.

Another key aspect of gender equality is the work OCHA does to ensure men and women are more equally represented in substantive areas of work. For example, for many years OCHA has encouraged an increase in the number of women as active members of UNDAC national teams. Member States have been encouraged to nominate more women for training as well as for deployment. As a member of OCHA's FCSS team notes, having a mixed group of women and men on UNDAC teams is preferable as each brings a different perspective to the task. As of July 2005,
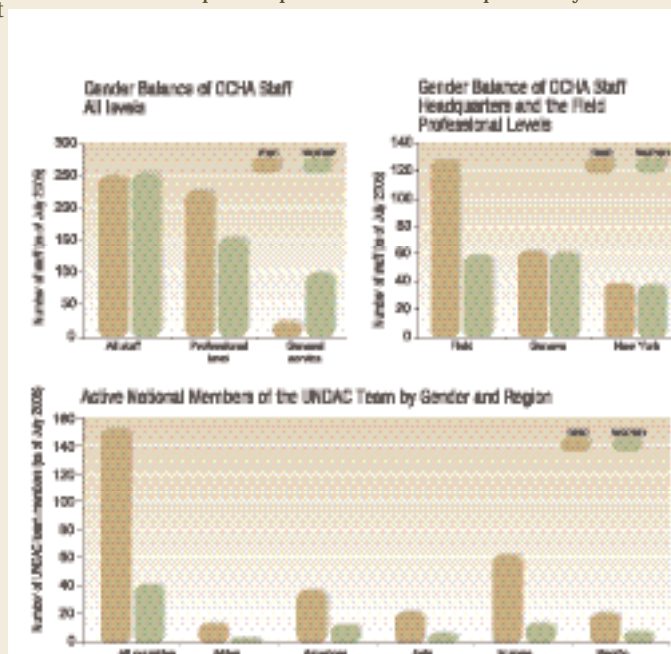
however, seventy-nine percent of UNDAC national members are men. Examining the regional breakdown, the Pacific and Americas regions have the highest percentage of women with 26 percent and 25 percent respectively. Asia, Europe and Africa have 22, 18 and 13 percent respectively. Efforts will continue to encourage Member States to increase the representation of women in UNDAC training and UNDAC deployments. Strengthening the content of UNDAC training from a gender perspective is planned for 2006.

Turning now to the issue of gender mainstreaming, OCHA employed its first senior gender adviser in 2005 and reissued its policy on gender equality. A review of the achievements in the implementation of OCHA's 2005 action plan on gender was undertaken and a plan for 2006 was developed. A network of OCHA gender focal points was initiated and a gender toolkit was compiled to support OCHA's implementation of its policy. All of these documents can be found on the new OCHA Online Gender Equality homepage.

OCHA's gender adviser, working in tandem with the co-chair WHO, increased support to the IASC Taskforce on Gender and Humanitarian Assistance, which produced the IASC Guidelines for Gender-based Violence Interventions in Humanitarian Settings. Humanitarian Coordinators will be called upon to provide oversight to the implementation of the guidelines.

The Taskforce, spearheaded by OCHA, is now developing along with the cluster working groups a handbook, accompanied by a CD-Rom, on how to mainstream gender in humanitarian situations. Surprisingly, this tool is the first of its kind and will provide actors in the field with guidance on gender analysis, key actions to ensure that the needs, roles and responsibilities of men, women, girls and boys are considered in all aspects of response, and indicators of success in easy-to-use checklist formats. The guidelines will focus on the main sectors and issues in the early response phase of emergencies.

As stressed by the ERC in his launch of the OCHA policy on gender equality, "promoting the goal of gender equality is an important and shared responsibility of all OCHA staff". Ensuring that OCHA and the work OCHA supports has a face that includes both women and men is an important part of this shared responsibility.



Gender Balance of OCHA Staff All levels

Gender Balance of OCHA Staff Headquarters and the Field Professional Levels

Active National Members of the UNDAC Team by Gender and Region

# Advocacy and Information Management

## Advocacy and Information Management Branch

### ADVOCACY & INFORMATION MANAGEMENT

| Planned Staffing | Regular Budget | Extra-budgetary | Projects | Total |
|---|---|---|---|---|
| Professional | 8 | 15 | 16 | 39 |
| General Service | 4 | 18 | 6 | 28 |
| Total | 12 | 33 | 22 | 67 |
| Staff costs (US$) | 1,717,680 | 4,639,637 | 4,406,237 | 10,763,554 |
| Non staff costs (US$) | 47,800 | 1,340,067 | 1,727,544 | 3,115,411 |
| Total costs (US$) | 1,765,480 | 5,979,704 | 6,133,781 | 13,878,965 |
| **Total requested (US$)** | | | | **12,113,485** |

### NEW YORK

| Planned Staffing | Regular Budget | Extra-budgetary | Projects | Total |
|---|---|---|---|---|
| Professional | 6 | 9 | 12 | 27 |
| General Service | 3 | 13 | 3 | 19 |
| Total | 9 | 22 | 15 | 46 |
| Staff costs (US$) | 1,233,288 | 2,660,635 | 3,094,259 | 6,988,182 |
| Non staff costs (US$) | 47,800 | 872,360 | 1,462,785 | 2,382,945 |
| Total costs (US$) | 1,281,088 | 3,532,995 | 4,557,044 | 9,371,127 |
| **Total requested (US$)** | | | | **8,090,039** |

### GENEVA

| Planned Staffing | Regular Budget | Extra-budgetary | Projects | Total |
|---|---|---|---|---|
| Professional | 2 | 6 | 4 | 12 |
| General Service | 1 | 5 | 3 | 9 |
| Total | 3 | 11 | 7 | 21 |
| Staff costs (US$) | 484,392 | 1,979,002 | 1,311,978 | 3,775,372 |
| Non staff costs (US$) | - | 467,707 | 264,759 | 732,466 |
| Total costs (US$) | 484,392 | 2,446,709 | 1,576,737 | 4,507,838 |
| **Total requested (US$)** | | | | **4,023,446** |

The Advocacy and Information Management Branch (AIMB) is responsible for providing support for Advocacy and Information Management in OCHA. To this end, the Branch provides advice, technical support and outreach in the areas of advocacy, external relations, public information, early warning, information management and information communications technology (ICT).

Advocacy, external relations and public information support is provided by the Advocacy and Public Information Section (New York), and the Advocacy and External Relations Section (Geneva); the Information Analysis Section is responsible for Early Warning, the ReliefWeb Project, the Field Information Support Section, and the Field Information Management Project; while the Information Technology Section is responsible for ICT.

In 2006, AIMB will enhance its advocacy, information and ICT activities to support and promote OCHA's core aims and mandate. The Branch will increase its presence in the field, including its surge capacity, and support the effective implementation of humanitarian reforms.

Specifically, the Branch will focus on three key objectives: 1) advancing humanitarian advocacy by supporting the ERC and strengthening OCHA's capacity both at headquarters and in the field; 2) developing and improving public information and information management tools to enhance early warning, preparedness and response; and 3) enhancing the use of ICT to improve the efficiency of OCHA's operations and service delivery. Two cross-cutting themes for the year will be increased field focus and improved collaboration with internal and external partners.

Increasing demands for advocacy and information support and services will stretch AIMB's ability to respond, and strain OCHA's field administration resources and capacities. Competing global priorities and the negative projection of the UN by the media present another challenge for OCHA. However, the increasing visibility of OCHA and humanitarian issues, under the leadership of the ERC, may present countervailing opportunities to explore innovative ways of raising awareness of humanitarian priorities. On the information management side the main challenges are lacking or inconsistent standards and procedures for information sharing and keeping up with rapidly evolving information and communications technology.

As part of its effort to increase support to field activities, AIMB will strengthen surge capacity for public information, information management and ICT.

Promoting and implementing OCHA's advocacy strategy will be a central activity in the advocacy area. In this context, strengthening advocacy efforts in relation to emerging and neglected emergencies, the protection of civilians and natural disasters will be of particular importance.

OCHA very much appreciates its humanitarian partnerships, and in 2006 AIMB will expand cooperation and outreach with Member States, regional organizations, non-traditional donors and the private sector, including through the solicitation of in-kind contributions such as the provision of equipment and services.

# Advocacy Section

**ADVOCACY SECTION**

| Planned Staffing | Regular Budget | Extra-budgetary | Projects | Total |
|---|---|---|---|---|
| Professional | 3 | 6 | - | 9 |
| General Service | 1 | 3 | - | 4 |
| Total | 4 | 9 | - | 13 |
| Staff costs (US$) | 635,592 | 1,526,334 | - | 2,161,926 |
| Non staff costs (US$) | 39,800 | 368,945 | - | 408,745 |
| Total costs (US$) | 675,392 | 1,895,279 | - | 2,570,671 |
| **Total requested (US$)** | | | | **1,895,279** |

**NEW YORK**

| Planned Staffing | Regular Budget | Extra-budgetary | Projects | Total |
|---|---|---|---|---|
| Professional | 2 | 4 | - | 6 |
| General Service | 1 | 2 | - | 3 |
| Total | 3 | 6 | - | 9 |
| Staff costs (US$) | 428,496 | 942,976 | - | 1,371,472 |
| Non staff costs (US$) | 39,800 | 305,100 | - | 344,900 |
| Total costs (US$) | 468,296 | 1,248,076 | - | 1,716,372 |
| **Total requested (US$)** | | | | **1,248,076** |

**GENEVA**

| Planned Staffing | Regular Budget | Extra-budgetary | Projects | Total |
|---|---|---|---|---|
| Professional | 1 | 2 | - | 3 |
| General Service | - | 1 | - | 1 |
| Total | 1 | 3 | - | 4 |
| Staff costs (US$) | 207,096 | 583,358 | - | 790,454 |
| Non staff costs (US$) | - | 63,845 | - | 63,845 |
| Total costs (US$) | 207,096 | 647,203 | - | 854,299 |
| **Total requested (US$)** | | | | **647,203** |

Advocacy is an indispensable tool for mobilizing political and financial support for humanitarian action. Speaking up on behalf of the civilians affected by disasters and emergencies is at the heart of OCHA's mandate. To this end, OCHA seeks to create awareness of humanitarian issues among a wide range of audiences with the goal of raising the necessary political and financial support for humanitarian relief and giving voice to the voiceless.

OCHA's Advocacy and Public Information Section (APIS), located in New York, and the Advocacy and External Relations Section (AERS), located in Geneva, assist and support the Emergency Relief Coordinator, Humanitarian Coordinators and other parts of OCHA in advocating for effective and principled humanitarian action at the global, regional and country levels. Both APIS and AERS promote advocacy on key humanitarian issues and work for the inclusion of humanitarian concerns in UN decisions and communications, as well as with Member States in their decision-making processes. They also ensure regular

contacts between OCHA and the media, Member States, NGOs and academic institutions and support other OCHA branches in advocacy to various fora including regional organizations, the UN Security Council and General Assembly and other international and regional bodies critical to successful humanitarian action and response.

OCHA's first ever corporate advocacy strategy now outlines guiding principles, goals and results, as well as identifying key organizational priorities, including attracting attention to neglected crises, access to and protection of civilians, preparedness and response to natural disasters and strengthening the humanitarian identity. In 2006, APIS will roll-out the strategy, working with other HQ branches and sections, field and regional offices, and selected UN country teams to develop and implement humanitarian advocacy strategies and action plans. This will be done by direct support, as well as by building the capacity of key staff for advocacy work through training and the publication of guidelines and other support materials.

In 2006, APIS and AERS will continue their extensive outreach to international, regional and non-traditional media, as well as their support to the ERC and other senior OCHA officials to advocate for issues of humanitarian concern. This will be done through increasing op-eds on humanitarian issues and interviews with the ERC, other senior OCHA officials, and OCHA public information (PI) officers with major media world-wide. APIS and AERS will similarly continue to provide critical PI support for sudden onset natural disasters and complex emergencies, as was the case in last year's Indian Ocean Tsunami, Niger, Darfur, the South Asia Earthquake, and the Central American hurricane crises.

APIS will further bolster PI surge capacity through the activation and expansion of OCHA's first ever PI surge capacity roster, made up of an initial 21 United Nations PI experts from OCHA HQ and field offices, the Office for the Spokesman of the Secretary-General and the UN Department of Public Information. A PI emergency communications portable kit, field guidelines and a policy on administrative procedures for deployment will ensure that emergency PI staff are deployable for periods of up to four weeks. APIS will also finalize memoranda of understanding with selected Member States to ensure longer term PI capacity is available following the initial deployment.

In addition, APIS will finalize an advocacy and PI preparedness and early response model tested initially in Latin America (natural disasters) and West Africa (escalating conflict Côte D'Ivoire) and build on and expand new partnerships with organizations such as the International Peace Academy and selected international NGOs for joint advocacy activities.

Also in 2006, APIS will continue to make OCHA Online a major advocacy platform by exploiting its interactive features to host discussions on humanitarian issues and building on current donor solicitation mechanisms. OCHA Online and other OCHA web platforms will continue to highlight neglected emergencies, emerging crises and natural disasters.

AERS will continue its work with European institutions and European-based regional organizations to promote the coordinating role of OCHA in humanitarian crises, including the implementation of the Humanitarian Response Review. The section will also ensure a structured and regular dialogue with members of the G-77 in Geneva, as well as key partners among the European NGO and academic communities. Partnerships with the private sector will be further strengthened within the overall framework as currently developed.

APIS and AERS will also continue to strengthen and expand advocacy partnerships and support to regional organizations, the private sector, policy-making organizations, INGOs and academic institutions.

Activities:

- Promote and implement OCHA's advocacy strategy through briefings, development of support material and guidelines and by working with OCHA HQ entities, field offices and selected UN country teams.

- Facilitate cooperation between OCHA and regional bodies, including the AU, ECOWAS, the EU Council Secretariat, the Council of Europe, the European Parliament and the CIS.

- Develop partnerships with European based private companies and foundations as well as World Economic Forum.

- Promote the use of the field advocacy manual and PI handbook and develop additional templates for information collection and dissemination.

- Develop joint advocacy messages on natural disasters, complex emergencies and other humanitarian priorities with a broad range of partners and actors, including UN agencies, other UN departments, intergovernmental and non-governmental organizations and the private sector.

- Support to OCHA field offices, including in arranging media opportunities in conjunction with ERC and other senior OCHA officials' travel.

- Support the Office of the Spokesman for the Secretary-General with regular inputs for daily briefings and the drafting of statements by the Secretary-General on humanitarian issues.

- Conduct extensive media outreach by arranging media opportunities and interviews for the ERC and other senior OCHA officials, op-eds and press releases, and conducting media interviews and information briefings.

- Conduct expanded outreach with target advocacy communities through speeches by the ERC and other senior officials.

Indicators:

- Number of requests for interviews and briefings from the ERC, other senior OCHA officials and OCHA's public information officers.

- Number of requests from the private sector for contributions/partnerships to the overall UN relief efforts.

- Increased and timely deployment of PI officers to sudden on-set crises.

- Increased coverage of neglected emergencies, major natural disasters, complex emergencies and emerging crises by major international and regional media, including those in the Middle East and Africa.

- Increase in the number and duration of user sessions of OCHA Online.

- Increase in the number and type of media publications and public information materials produced, including op-eds, press releases, inputs to OSSG, and the number of advocacy campaigns conducted.

# Information Analysis Section

**INFORMATION ANALYSIS SECTION**

| Planned Staffing | Regular Budget | Extra-budgetary | Projects | Total |
|---|---|---|---|---|
| Professional | 1 | 4 | - | 5 |
| General Service | 1 | 3 | - | 4 |
| Total | 2 | 7 | - | 9 |
| Staff costs (US$) | 237,096 | 924,887 | - | 1,161,983 |
| Non staff costs (US$) | 8,000 | 168,935 | - | 176,935 |
| Total costs (US$) | 245,096 | 1,093,822 | - | 1,338,918 |
| **Total requested (US$)** | | | | **1,093,822** |

(Includes Early Warning Unit)

Information analysis supports sound humanitarian decision making and in OCHA information analysis is dependent upon information that meets the highest quality standards. Quality information in the coordination context means insisting on the timeliness, accuracy and inclusiveness of data. This is crucial, since events rapidly evolve during an emergency, needs must be assessed in time to save lives and information on the activities of humanitarian actors must be shared in order to plan an effective response.

OCHA's Information Analysis Section (IAS) seeks to ensure that information products and services meet humanitarian decision making needs both at headquarters and in the field—whether undertaking analysis for early warning to become effective early action or collecting and disseminating information from all actors involved in a humanitarian response. Within the IAS, OCHA's ReliefWeb Project, Field Information Support Services and Early Warning Unit each deliver key information services and products that support the continuum of humanitarian information needs of the international community from early warning, prevention and preparedness, to response at the global level and the field level.

In 2006, OCHA will review the effectiveness and performance of these information services and tools and assess how to further integrate and maximise the usefulness of these mechanisms with other OCHA information tools such as the financial tracking system, the global disaster assessment and coordination system, IRIN and OCHA Online. Evaluation of available information content and analysis to meet user needs will be a key component as will the effectiveness of the information systems in integrating content between these tools to ensure maximum accessibility to all humanitarian audiences.

## Early Warning Unit

The Early Warning Unit is responsible for improving OCHA's capacity to identify potential crises. In 2005, the Unit produced analyses/alerts, in close collaboration with field partners, and refined its methodology to include a greater humanitarian orientation. It also worked closely with partners to translate early warning analysis into concrete action to prevent, mitigate and prepare for crises and disasters.

In 2006, the Unit will continue to produce and disseminate early warning analysis on emerging crises to key partners and decision-makers in OCHA and the broader UN and humanitarian community. In 2006, the Unit will intensify its efforts to translate early warning into early preparedness for crises both within OCHA and with IASC partners. The Unit will build on efforts being devoted to the development of standardized preparedness action checklists which are automatically activated as the situation in a specific country/region deteriorates.

In 2006, the Unit also will seek to engage UN country teams more in the early warning – early action process by facilitating inter-agency mitigation and preparedness missions, improving mechanisms for information exchange for early warning and preparedness and sensitizing partners to the early warning methodology developed by the Unit.

The Unit will also continue to review at risk countries with the Inter-Departmental Framework for Coordination on Early Warning and Preventive Action (Framework Team) to ensure that the humanitarian perspective is reflected in system-wide strategies to mitigate and prevent conflict.

Activities:

- Continue the global early warning monitoring service and produce up to ten early warning analyses on emerging crises after close consultation with CRD, country offices, regional offices, IRIN and UN country teams.

- In collaboration with other parts of OCHA, develop OCHA-specific minimum preparedness actions that are systematically linked to early warning analyses.

- Produce a consolidated risk matrix and recommend actions for the IASC's quarterly early warning – early action report through increased engagement with OCHA field offices.

- Represent OCHA at working level on the Framework Team in collaboration with CRD.

- Sensitise key internal and external stakeholders to OCHA's early warning methodology for projecting future scenarios.

- Facilitate and/or participate in inter-agency early warning, mitigation and preparedness missions to countries/regions of concern.

Indicators:

- Number of new emergencies where OCHA undertook preparedness, contingency planning and response actions based on advice by the unit.

- Number of OCHA field offices and UN Country Teams using the Unit's early warning methodology to conduct analysis.

- Number and percent of new emergencies where action was anticipated by the UN system.

## ReliefWeb Project

**RELIEFWEB PROJECT**

| Planned Staffing | Regular Budget | Extra-budgetary | Projects | Total |
|---|---|---|---|---|
| Professional | - | - | 7 | 7 |
| General Service | - | - | 3 | 3 |
| Total | - | - | 10 | 10 |
| Staff costs (US$) | - | - | 1,744,989 | 1,744,989 |
| Non staff costs (US$) | - | - | 446,689 | 446,689 |
| Total costs (US$) | - | - | 2,191,678 | 2,191,678 |
| RW Tech. Inf. Upgrade Project | | | 500,000 | 500,000 |
| **Total requested (US$)** | | | | **2,691,678** |

**NEW YORK**

| Planned Staffing | Regular Budget | Extra-budgetary | Projects | Total |
|---|---|---|---|---|
| Professional | - | - | 3 | 3 |
| General Service | - | - | - | - |
| Total | - | - | 3 | 3 |
| Staff costs (US$) | - | - | 433,011 | 433,011 |
| Non staff costs (US$) | - | - | 181,930 | 181,930 |
| Total costs (US$) | - | - | 614,941 | 614,941 |
| **Total requested (US$)** | | | | **614,941** |

**GENEVA**

| Planned Staffing | Regular Budget | Extra-budgetary | Projects | Total |
|---|---|---|---|---|
| Professional | - | - | 3 | 3 |
| General Service | - | - | 2 | 2 |
| Total | - | - | 5 | 5 |
| Staff costs (US$) | - | - | 963,580 | 963,580 |
| Non staff costs (US$) | - | - | 164,302 | 164,302 |
| Total costs (US$) | - | - | 1,127,882 | 1,127,882 |
| **Total requested (US$)** | | | | **1,127,882** |

**KOBE**

| Planned Staffing | Regular Budget | Extra-budgetary | Projects | Total |
|---|---|---|---|---|
| Professional | - | - | 1 | 1 |
| General Service | - | - | 1 | 1 |
| Total | - | - | 2 | 2 |
| Staff costs (US$) | - | - | 348,398 | 348,398 |
| Non staff costs (US$) | - | - | 100,457 | 100,457 |
| Total costs (US$) | - | - | 448,855 | 448,855 |
| **Total requested (US$)** | | | | **448,855** |

ReliefWeb (www.reliefweb.int) is the world's leading online gateway to information on humanitarian emergencies and disasters. Providing relevant and reliable information on humanitarian needs and the response activities of the international community, ReliefWeb also emphasizes coverage of neglected emergencies to raise greater awareness of them.

On average, OCHA's ReliefWeb receives up to 4.5 million hits each week and is viewed by up to 400,000 individual users per month, with up to 2 million page views per month. Updated around the clock from Geneva, New York and Kobe, the time-critical publication of information on evolving emergencies helps to strengthen delivery of response to affected populations.

Over 150 new documents and maps are posted daily from among more than 2,500 sources. These are viewed online or received via email by some 80,000 subscribers. Advanced search, navigation and filtering tools help combat information overload, allowing users a high degree of control over content viewed on the site, for example by region and sector. In 2006, an independent evaluation of the site will focus on areas such as visual design, usability and content quality.

In 2006, the ongoing development of the site's technical infrastructure will further improve information input and output and facilitate the creation of new products highlighting the knowledge-management capacity of the site. Expansion of the ReliefWeb syndication service to the web sites of core audiences and partners will extend the reach of knowledge on humanitarian action, policies and principles. Information management and sharing practices will be further consolidated and strengthened by bringing together members of the Humanitarian Information Network (HIN).

Activities:

- Provide 24-hour coverage of timely and relevant information on complex emergencies and natural disasters, including quality maps and products.

- Strengthen the technical infrastructure of ReliefWeb with improved automation, products, connectivity and systems.

- Develop products derived from information shared through the site, including sectoral matrices to assist in surge capacity.

- Increase outreach to a range of information actors and partners including member states, regional organizations, donors as well as the private sector.

- Further develop and apply ReliefWeb policies, standards and guidelines in information management.

- Continue to advocate for application of best practices in information management through the HIN fora and on the basis of an in-depth user satisfaction evaluation.

Indicators:

- Number of document updates.

- Percent increase in training, vacancy and contact entries.

- Number and percent increase of email subscribership.

- Number of days per year where site functions at optimum level.

- Degree of user satisfaction (as evidence by evaluation to be completed in 2006).

## ReliefWeb Technical Infrastructure Upgrade Project

ReliefWeb has become the world's largest and most comprehensive information system serving the humanitarian community. The site is comprised of over 30 interlinked databases, and apart from Web usage, sends over 8 million email alerts per year. As it has grown, increased usage, size and functionality have now made it necessary to redevelop the underlying structure of the

system. The ReliefWeb infrastructure and software upgrade will aim to ensure a faster and more reliable service to site users and provide an enterprise-level information support system. In 2006 the first phase will take place and a full review and upgrade of search, filter and server infrastructure will be undertaken to ensure the provision of a reliable, robust 24 hour service. Phase two will take place in 2007.

Activities:

- New infrastructure platform with redundancy and failover capacity to ensure site availability.

- New comprehensive search engine developed for faster site-wide searching.

- Filter tools in place to provide speedier and more comprehensive results.

Indicator:

- User feedback on improved infrastructure as measured by a user survey.

## Field Information Support Section

### FIELD INFORMATION SUPPORT SECTION

| Planned Staffing | Regular Budget | Extra-budgetary | Projects | Total |
|---|---|---|---|---|
| Professional | - | - | 7 | 7 |
| General Service | - | - | 2 | 2 |
| Total | - | - | 9 | 9 |
| Staff costs (US$) | - | - | 1,479,046 | 1,479,046 |
| Non staff costs (US$) | - | - | 320,355 | 320,355 |
| Total costs (US$) | - | - | 1,799,401 | 1,799,401 |
| **Total requested (US$)** | | | | **1,799,401** |

The Field Information Support (FIS) Section continues to support the delivery and coordination of humanitarian assistance through taking a lead role in information management (IM) preparedness and response activities, and by enhancing OCHA's IM capacity. In the context of preparedness, FIS's strategic direction is now focusing on defining situations in which enhanced capacity may be required and developing appropriate response tools and applications. FIS is also engaged in improving OCHA's response capacity through improving the integration of

OCHA's IM systems and developing and maintaining the equipment, staff and tools required to rapidly deploy IM support mechanisms in a timely manner. FIS also continues to have oversight management for the deployment, operation and transition of Humanitarian Information Centres (HIC).

In 2005, HICs were established in Sri Lanka and Sumatra following the 26 December 2004 tsunami, in Niger in response to the food security crisis and in Pakistan in response to the South Asia Earthquake. The tsunami response presented a new challenge. The HIC was required to deploy and provide IM services rapidly. Lessons learned from this experience now are being incorporated, with the objective of ensuring that HICs can be deployed more quickly. Key to improving HIC response capacity is the maintenance of a robust roster of personnel for rapid deployment, the ongoing provision of the Rapid Response Fund, provided in 2005 by the US Office for Foreign Disaster Assistance (OFDA) and continued HIC training and utilization of information management tools developed under the Field Information Management Strategy initiative.

FIS retains management oversight of the Field Information Management sub-project. This is supported through a Thematic Funding grant provided by the European Commission Humanitarian Office (ECHO). During the course of 2006 the activities of the sub-project will be mainstreamed into FIS with the aim of ensuring that the objectives set under the sub-project are realised.

Activities:

- Improve capacity to rapidly deploy HICs to disaster situations, (with a focus on rapid deployment of IM support to natural disaster situations).

- Continue the process of improving IM capacity in OCHA field offices through rolling out products and services for IM enhancement and related advocacy and training on the value-added and use of these products to all OCHA field staff during the course of 2006. Also develop and implement regional IM preparedness and response strategies as required.

- Expand preparedness activities through enhanced cooperation with OCHA's Early Warning initiatives,

developing a natural disaster response IM strategy and related procedures and building on tools and mechanisms already in place within OCHA. Additionally, play an active part in the Humanitarian Common Services Working Group in the context of the Humanitarian Response Review (HRR) and expand data resources such as development of the geospatial global database and the Maps-On-Demand sub-project.

- Expand internal and external outreach and advocacy efforts through development of briefing and orientation materials for all partners and increase IM training for OCHA staff in the field and at HQs.

Indicators:

- Number of Humanitarian Information Centres deployed within one week and fully functional within one month of deployment (average two per year).

- Number and percent of OCHA-defined regions with IM preparedness and response strategy.

- Number of humanitarian personnel trained and sensitised in IM.

## Field Information Management Project

**FIELD INFORMATION MANAGEMENT PROJECT**

| Planned Staffing | Regular Budget | Extra-budgetary | Projects | Total |
|---|---|---|---|---|
| Professional | - | - | 2 | 2 |
| General Service | - | - | 1 | 1 |
| Total | - | - | 3 | 3 |
| Staff costs (US$) | - | - | 682,202 | 682,202 |
| Non staff costs (US$) | - | - | 960,500 | 960,500 |
| Total costs (US$) | - | - | 1,642,702 | 1,642,702 |
| **Total requested (US$)** | | | | **1,642,702** |

The 2004 approval of OCHA's Field Information Management Strategy (FIM) and the provision of thematic funding by ECHO for three years to assist with the development of OCHA's IM capacity aims to increase support to the humanitarian community through improving decision support tools and analysis. The Field Information Management sub-project is managed by the Field Information Support Section.

During 2005 the sub-project's work has focused on two key areas: the creation of a mainstreamed

information management capacity within OCHA's field offices, through the development of information management units in nine offices; and the development of information management systems, applications and tools designed to exponentially improve OCHA's information management capacity. These tools and applications are designed to ensure a minimum standard in information management across OCHA's field operations and standardisation of IM methodology.

In 2005, the IM strategy was implemented in Côte d'Ivoire, Ethiopia, Guinea, Nepal, Russian Federation, Somalia, the Regional Office for Central and East Africa, the Regional Office for Asia and the Pacific, and Zimbabwe, adding to those that had been provided with the same capacity in 2004 (Burundi, the Democratic Republic of the Congo, Sudan, Uganda and the Regional Office for West Africa). The implementation process implies a cultural shift in the way OCHA manages information and uses it to best inform decision making both within the Office and with its humanitarian partners. Thus the emphasis in 2006 will be to ensure that the information management function is mainstreamed into OCHA's field

operations through the continued hiring of Information Management Officers to work in the field-based Information Management Units within OCHA field offices. The sub-project staff, working in close collaboration with FIS, will provide advocacy, training and implementation support activities to field offices.

Activities:

- Refine and further develop standardised information management applications (the Who Does What Where application, Contact Directory application, Field Document Management System (FiDMS), OCHA Field Office website template, etc).

- Improve overall systems integration of existing OCHA applications with those being brought on-line under the sub-project, through the provision of advocacy and training for OCHA field staff and staff working in headquarters.

- Implement the FIM strategy in all remaining OCHA Field Offices worldwide.

Indicator:

- Number and percent of OCHA field offices with minimum information management capacity or support.

# Information and Communications Technology Section

**INFORMATION AND COMMUNICATIONS TECHNOLOGY SECTION**

| Planned Staffing | Regular Budget | Extra-budgetary | Projects | Total |
|---|---|---|---|---|
| Professional | 4 | 5 | - | 9 |
| General Service | 2 | 12 | - | 14 |
| Total | 6 | 17 | - | 23 |
| Staff costs (US$) | 844,992 | 2,188,416 | - | 3,033,408 |
| Non staff costs (US$) | - | 802,187 | - | 802,187 |
| Total costs (US$) | 844,992 | 2,990,603 | - | 3,835,595 |
| **Total requested (US$)** | | | | **2,990,603** |

(Includes Registry)

**NEW YORK**

| Planned Staffing | Regular Budget | Extra-budgetary | Projects | Total |
|---|---|---|---|---|
| Professional | 3 | 1 | - | 4 |
| General Service | 1 | 8 | - | 9 |
| Total | 4 | 9 | - | 13 |
| Staff costs (US$) | 567,696 | 792,772 | - | 1,360,468 |
| Non staff costs (US$) | - | 398,325 | - | 398,325 |
| Total costs (US$) | 567,696 | 1,191,097 | - | 1,758,793 |
| **Total requested (US$)** | | | | **1,191,097** |

**GENEVA**

| Planned Staffing | Regular Budget | Extra-budgetary | Projects | Total |
|---|---|---|---|---|
| Professional | 1 | 4 | - | 5 |
| General Service | 1 | 4 | - | 5 |
| Total | 2 | 8 | - | 10 |
| Staff costs (US$) | 277,296 | 1,395,644 | - | 1,672,940 |
| Non staff costs (US$) | - | 403,862 | - | 403,862 |
| Total costs (US$) | 277,296 | 1,799,506 | - | 2,076,802 |
| **Total requested (US$)** | | | | **1,799,506** |

(Includes Registry)

OCHA's Information Technology Section (ITS) is responsible for providing Information and Communications Technology (ICT) support within the Office. ICT support is essential to fulfill OCHA's overall strategic priorities, especially the strengthening of information management tools.

Within the Advocacy and Information Management Branch, and in OCHA overall, there will be strengthened field orientation for ICT support in 2006. The challenge in this context is to provide adequate ICT capacity (underpinning the Information Management [IM] capacity, as defined in the IM strategy) to all OCHA field presences. An additional focus will be on developing new IM tools, and further enhancing and integrating existing tools.

A number of initiatives were begun or strengthened in 2005 that carry over into the work of 2006. Beginning last year, the OCHA Online platform was further enhanced, and an OCHA Intranet was developed and launched, aiming to enhance performance through better information exchange. Also, field office and HIC website templates were fully developed and implemented. Strategies were developed for field connectivity, e-mail and ICT support.

The Tampere Convention on the Provision of Telecommunication Resources for Disaster Mitigation and Relief Operations reached the required number of signatories and came into effect in January 2005. Inter-agency coordination and support in the area

of emergency telecommunications was bolstered, through the implementation of the Inter-Agency Emergency Telecommunications (IAET) common service for the humanitarian community. In response to the Humanitarian Response Review (HRR), OCHA was designated process owner for the emergency telecommunications cluster.

For OCHA's internal ICT response capacity, the concept of rapid deployment fly-away connectivity kits and personal ICT kits was developed.

On the application side, ITS supported the development of an Expenditure Tracking System (ETS) for the tsunami crisis. Work on the development of a system for tracking donor contributions, based on the Financial Tracking System (FTS), was started. A study for an OCHA-wide document management system was also undertaken, and a concept as well as metadata standards were established.

In 2006, the implementation of strategies for field connectivity will continue and additional enhancements will be included. The inter-agency ICT coordination mechanisms will be further streamlined, while the ICT kits will be fully implemented and deployed. In Geneva, an OCHA dedicated ICT help desk will be established and additional capacity will be provided for applications support. Examples of applications that will be further developed and enhanced include the ETS (into a generic tracking system to be used for any future emergencies), the system for donor contributions tracking, the Intranet and the document management system.

Activities:

- Provide ICT support, including infrastructure and connectivity, to OCHA operations at headquarters and in the field.

- Coordinate inter-agency emergency ICT activities, including leading the cluster for emergency telecommunications.

- Provide ICT surge capacity, including stocks, staff and stand-by arrangements.

- Develop and maintain applications and databases (including OCHA Online, financial accounting and tracking, document management system).

- Provide electronic information dissemination services to improve internal communication, including further expansion of the Intranet.

Indicators:

- Number and percentage of OCHA field offices with minimum ICT capacity.

- Number of emergencies where telecommunications services are deployed within the approved time frame.

- User satisfaction as measured by periodic user satisfaction surveys of headquarters and field staff.

# INFORMATION MANAGEMENT AND OCHA

## Responding to Sudden Onset Disasters

There is a generic slide that is included in all disaster-related presentations by OCHA. Usually it's the last slide. It's very simple and merely says "Disasters always happen on Friday evening, at weekends or on holidays". And so it proved to be the case with the South Asia Earthquake on 8 October, 2005 (Friday evening/Saturday morning).

I returned home from dinner with friends at midnight and did my usual last thing at night – the email check. The US Geological Survey runs a very useful service that automatically sends an email notifying listserve members that there has been an earthquake. When I opened my mail that evening there was the data – a high magnitude earthquake, close to the surface, and quite near to Islamabad. Anything above a 6.0 magnitude quake near an urban centre triggers OCHA's response systems; this one did exactly that. An UNDAC team was deployed within 24 hours. By the end of the weekend two staff from the Field Information Support Project also had been deployed – jointly and for the first time – to support the UNDAC Team and determine the need to set-up a Humanitarian Information Centre.

Much had to be done to ensure that they arrived there ready to start work. Whatever GIS data we had on the affected area had to be assembled, computer equipment prepared, tickets booked and administrative arrangements completed before deployment. All needed to be put into place as quickly as possible. Despite being Saturday, almost everyone was in the office; ReliefWeb staff were producing the first maps and updating the web-site with the ever larger amounts of data coming in, our IT colleagues were helping to get our two-person team ready and the rest of us were working the phones, trying to get in touch with those who needed to make things happen.

After our first joint deployment with UNDAC, there are lessons to be learned, especially concerning the role that information management staff and HICs can and must play during disaster response. Effective information management is a fundamental element of disaster coordination, and our tsunami deployment experience showed that:

- Getting in early, setting up alongside the UNDAC team, and providing information products and services as soon as possible in the response was essential to obtaining an overview of the situation on the ground to support the operational agencies and NGOs.

- Working with other information management partners, such as MapAction, pays dividends in terms of ensuring that information outputs are harmonised.

- Early deployment, right at the start of the emergency, positions information management as a key component of the response from the outset.

We also realise that key challenges remain to be overcome:

- Working with the humanitarian community on ensuring that information management is mainstreamed by the cluster lead agencies, in order that a rapid and relatively accurate 'big picture' can be developed as soon as possible.

- Improving our response time and mechanisms so that they are better harmonised with those of the UNDAC system.

- Improving the understanding amongst our partners of what a HIC can and cannot deliver, and what the prerequisites are to develop and provide quality information that is useful and relevant to decision makers at all levels of the response.

## Development of Information Management Capacity

The first outside responders to disasters such as the South Asia Earthquake, (after those people who are within the scope of the event itself), are the humanitarian organisations, both national and international, that bring in resources, materials and expertise to save lives, alleviate suffering and restore livelihoods. These organisations can benefit from OCHA's efforts to provide them and their partners with the best available information to help them deliver assistance in difficult and challenging conditions.

Our goal for 2006 is to have a HIC working within a week of a deployment and fully staffed and operational within a month. For Pakistan, it looks as if we have succeeded in this aim. The close teamwork between our key donors (under pre-established standing arrangements the Humanitarian Aid Department of the European Commission provided start-up funding, the UK's Department for International Development provided staff, equipment and transport, and USAID/OFDA continues to place the Emergency Response Fund at our disposal) and our colleagues in other parts of OCHA has helped us enormously to improve our capacity to be there on time.

OCHA can only make this commitment on the basis of predictable donor funding. Strong donor support has allowed us to enhance essential humanitarian information systems, providing information to those who make the coordination decisions. The fact that donors have agreed to provide funding on a multi-year time frame has given us the ability to do more than plan only for the short-term. This was not always the case. As part of the improvement process, in March 2004, the Humanitarian Aid Department of the European Commission supported OCHA through Thematic Funding to develop new humanitarian information systems in recognition that information management underpins the coordinated delivery of humanitarian assistance.

In the last two years, OCHA has focused on developing and deploying Information Communication Technology infrastructure and information management tools to support the coordination functions of our field offices and HICs. Although OCHA has successfully developed and deployed these tools to the field, integration remains a challenge in 2006 and beyond. With 13 assisted offices as well as six HICs connected to OCHA's Wide Area Network (WAN) and provided with reliable access to OCHA's global email solution and Field Document Management System (FiDMS), the tools and conditions to improve the effectiveness of the response are in place. Nevertheless, this is only the first phase in incorporating these tools and processes into OCHA's work culture.

The systems developed by OCHA have the potential to exponentially improve the effectiveness of humanitarian aid. The faster the humanitarian community is able to collect, analyse, disseminate and act on key information, the more effective will be the response, the better needs will be met and the greater the benefit to affected populations. To further improve our capacity to facilitate this we need to ensure that UN agencies, NGOs and donors understand what information we need to have, how to obtain it, what we do with it and, in the final analysis, how it can be used to better support decision making by those who coordinate and implement humanitarian response. This remains a great challenge, but one to which OCHA is committed.

# Coordination Activities in the Field

OCHA is currently present in 44 countries, including 23 field offices, two Regional Disaster Response Advisors (RDRA) and six Regional Offices (RO). Field offices provide direct support to the United Nations, non-governmental organizations and the larger humanitarian community through the coordination of humanitarian action and the analysis and dissemination of information related to humanitarian crises. OCHA offices are opened in response to natural and man-made emergencies, and continue to provide services until the situation has entered the recovery phase. Clear benchmarks, such as the return and resettlement of refugees or the engagement of development actors, are used to determine when an office can be closed and coordination responsibilities handed over to other actors.

The main purpose of OCHA's field presence is to facilitate and support the coordination of humanitarian assistance by governments, UN agencies, NGOs and the Red Cross Movement, through direct support to the office of the UN Resident/Humanitarian Coordinators. This support is designed and configured based on the scale of the needs, the existing capacity of the actors, and the existing coordination mechanisms. OCHA field staff develop and sustain coordination mechanisms at the capital and local level, develop and disseminate information products, coordinate needs assessments and

resource mobilization activities, manage access negotiations with local actors, undertake advocacy on behalf of the most vulnerable and the humanitarian community, and coordinate the implementation of humanitarian programming.

In 2006, OCHA will expand its activities in several countries. In light of the massive response efforts by the international community to the October 2005 South Asia Earthquake and its consequences, and especially considering the challenges in logistics, the OCHA presence in Pakistan will need to be continued through the emergency relief and early recovery phases. OCHA will also expand its presence in Nepal, particularly outside Katmandu, with the intention of improving the coordination of assistance and protection. In Papua New Guinea, OCHA will assist the Resident Coordinator and the UN Country Team to improve the response to natural disasters and other risk factors. The progress in the peace process and local reconciliation efforts in Somalia will allow OCHA to expand its presence inside the country in an effort to improve humanitarian access. In Zimbabwe, OCHA will expand its presence to assist the humanitarian community cope with the effects of drought, HIV/AIDS and diminished capacity for governance, and assist those displaced by "Operation Restore Order."

Sudan will remain OCHA's largest field office, but after two years of rapid expansion due to increasing demands in Darfur and growing IDP and refugee return in the south, the focus in 2006 will be on transition to development actors where conditions allow. In the Democratic Republic of the Congo, OCHA will continue to use short-term coordination units to meet emergencies needs outside the major towns, and will also take on responsibility for managing the newly created "Good Humanitarian Donorship" Fund.

OCHA continually reviews its field presence to make sure that its coordination services are appropriate for the contexts in which it operates. In 2005, the OCHA offices in Angola, Democratic Peoples Republic of Korea, Liberia and Sierra Leone were closed. During 2006, OCHA's presence in Sri Lanka and Indonesia is expected to end with the handover of coordination responsibility to development partners. Several countries where OCHA has had a long-term presence have experienced improvements in the prevailing humanitarian situation as a result of successful peace processes. During 2006, OCHA will review its presences in Burundi, Central African Republic, Chad, Ethiopia, Eritrea, the Republic of Congo, Colombia and the Russian Federation to determine whether the improvements allow for a downsizing of OCHA's presence.

To complement the coordination support provided by its field offices, OCHA has also developed a regional network of support offices and advisors. OCHA has six Regional

Offices – three in Africa (Dakar, Johannesburg and Nairobi), one in Asia (Bangkok), one in the Middle East (Dubai) and one in Latin America (Panama). These regional offices provide support to OCHA's field offices, monitor developments with cross-border and regional implications, and also work closely with regional organizations and countries without a permanent OCHA presence. Their main functions are information analysis and dissemination, advocacy and resource mobilization. During 2006, the three newest offices, Bangkok, Dubai and Panama, will complete their expansion so that they fully meet the needs of their respective regions.

There are currently eight Regional Disaster Response Advisors (RDRA) based in Bangkok, Dakar, Dubai, Fiji, Johannesburg, Kobe, Nairobi, and Panama. They provide technical, strategic and training expertise, assistance with contingency planning and preparedness, and advice on monitoring and responding to natural disasters. They also provide direct support to affected governments, UN Country Teams and the non-governmental community during disasters through the response and post-crisis phases.

All OCHA field offices will be better supported on security issues by the recent assignment of a full-time Assistant Security Focal Point. The position is dedicated to providing full time support to OCHA offices on security issues, including MOSS and MORSS upgrades in order to be compliant with UN security standards. In 2006, OCHA has requested US$ 3.6 million to upgrade facilities and provide training to staff throughout its offices. This is a critical investment in OCHA's most valuable resource, its staff, and will enhance their security as they continue to serve in many of the most dangerous environments in the world. OCHA's security goal for the coming year is to ensure full MOSS/MORSS compliance and continued close collaboration with UNDSS in taking action to improve our security posture.

OCHA also supports IRIN, the Integrated Regional Information Networks. In 2006, the humanitarian news and analysis service provided by IRIN will continue to cover sub-Saharan Africa and Central Asia and will expand its reporting of the Middle East region. There are currently five IRIN regional news service offices based in Ankara, Dakar, Dubai, Johannesburg and Nairobi, which is the IRIN head office. IRIN also maintains sub-offices in Abidjan, Kabul and Islamabad. In addition to its news service and as part of its commitment to enable the humanitarian community to better understand and respond to evolving crises and disasters, IRIN also develops multi-media products, including film documentaries, news footage, quality photography, and photo-books.

# Integrated Regional Information Networks (IRIN)



subscribers by e-mail and via the website www.irinnews.org. This is now complemented by a range of multi-media services, namely PlusNews, a specialized news service on HIV/AIDS, IRIN Radio, which helps local radio stations develop relevant content for local communities in Africa and Afghanistan, and IRIN Film, which produces short documentary films for advocacy purposes and news footage for international media. More recently, IRIN has added a professional photographer to its staff so that its reports can be complemented by visual images which are available free of charge to the humanitarian community.

IRIN has a growing worldwide readership of more than one million people. Many more receive IRIN news indirectly by picking up its reports on other websites and newspapers. Most of IRIN's news output is in English, but a French-language version of PlusNews was launched in 2004 and a limited text service is published in French, Kiswahili and Dari (one of the major languages of Afghanistan). Plans are in place for news output in Arabic, Portuguese and Russian as well. IRIN Radio produces audio programmes with partner radio stations in English, French, Portuguese and six different local languages.

The Integrated Regional Information Networks (IRIN) is an independent humanitarian news service covering sub-Saharan Africa, Central Asia and the Middle East. IRIN was founded ten years ago to improve the flow of vital information to those involved in relief efforts in the Great Lakes region following the 1994 Rwandan genocide. Offices have since been established in Dakar, Abidjan, Liberia, Angola, Johannesburg, Islamabad, Ankara, Kabul and Dubai. Its principal objective is to provide news and analysis that helps the humanitarian community better understand, anticipate and respond to evolving crises and emergencies. At the same time, IRIN strives to ensure that affected communities can also access neutral and reliable information so they can make better informed decisions about their future.

IRIN's area of geographical coverage has increased steadily over the last decade; so too has the range of subjects covered and the types of services offered. The core news service is distributed free of charge to

In 2005, IRIN established a Middle East service based in Dubai. This service will be expanded in 2006 and offers comprehensive reporting of humanitarian issues in the region in English and Arabic. The budget for this project – around US$ 1 million – has not been included in IRIN's core costs. Similarly, none of the radio project and only a portion of the PlusNews service budget is reflected in the budget detailed here. Though considered important elements of IRIN's work, additional funds for all three will have to be sought locally.

With the recognition of HIV/AIDS as a significant factor in many ongoing humanitarian crises, the PlusNews service will be gradually incorporated into the core IRIN activities in an effort to provide more stable funding.

IRIN's documentaries have been positively received by advocacy partners and the response from broadcast media to IRIN news footage has been unprecedented. Diminishing international media coverage of crises has left an information void that IRIN continues to address by developing its own broadcast news footage capacity. With limited investment and a growing distribution system, IRIN intends to provide media networks with high quality footage of humanitarian concerns distributed directly to key networks or to 500 global broadcasters via the UNIFEED-APTN satellite service. Key media networks that have recently used footage include CNN, CBC, CBS, ABC, PBS, TV5, BBC and SABC.

In support of humanitarian advocacy, IRIN also intends to improve the quality of its free online photo library and still images collection from humanitarian crisis areas. As IRIN expands its services and geographic coverage, a Deputy Coordinator and Chief Editor will be joining the team in Nairobi to underpin the quality of its services.

Activities:

- Consolidate the existing news service to ensure continued timely, accurate and impartial reporting on humanitarian issues in the regions.

- Produce special reports, analysis, photography and film footage focused on emerging or neglected crises and post-conflict countries.

- Produce news footage and film documentaries to highlight specific humanitarian concerns, such as violence against women, and steadily expand the media distribution network.

- Expand the Middle East service to ensure comprehensive coverage of the region's humanitarian concerns in English and Arabic.

- Improve the flow of information to those affected by conflict by continuing to produce high quality radio content with selected local radio stations.

Indicators:

- Timely, accurate and impartial coverage of existing regions as reflected in feedback from the annual readership survey and throughout the year.

- Increase in the number of special reports, analyses and film footage of emerging or neglected crises, post-conflict countries and issues of particular concern.

- Increase in the uptake of IRIN services by media, local communities, and the humanitarian and international community for awareness raising, training and advocacy.

- Middle East network established with bilingual coverage of humanitarian developments throughout the region.

- Communities affected by conflict have ready access to radio content produced by IRIN and partner radio stations.

**INTEGRATED REGIONAL INFORMATION NETWORKS**

| Planned Staffing | International | National | Total |
|---|---|---|---|
| Professional | 16 | - | 16 |
| National Officers | - | 11 | 11 |
| General Service | - | 27 | 27 |
| Total | 16 | 38 | 54 |
| Total Staff Costs (US$) | | | 2,887,218 |
| Total Non Staff Costs (US$) | | | 3,190,508 |
| Total Costs (US$) | | | 6,077,726 |
| **Total requested (US$)** | | | **6,077,726** |

# AFRICA

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COORDINATION ACTIVITIES IN THE FIELD

# Burundi



The post-conflict political and institutional transition in Burundi made significant progress in 2005, marked by the gradual but sustained advancement of the Arusha peace process and the establishment of a new government. With the support of regional governments and the UN peacekeeping mission in Burundi (ONUB), elections were successfully completed, the Disarmament, Demobilisation and Reintegration (DDR) Programme has continued to make progress, and military integration and police reform are being implemented. However, important challenges remain for 2006. The cessation of hostilities between the Burundian Transitional Government and the Front National de Libération (FNL) reached in May 2005 did not hold, and FNL remains outside the peace process. Protection of civilian populations remains a major humanitarian concern in the areas that are still insecure.

Much remains to be done to consolidate the achievements obtained through the peace process and to improve humanitarian conditions particularly food security and provision of basic services. Top priorities for the United Nations and the international community include: support to the building of institutional capacities; civilian disarmament; justice; and security forces reform. Burundi will also require comprehensive support for the establishment of recovery and development

programmes. The extreme structural poverty affecting the majority of the Burundian population will also require accelerated development funding in the coming year. In this setting, OCHA will continue to strengthen the coordination of humanitarian activities, while integrating these with transitional programming activities.

Basic healthcare, nutrition and food security indicators for Burundi remain above internationally-defined emergency thresholds. However, even though the country has not fallen back into large-scale emergency peaks, such as the one experienced in 2001-2002, general living conditions for the majority of the population remain extremely fragile. The projected return of 80 to 90 percent of the 230,000 refugees living in Tanzania by December 2006, in addition to the approximately 117,000 IDPs living in displacement sites countrywide, is likely to create an additional burden for Burundian households.

The long-term consequences of the conflict as well as the substantive changes in the general context require an approach whereby humanitarian action continues both to address the immediate needs of the most vulnerable populations and to support community recovery and population reinsertion. In order to ensure the establishment of appropriate linkages between relief and development, the 2006 Common Humanitarian Action Plan includes a comprehensive revision of humanitarian coordination mechanisms by sector to improve information sharing and surveillance systems, planning, impact monitoring and analysis.

In general, the humanitarian situation has improved in many parts of the country, with the exception of areas affected by the conflict with the FNL (Bujumbura rural, Bubanza and Kayanza). Humanitarian programmes in 2006, therefore, will continue to focus on addressing the consequences of the protracted crisis on one hand and on containing the risk of an expanded emergency situation on the other.

Thus, OCHA's key objectives for 2006 are: improved coordination of joint rapid assessments and response, contingency planning and cross-border operations; support for the process of transition from relief to development with an emphasis on short to medium-term programmes focusing on population reinsertion and

community recovery; continued harmonization of common databases and information systems in priority sectors to support planning, monitoring and impact evaluation of response plans; and continued advocacy on protection of civilians, victims of gender-based sexual violence and support to mainstreaming human rights-based approaches in humanitarian action. In 2006, OCHA will undertake a mission to Burundi to consult with humanitarian partners on the possibility of a viable exit strategy.

Activities:

- Support the improvement of early warning systems in the health, nutrition and food security sectors and monitor potential population displacements in areas still affected by armed conflict. Lead rapid assessments and response, and support contingency planning and the strengthening of emergency preparedness.

- Ensure the integration of transition and post-conflict related issues at all levels of humanitarian response. Lead and coordinate the elaboration of the plan of action for the reinsertion of IDPs. Provide regular analyses regarding persistent humanitarian needs and impact of humanitarian action on the most vulnerable. Establish a joint UN agency-humanitarian donor coordination group under the chairmanship of the Humanitarian Coordinator.



- Regularly update the Who Does What Where database, develop a new website portal and integrated databases and information tools on population return and reinsertion as well as on school rehabilitation activities. Continue to facilitate information exchange on landmine accidents.

- Continue to monitor and report on protection of civilians, especially in those areas still affected by insecurity and armed conflict. Provide support to human rights monitoring and to dissemination and promotion strategies and programmes, including advocacy actions in the area of gender-based sexual violence. Continue to support ONUB military teams to ensure dissemination of International Humanitarian Law and Human Rights norms.

Indicators:

- Attendance rates of humanitarian organisations in the restructured coordination mechanisms.

- Inter-agency contingency plan updated and effectively used by a wide range of actors.

- Government endorsement of national policy and/or plan addressing IDP reinsertion. Recorded volume of funded reinsertion programmes (according to CAP requirements).

- Average monthly number of users accessing OCHA/Burundi website (hits).

- Existence of special measures to address the special needs of women and children within the national policy/plan for IDPs.

**BURUNDI**

| Planned Staffing | Extra-budgetary |
|---|---|
| Professional | 6 |
| National | 5 |
| Local (GS) | 7 |
| UN Volunteers | - |
| Total | 18 |
| Staff costs (US$) | 1,494,880 |
| Non-staff costs (US$) | 502,059 |
| **Total costs (US$)** | **1,996,939** |

# Central African Republic
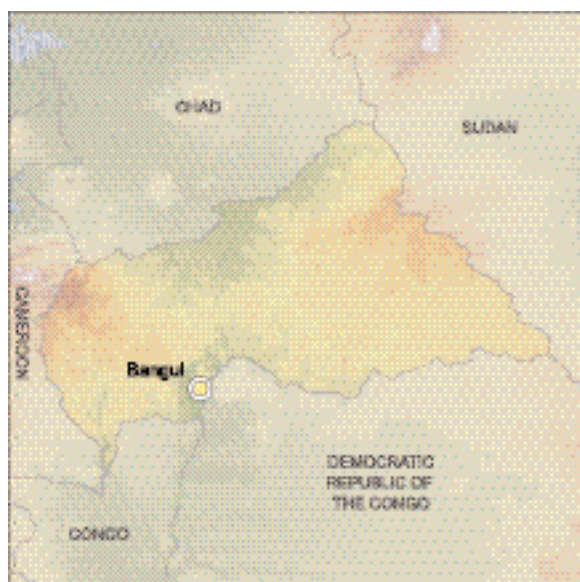


The year 2005 was marked by tremendous progress in the political process in the Central African Republic (CAR), although the humanitarian and socio-economic situation continued to deteriorate. Following a two-year transitional period, transparent, free and fair presidential and legislative elections were successfully completed in June 2005. But the return to constitutional normality and relative political stability is seriously compromised by the deteriorating situation in these other realms. A decade of chronic instability and recurrent armed conflict, capped by a civil war between October 2002 and March 2003, plunged the country into a situation of widespread poverty and vulnerability. In the past ten years, the percentage of people living below the poverty line has risen from 49 to 71 percent, while life expectancy has dropped from 49 to 43 years. Some 1.1 million Central Africans (1/3 of the population) are estimated to be in need of humanitarian assistance, including 800,000 in the five most affected regions to the north of the country near the Chadian border. The vast majority of these people are women and children.

The insecurity that prevails in parts of the country remains a major concern, including in the northern provinces, where security incidents between June and September caused the displacement of about 12,500 Central Africans to the south of Chad. As a result of insecurity, peasants already lost two farming seasons with dire consequences for the nutritional situation and for rural incomes in areas almost entirely dependent on cotton farming for employment and livelihoods. The on-going insecurity also prevents the resumption of basic social services and hinders the provision of adequate assistance to vulnerable populations, as no safe access can be guaranteed to humanitarian workers. Joint efforts by CAR, Chad and Cameroon (through the tripartite Commission) to address this issue have not yet yielded any positive results.

There remains a severe lack of capacity on the part of the government to stabilize the security situation and begin recovery efforts for key institutions. CAR has suffered from the fact that the majority of its partners either left the country or suspended their programs following the 2003 coup. Today, only four international NGOs operate in the country. Resources provided by the international community remain inadequate. At the time of writing, less than 30 percent of the requirements for the 2005 CAP (US$ 27 million) had been received. The direct consequence of this chronic under-funding has been the continued degradation of already poor infrastructures and basic social services, including the nutritional and health situation of the most vulnerable.

The situation in CAR requires urgent assistance that cannot afford to wait for the gradual resumption of normal development programming. Efforts in the fields of good governance, institutional support, financial reform, long-term economic recovery and poverty reduction must be undertaken in tandem with humanitarian programs that focus on the immediate needs of the most vulnerable, key sectors being food security and nutrition, health, education and protection. Humanitarian needs for one third of the population will remain acute throughout 2006. At the same time, progress in the political process has created new opportunities for increased engagement by the international community, particularly in the fields of security, good governance and the rule of law, financial reform, economic recovery and poverty reduction, which will in the long-run have a positive impact on human security and overall humanitarian conditions of the population.

Against this background, OCHA will continue to support the Humanitarian Coordinator and the UNCT in strengthening information exchange among partners and developing inter-agency field oriented strategies to maximize the use of available resources to meet the needs of the most vulnerable while multi-sectoral development assistance is being provided to build the resiliencies of communities.

In particular, in the coming year, OCHA's objectives are to: strengthen coordination mechanisms to ensure a timely provision of assistance to vulnerable populations in need, particularly in northern areas of the country; improve common humanitarian information systems and tools to facilitate the identification of priority areas of intervention based on geographic and sector needs and the formulation of an advocacy strategy on humanitarian needs in the country. OCHA will aim at ensuring the application of a collaborative approach between humanitarian and development actors to maximize the impact of programs. In 2006, OCHA will advocate for a joint mission with relevant humanitarian and development partners to review the UN strategy toward CAR. OCHA will, at the same time, review its presence in the country.

Activities:

- Strengthen information management systems, including early warning and surveillance systems.

- Spearhead the review of rapid response coordination mechanisms according to IASC guidelines.

- Lead the contingency planning process.

- Support the Humanitarian Coordinator's office in its activities related to the monitoring and implementation of the CHAP and the 2006 CAP. Establish a joint UN/donor coordination group to ensure progress of CHAP/CAP implementation.

- Strengthen UN agencies' coordination and needs assessment capacities, as well as capacity gap identification.

- Ensure appropriate linkages between humanitarian response and transition activities by organizing a regular flow of information between development and humanitarian actors, and provide analysis on the impact of humanitarian strategies and persistant gaps; organize a joint mission between development and humanitarian actors to define a roadmap for CAR.

- Provide timely and accurate information to external partners (medias, donors, government actors, etc.).

- Increase media coverage through regular press briefings and conferences and the publication of news bulletins.

- Organize and support specific events, including workshops, seminars, etc.

Indicators:

- Number of joint assessment and monitoring missions and percentage of recommendations implemented.

- Existence of an updated inter-agency contingency plan and number of times it was activated by agencies to respond to a new crisis situation.

- Common monitoring mechanisms and sectoral groups established (plus number of agencies participating and frequency of meetings).

- Number of populations reached (depending on access).

- Percent of remaining gaps between development and humanitarian assistance.

- Percent CAP funding by year-end as compared to previous years funding received.

- Percent sectoral funding received, by sector.

- Number of donors contributing to CAP.

**CENTRAL AFRICAN REPUBLIC**

| Planned Staffing | Extra-budgetary |
| --- | --- |
| Professional | 3 |
| National | - |
| Local (GS) | 2 |
| UN Volunteers | - |
| Total | 5 |
| Staff costs (US$) | 327,582 |
| Non-staff costs (US$) | 258,205 |
| **Total costs (US$)** | **585,787** |

# Chad
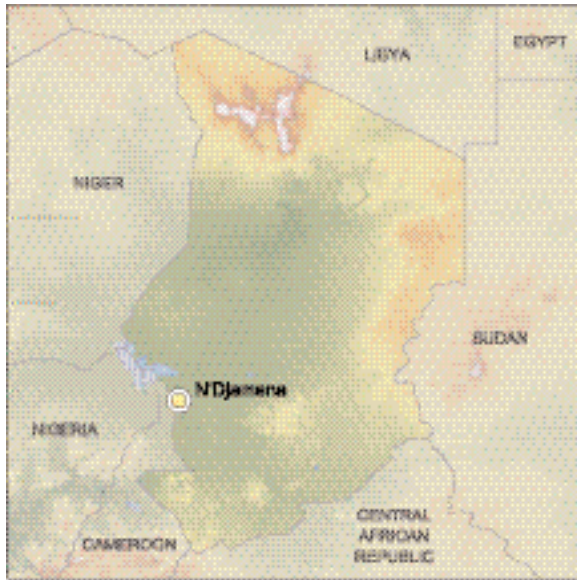


In 2005, the humanitarian situation of the 200,000 Sudanese refugees from Darfur in the east of the country stabilized. However, the prospect for their return became more remote given the persistance of conflict in Darfur and the lack of progress in the political process. The presence of the refugees continues to weigh heavily on eastern Chad's fragile populations and environment, which is characterized by poor infrastructure and the absence of basic social services. Competition for water, firewood and grazing land has led to increased tensions between the refugees and their hosts. In order to avoid aid becoming another source of instability, humanitarian actors will have to ensure that refugees and host populations are both included in mid- to long-term sustainable development programs and that relief is provided equitably between the two groups.

Additionally, in southern Chad about 12,500 Central Africans entered the country following an upsurge of violence in the northern provinces of the Central African Republic (CAR) between June and September. This new caseload of refugees adds to the already 30,000 Central African refugees present in the south of the country since the 2003 coup in CAR. As the situation in northern CAR is likely to remain chaotic for months, a new influx of refugees may occur in the near future, leading to an expansion of current humanitarian programmes.

The evolution of the humanitarian situation in Chad remains largely contingent on developments in neighbouring Darfur and CAR. At the same time, rising internal military and political tensions, as well as the increasing fragility of the socio-economic environment, call for intense monitoring of the situation and the development of preparedness measures. The general weakness and absence of national capacity and infrastructure in Chad - one of the poorest and least developed countries in the world - makes the situation very difficult for aid agencies. Humanitarian actors face enormous constraints, which considerably increase the complexity and the cost of relief operations. Providing day-to-day assistance to 200,000 refugees spread among 12 camps along the 600 km Sudanese border, in the absence of reliable roads and communication networks, amounts to a real logistical nightmare. This is particularly problematic in eastern Chad's hostile and poor human security environment, which is characterised by the scarcity of natural resources, including water. In the south, access to refugee populations remains difficult throughout the rainy season. The lack of reliable base-line data on Chadian populations and the environment add to the humanitarian challenges.

Given the prevailing situation in Darfur, Sudanese refugees are not likely to return home in the near future. Humanitarian agencies will therefore have to maintain their full capacity in the east throughout 2006. Additionally, insecurity along Chad's border with Sudan and CAR will most likely persist, and may spread to other parts of the country, leading to greater vulnerability of the Chadian population.

Within the current context, OCHA will support the Humanitarian Coordinator in strategic coordination by providing secretarial support to the UN Country Team for the planning, monitoring and evaluation of humanitarian assistance provided and ensuring linkages with development initiatives.

OCHA's key objectives in 2006, therefore, are to: ensure that humanitarian strategies and response to the two refugee situations, in the east and in the south, include assistance to vulnerable Chadians within host communities and is coordinated with national development strategies; strengthen national

and international humanitarian coordination mechanisms, as well as information management and assessment tools; and advocate with international partners, including the donor community, to increase resources for a more comprehensive response to the crisis, which would include improvement in the security environment, provision of resources for community-based recovery initiatives and timely response to the emerging humanitarian situation in the south. In 2006, OCHA will undertake a mission to Chad to consult with humanitarian partners on the possibility of a viable exit strategy.

Activities:

- Support the HC's office in monitoring the implementation of humanitarian strategies agreed upon within the CHAP/CAP process.

- Support existing coordination mechanisms as required; ensure the participation of national authorities NGOs and international partners in coordination meetings.



- Collect and consolidate humanitarian data and ensure an efficient flow of information between humanitarian actors, including through the creation of a humanitarian documentation centre.

- Ensure cross-border coordination between humanitarian operations in Darfur and in CAR through regular exchange of information.

- Ensure coordination between relief operations in the eastern and southern provinces and decision making at the central level, including development of strategies and response guidelines.

- In coordination with UNDP, develop strategic documents for the coordination between relief and development.

- Develop an outreach strategy and provide international actors with relevant humanitarian information (through meetings, briefings, news bulletins, reports, etc.).

Indicators:

- Humanitarian documentation centre is established, operational and contains updated humanitarian data, including on Chadian host populations.

- Attendance level of national and international actors in coordination meetings organized by OCHA.

- Number and percent of active coordination fora organized by OCHA.

- Existence of an integrated plan that links relief to development programs.

| CHAD | |
| --- | --- |
| Planned Staffing | Extra-budgetary |
| Professional | 3 |
| National | - |
| Local (GS) | 3 |
| UN Volunteers | - |
| Total | 6 |
| Staff costs (US$) | 597,725 |
| Non-staff costs (US$) | 215,943 |
| Total costs (US$) | 813,668 |

# Côte d'Ivoire



Three years into the crisis, Côte d'Ivoire remains a divided nation. The overall humanitarian situation is characterized by a prolonged and steady decline of the living conditions resulting from the combined effects of a sustained economic downturn, reduced access to basic social services and an escalation of inter-ethnic and inter-communal violence. In areas controlled by the Forces Nouvelles, which roughly represent 60 percent of the country, the weak presence of state administration has resulted in the growing vulnerability of a large swath of the population who are deprived of basic social services, particularly in the areas of education, health, food security, protection and human rights. While the erratic provision of water and electricity in the north contributes to the insecure human environment and to high morbidity and mortality rates, in the west, the upsurge of violence has triggered new waves of internal displacement, now estimated at over 550,000 country-wide. Grave human rights violations and breaches of international humanitarian law continue to be reported by human rights organisations nationwide, particularly within the Zone of Confidence and in the west, where impunity continues to reign.

The prevailing state of lawlessness represents a serious setback for reconciliation efforts between communities, and further hampers the provision of assistance to increasingly vulnerable groups by humanitarian actors.

Humanitarian activities implemented so far have contributed to averting a full blown crisis by creatively addressing needs as they arise and enhancing preparedness within the country and the sub-region. However, since the outbreak of the crisis in September 2002, funding for the needs of vulnerable groups remains low and unequal between sectors stretching to the limits the ability of humanitarian actors to respond adequately and in a timely fashion. In 2005, the Consolidated Appeal for Côte d'Ivoire received only 35 percent of the overall requirements. This shortfall has contributed to the rapid rise in vulnerability among populations still affected by a volatile and tense situation.

The political outlook for Côte d'Ivoire remains extremely uncertain, which is due in part to the lack of trust between the parties. The bitter debate on the "political transition" will undoubtedly exacerbate existing tensions in a climate of violence. The challenges mentioned above suggest a tense and probably violent scenario with the possibility of increasingly frequent and violent outbreaks with negative implications for the consolidation of the peace process and the stability of neighbouring countries.

OCHA's key objectives for 2006 in this environment are to: strengthen inter-agency planning, preparedness and resource mobilisation to meet the most urgent humanitarian needs of vulnerable populations; help ensure the effectiveness of humanitarian response through improved coordination; and sustain a relevant advocacy strategy for the protection of civilians and in support of efforts to reduce impunity.

Activities:

- Maintain active participation of key partners in regular humanitarian coordination meetings, in particular by supporting the policy-setting Inter-Agency Humanitarian Coordination Committee (IAHCC) and its sector working groups to periodically review implementation of jointly agreed CHAP strategies, policies and related action plans.

- Establish and strengthen sector groups within field offices and organise cross-sector thematic workshops on topical issues to promote integrated action strategies by humanitarian actors.

- Broaden coverage of targeted humanitarian needs through improved collaboration between the UN system, NGOs, Red Cross Movement and other relevant partners; provide timely security-related information to the humanitarian community.

- Keep political and economic actors abreast of humanitarian challenges through reports, publications and briefings to ensure that relevant consideration is given to humanitarian issues when peace or "economic" agreements are developed.

- Reinforce OCHA's advocacy capacity through implementation of quick assessments of humanitarian needs in key thematic and/or geographical areas and development of a multi-media advocacy strategy aimed at informing the public of the country's most pressing humanitarian issues and its implications for the sub-region.

- Increase inter-agency efforts regarding the protection of civilians by reinforcing existing mechanisms including the protection network, the dissemination of information that advocates on behalf of the civilian population, and the formulation of protection policies and interventions.



Indicators:

- Number of coordination initiatives facilitated/ promoted by OCHA leading to the implementation of joint integrated action strategies.

- Number of peace agreements signed with provision for the safe delivery of humanitarian assistance and the protection of civilians.

- Number of needs assessments and inter-agency missions organized, and percentage of follow-up actions implemented.

- Number of meetings with armed groups and government actors, and number of agreements reached through these meetings.

- Contingency plans, early warning systems, and surge capacity mechanism in place and updated on a quarterly basis through inclusive consultation.

- Number of activities in new geographical areas and sectors (including forgotten areas) and of transition activities.

- Number and percentage of the population reached with key basic services.

- Number of rapid-onset crises addressed through complementary, inter-agency actions.

- Number of advocacy strategies and policies developed in response to protection information or for prevention.

### CÔTE D'IVOIRE

| Planned Staffing | Extra-budgetary |
| --- | --- |
| Professional | 10 |
| National | 11 |
| Local (GS) | 11 |
| UN Volunteers | 2 |
| Total | 34 |
| Staff costs (US$) | 2,713,514 |
| Non-staff costs (US$) | 782,915 |
| **Total costs (US$)** | **3,496,429** |

# Democratic Republic of the Congo



The humanitarian situation in the Democratic Republic of the Congo (DRC) continues to be amongst the worst in the world. Although there was considerable political progress in the DRC during 2005, the situation remains fragile. In certain areas, notably in Ituri and in North and South Kivu, foreign and domestic armed groups remain active and in conflict with government troops. The continued violence and instability has caused population displacement, limited humanitarian access, and has subjected the population to continued acts of violence and aggression; more than 1,000 people die every day from conflict-related causes. Overall, the population of the DRC faces serious humanitarian challenges. There are over 2.1 million internally displaced people. Some 42 million people are in a precarious food security situation. Natural disasters, including flooding and volcanic eruptions, threaten the homes and livelihoods of hundreds of thousands. Preventable and treatable diseases including endemic malaria, plague, cholera, measles and ebola, continue to kill by the thousands.

Despite this, stability is returning to large areas of DRC, including to provinces that were until recently cut off by insecurity, such as Maniema. Increasing numbers of IDPs and refugees are returning home to restart shattered lives. Support to the vulnerable populations who are now living in peace and stability is as urgently needed as emergency programming.

2006 will be a year of great significance in the history of the DRC. Elections will take place by 30 June 2006, bringing an end to three years of transitional government. Electoral registration is ongoing and voter response has been encouraging. At the same time, many challenges remain. The creation of an integrated armed force remains incomplete, as does the disarmament and demobilization of both foreign and domestic combatants. These security challenges complicate an environment with serious structural difficulties, such as crumbling infrastructure, lack of basic equipment, low education levels, extreme poverty and lack of involvement of the state in social affairs. Rule of law issues must be addressed, such as continuing high levels of corruption and the difficulties of bringing the perpetrators of criminal acts, including sexual violence, to justice. Public administration systems and public structures no longer function effectively in most areas and ethnic divisions have resulted in the marginalisation of whole communities, which could potentially rekindle violence and force new population displacements.

The DRC needs a strategy that addresses the immediate humanitarian needs of the most vulnerable groups in the population, while also taking full advantage of opportunities for early recovery and transitional efforts. The humanitarian community has developed the 2006 Plan of Action to ensure that a full range of programmes will be available to meet these varied needs. This includes increased and improved response to emergencies, as well as emergency preparedness and enhanced capacity to respond to rapid-onset emergencies and transitional programmes to provide basic services such as clean water, schools and healthcare to returning IDPs and refugees. Basic infrastructure and the restarting of agricultural activities are vital to reducing the vulnerability of their populations and providing the conditions for once violent zones to remain stable.

Although the humanitarian situation has improved slightly in some areas, the situation in much of the DRC remains fragile due to social, ethnic and political tensions exacerbated by the lack of key infrastructure and basic services, epidemics, natural disasters and humanitarian access difficulties. The geographic size of the DRC, the isolation of many communities, and the relatively small humanitarian and development presence make effective coordination imperative to ensure prioritized responses

to the overwhelming needs. OCHA currently has 18 provincial and/or district level offices to carry out local coordination activities, and supports a wide range of inter-agency and sectoral coordination groups and meetings. During 2006, OCHA will ensure these mechanisms while working closely with the development and humanitarian communities to ensure that transitional coordination needs are also addressed.

In 2006, OCHA's key priorities are to: ensure that decisions are taken in the best interests of vulnerable populations; strengthen planning, preparedness and resource mobilisation to meet humanitarian needs in the DRC; ensure the effectiveness of humanitarian response in DRC through improved coordination; optimize future actions through the evaluation of humanitarian response; and strengthen the management and back-up support of OCHA's operations.

Activities:

- Conduct standardized needs assessments, inter-agency missions and humanitarian analyses, and ensure that the results and other appropriate humanitarian information are widely disseminated; maintain contact with armed groups, civil society, church groups, civilian and military authorities, traditional leaders and other key actors to preserve humanitarian space; monitor developments to highlight the humanitarian consequences of political and military decisions; increase local and international awareness of the humanitarian catastrophe in DRC.

- Develop and update provincial contingency plans and early-warning mechanisms; map and enhance surge capacity and rapid response mechanisms; promote the timely funding of humanitarian and transitional activities in the 2006 Action Plan; support donors in the implementation of GHD principles, including contributions to the GHD fund.

- Broaden coverage of targeted humanitarian needs through improved collaboration between the UN system, NGOs, the Red Cross Movement and other relevant partners, and through the provision of information on needs and gaps in response; develop linkages for capacity building and implementation partnerships between local NGOs and international organizations; provide timely security-related information to the humanitarian community; strengthen sectoral working groups, including the identification of lead organizations and the encouragement of cross-sectoral exchanges and complementary sectoral responses.

- Conduct real-time evaluations and integrate recommendations in future planning; monitor the implementation of the 2006 Action Plan by identifying priority sectors and geographical areas where no response is being undertaken and seeking to fill the gaps.

- Put in place an enhanced organizational structure for Operations (Procurement, Asset Management and Logistics) and Finance/Administration; develop Standard Operating Procedures for logistics, procurement, personnel, and administrative functions; standardize software and equipment in all OCHA/DRC offices.

Indicators:

- Number of needs assessments and inter-agency missions organized, and percentage of follow-up actions implemented; number of meetings with armed groups and other key actors, and number of agreements reached through these meetings.

- Rapid Response funds to respond to rapid-onset crises within 20 days.

- Percentage of GHD fund requirements met.

- Number of activities in new geographical areas and sectors (including forgotten areas and transition activities); number and percentage of the population reached with key basic services; number of up-dated matrices and maps disseminated on humanitarian activities per sector and area; quantity and quality of output produced by IASC and sectoral working groups (number of reports, attendance and recommendations); number of rapid-onset crises addressed through complementary, inter-agency actions.

- Service delivery time for procurement, asset deployment, payments, recruitment, etc. reduced by at least 33 percent from 2005 average performance.

- CAP funding received by sector, in US dollars.

- Number of donors contributing to CAP.

**DEMOCRATIC REPUBLIC OF THE CONGO**

| Planned Staffing | Extra-budgetary |
| --- | --- |
| Professional | 22 |
| National | 24 |
| Local (GS) | 34 |
| UN Volunteers | 8 |
| Total | 88 |
| Staff costs (US$) | 6,513,569 |
| Non-staff costs (US$) | 3,756,171 |
| **Total costs (US$)** | **10,269,740** |

# Eritrea



Eritrea faces chronic humanitarian risk due to four years of extreme drought and the continuation of the no war no peace situation. A large segment of the population, up to 50-60 percent or two million people, are facing economic hardship, loss of livelihoods and assets, high food insecurity, unacceptable levels of malnutrition and weakened health and lack of potable water at the community level. Because of previously high mortality and current national security demands, one-third to one-half of families are headed by women – adding a strong gender dimension to the crisis.

The lack of resolution of the border conflict with Ethiopia and delays in the demarcation of the border have resulted in a high military mobilization, drained fiscal resources for normal recovery and development activities and stunted the government's capacity to invest in structural reforms and poverty reduction schemes. Continued instability along both borders has also resulted in a steady incidence of landmine accidents, restricted agricultural and pastoral grazing opportunities and constrained trade. Some 52,000 people, mostly women and children, remain displaced in camps due to this border instability. The current stalemate on the demarcation of the border continues to result in heightened political and military tensions between the two countries and the need for constant attention to preparedness in the event of an acute emergency.

More recently, tensions have increased between the international community and the government due to various factors. This has included control of relief programmes through NGO registration and work procedures, as well as added complications in the working environment, such as the recent request to move quickly to 'food-for work' programmes. Additionally, the government does not wish to enter the Consolidated Appeal Process this year, but says it will determine its own humanitarian appeal needs by year's end. While some factors that barred relief operations have been lifted, including the registration of NGOs and the provision of work permits, the working environment is made difficult through lack of fluid communication and clarity on delays in the release of humanitarian goods imported by NGOs and countrywide relief food distributions, and the continuing impounding of UN vehicles and seizure of UN warehouses. Thus the coordination functions of OCHA have gained greater importance to avoid further tensions and ensure humanitarian work is continued without interruption.

While rains have started to return to normalcy, two or three more good seasons are needed before water tables and grazing land regenerate, resulting in predicted hardship for at least another 18 months. The drought recovery process will be slow given the extreme poverty that has been created as a result of asset loss, particularly loss of livestock through distress sale and deaths, and economic strain over the past years. In this regard, the role of coordination between government and partners (UN, donor and NGO) will become more instrumental in order to strengthen dialogue and align the use of resources toward strategic and effective emergency and recovery interventions.

Overall, the situation is becoming more tense as government patience is reduced. This could spiral into a crisis if open conflict over the border resumes and large scale displacement occurs. This is not considered likely, however, given the high risk of instability such events would cause in the region. The resolution of the border dispute, (an agreement with Ethiopia on the Border Commission decision), would lead to three to six months of intense effort in monitoring and ensuring

the protection of displaced populations on both sides of the border, as well as to the eventual need to settle tens of thousands of people in longer term situations.

Such circumstances necessitate that the OCHA office be prepared for an array of events that would result in a high demand for coordination functions. In this regard, the office will play an instrumental role. In so doing, OCHA will be performing a preparedness function should rapid and fluid coordination be needed in the event of a more acute situation. Additionally, the humanitarian situation is expected to continue to deteriorate in 2006 if progress on the peace process/border demarcation is not made and if the resources for effective humanitarian aid are reduced and restrictions on effective delivery are not lifted.

In 2006, OCHA's key objectives are: the assessment, monitoring and analysis of humanitarian risks and the conditions of affected populations, including the impact of humanitarian risks on drought victims, IDPs, returnees and the urban destitute; fund raising and coordination through strengthening humanitarian partnerships and reinstating a regular discussion and planning forum on emergency areas; capacity building in the areas of early warning for acute disasters, analysis of inter-sector data and GIS/mapping capacities, information and communication on emergency issues, and rapid assessment techniques; and contingency planning for border incidences, population displacements/movements, and any related event including a possible resurgence of a complex emergency. In 2006, OCHA will undertake a mission to Eritrea to consult with humanitarian partners on the possibility of a viable exit strategy.

Activities:

• Support integrated rural fieldwork with the UN, government line ministries and NGOs to identify key indicators and reporting systems for vulnerability identification and monitoring of trends of conditions.

• Support the government in establishing a Humanitarian Communication Centre for synthesizing existing databases on vulnerable populations – including IDPs and refugee returnees, orphans, child headed households and other war affected people.

• Compile and disseminate regular humanitarian updates and reports, including technical discussion papers and other periodicals for coordination on pertinent areas such as nutrition, water, food security, etc.

• Support the addressing of humanitarian issues within the UN structure of thematic groups and task forces for better targeting of UN programmes to high risk groups.

• Provide Emergency Preparedness and Response training to government and NGO staff at least twice in central areas and once in the high risk districts, and develop a regular coordination with government counterparts for early warning systems and collaboration in preparedness for response.

Indicators:

• Amount of funding allocated through national planning processes that is targeted to areas with critical humanitarian needs.

• Number and percent of updated contingency plans with national bodies to ensure stand by readiness in the case of any acute emergency.

• Amount of funding received for humanitarian joint programmes.

| ERITREA | |
|---|---|
| Planned Staffing | Extra-budgetary |
| Professional | 2 |
| National | 3 |
| Local (GS) | 2 |
| UN Volunteers | - |
| Total | 7 |
| Staff costs (US$) | 486,049 |
| Non-staff costs (US$) | 237,537 |
| **Total costs (US$)** | **723,586** |

# Ethiopia



In 2004, an effort was made to differentiate between the chronically and acutely food insecure populations of Ethiopia and two complementary action plans were developed. The 2005 Humanitarian Appeal was designed to address the acute needs of the food-insecure population whilst the government's Productive Safety Net Programme (PSNP) tackled longer-term food security needs through cash or food for public works.

Large segments of the Ethiopian population, particularly in the rural areas (who make up more than 85 percent of the total population), will continue to be extremely vulnerable and remain chronically food-insecure. At least 6-8 million people fall in this category and will require cash or food assistance and other non-food assistance. The PSNP will attempt to address the needs of at least five million and possibly up to seven million of this group. An additional one to three million people will likely require emergency food and non-food assistance in 2006, including vulnerable populations in pastoral areas that are not likely to be covered by the PSNP, others located in 'hot spots' affected by localized drought, flooding and other quick onset natural disasters or epidemics and populations affected by ethnic conflict. This does not assume any major widespread drought conditions or major cross border conflict with Eritrea.

Major problems were encountered in the implementation of the PSNP in 2005, including weak government capacity at the local level and constraints in the resettlement

programme that are expected to continue in 2006 and which pose additional humanitarian risks. Internal displacement of populations in several parts of the country has increased during 2004 and 2005 (Oromia, Somali, and Gambella Regions in particular) due primarily to inter-ethnic conflicts, and requires increased attention and coordination with government authorities. Gaps in response to quick on-set emergencies, particularly large scale, as well as localized flooding, require added attention to improve response. Building government capacity in emergency management is needed and provides a challenge to OCHA in 2006.

While the government's desire to switch from an emergency response mechanism to longer-term approaches to address chronic food insecurity is lauded and supported by the UN and donors it will take some time to fully achieve an effective transition while also avoiding humanitarian risks to needy populations. Therefore, efforts in 2006 must focus on designing humanitarian and longer-term programs that compliment and support one another. The medium term goal must be to re-orient the humanitarian appeal process to address populations that are acutely affected by shocks (both natural and man-made), while managing the risks associated with newly established food security activities. Overcoming and reversing the lack of confidence by donors on definitions and assessments related to emergency non-food needs is a major challenge of the UN and partners. Progress is expected to be made to better define and establish a framework for assessments of emergency non-food requirements.

The UNCT is now developing its UNDAF and explicitly looking at how to best link humanitarian and development goals, objectives, and activities to protect and enhance livelihoods of the most vulnerable in Ethiopia. Increasing efforts are needed to further address both emergency response mechanisms and the underlying causes of emergency situations in the country. The humanitarian situation is expected to remain stable with eight to ten million people remaining chronically or acutely food insecure. Several factors, including a projected good harvest and strong linkages between emergency and food security programmes, could improve the overall situation.

Given the current situation, OCHA's key objectives for 2006 are to: strengthen humanitarian coordination mechanisms and their linkages with longer-term food

and livelihood initiatives; provide a strong field presence to improve early warning and response to emergency situations and field coordination; provide effective information and advocacy related to vulnerable populations; support strategic contingency planning, strategies for assessments and the humanitarian appeals process to help ensure appropriate humanitarian funding; and improve the management of and ensure necessary funding for the OCHA Office. In 2006, OCHA will undertake a mission to Ethiopia to consult with humanitarian partners on the possibility of a viable exit strategy.

Activities:

- Adapt to the expected new emergency management structure at the federal level to maintain coordination linkages with relevant sections of the new structure, including for early warning, aid coordination, information, external relations and policy and planning.

- Initiate with UN and other partners capacity strengthening to include coordination training and information management support at the regional and sub-regional levels in order to strengthen partnerships with regional authorities and NGOs at sub-federal levels (as part of UNDAF Joint Programming).

- Undertake joint UNCT and OCHA field missions to key regions for monitoring, assessing and reporting on 'hot spots' and on emerging and ongoing humanitarian situations, in order to facilitate humanitarian response by government and other partners and to support advocacy initiatives.

- Enhance mapping and data bases for service to the humanitarian community (WWW, NGO mapping, UN agency mapping), contributions to tracking and reporting (to be linked to OCHA Financial Tracking System - FTS). Establish and support the UNCT mapping support and exchange forum.

- Lead and facilitate the preparation of joint UNCT preparedness and response plans and updates related to humanitarian aspects of the border issues between Ethiopia and Eritrea as well as on cross-border issues with other neighbouring countries.

- Develop and carry out inter-office technical training (software and other skills development) and external professional development training for professional and support staff.

Indicators:

- Working group and other M&E mechanisms in place that routinely monitor complementary programmes and determine gaps related to the Joint Appeal and longer-term initiatives.

- Number of regular information products issued, and feedback from formal stakeholder surveys and analyses on relevance and usefulness of information products (specific indicators developed in the questionnaire).

- Number of agencies that use information and advocacy products; analysis of achievement of advocacy initiatives.

- UNCT contingency plan is updated on a regular basis.

- Quantitative and qualitative analysis of field missions and feedback from partners.

- Feedback from formal stakeholder surveys and analyses on relevance and usefulness of information products (specific indicators developed in the questionnaire).

- Number and percent of OCHA and joint field missions and reports that include quantitative and qualitative analysis of field missions and feedback from partners.

- Vacancy rate of the OCHA office.

- Funding received for OCHA Ethiopia.

- Percentage of requirements funded.

**ETHIOPIA**

| Planned Staffing | Extra-budgetary |
| --- | --- |
| Professional | 5 |
| National | 5 |
| Local (GS) | 7 |
| UN Volunteers | - |
| Total | 17 |
| Staff costs (US$) | 1,187,806 |
| Non-staff costs (US$) | 702,295 |
| **Total costs (US$)** | **1,890,101** |

# Guinea



Guinea continues to suffer from the impact of hosting nearly one million refugees following more than a decade of armed conflict in Liberia and Sierra Leone. Between 2000 and 2001, the country became a victim of violence and destruction within its own territory as a result of political dissent and cross-border incursions from Sierra Leone and Liberia, which destroyed infrastructures and displaced over 100,000 Guineans. Meanwhile, the socio-economic environment has seen a steady decline in the last five years, exacerbated by the suspension of development aid due to the government's lack of compliance with the international community's demands for political and economic reforms. This has had a significant impact on the country's capacity to recover from the sub-regional crisis, consequently perpetuating a vicious cycle of progressive vulnerability compounded by the incapacity of the government to deliver basic social services.

Today, the majority of the population remains vulnerable, facing high mortality, morbidity and malnutrition rates due to poor access to health services, potable water, sanitation, education and food security, especially in Haute Guinea, Moyenne Guinea and Guinée Forestière. Some 32 percent of the Guinean population is undernourished and 70 percent of the adult population is illiterate. Only 54 percent

of children have access to primary education. The region of Guinée Forestière, which has hosted the bulk of the refugee and IDP population, remains a potential source of instability for both Guinea and for neighbouring countries. The region hosts some 25,000 Liberian refugees, whom UNHCR expects to repatriate during 2006 contingent upon the outcome of elections in Liberia. Guinea also has an estimated 30,000 IDPs who would need support to return to their places of habitual residence. The continuing presence of some 5,000 ex-combatants along border towns, and the unresolved crisis in Côte d'Ivoire remain issues of concern.

A number of reforms implemented during 2005 have helped ease the isolation of the government and facilitated the re-engagement of some members of the international community in rehabilitation and sustainable development interventions. According to a recent evaluation by the IMF, conditions have not been created for the resumption of the budget-supported programme, which was interrupted in June 2004. Additionally, the humanitarian community's plan to address the remaining humanitarian needs related to the presence of refugees and IDPs in tandem with a transition programme has not yet been fully realized.

While the situation on the political front will improve as a result of additional reforms, the humanitarian situation most likely will slightly deteriorate due to the population's continued lack of access to basic social services, decreasing coping mechanisms and inadequate levels of assistance. The possible resumption of the conflict in Côte d'Ivoire could prevent the voluntary repatriation of 3,000 Ivorians during 2006, and generate an additional 23,000 refugees and 30,000 Guinean returnees and third country nationals.

OCHA's key objectives in 2006, therefore, are to: support the UNCT to enhance strategic and sector coordination with all NGO, government and donor partners, and ensure a link between response to the residual humanitarian concerns and recovery/transitional efforts; provide comprehensive analysis and needs assessments with particular attention to Haute and Moyenne Guinea and Guinée Forestière, and develop

a Plan of Action targeting the most vulnerable communities; and enhance early warning and emergency preparedness measures while strengthening the capacity of the government to respond to recurring natural disasters such as floods and earthquakes.

Activities:

- Manage and promote a comprehensive vulnerability analysis of the most critical regions and sectors.

- Enhance strategic and sector coordination with the government, donors, NGOs and UN agencies in Conakry, Guinée Forestière and Haute Guinea through the holding of regular meetings, bringing together NGOs, UN agencies, ICRC and the Breton Woods institutions in cooperation with the National Service on Humanitarian Action (SENAH) to facilitate joint strategic planning.



- Ensure coordination of the Humanitarian Appeal for Guinea with the UN strategic joint planning framework to ensure complementarity between humanitarian and recovery /rehabilitation activities.

- Support cross-border coordination and situation analysis within the Mano River Union Region and Côte d'Ivoire through enhanced information sharing with UNCTs from the region and the OCHA office in Dakar.

- Regularly update the inter-agency Contingency Plan.

- Ensure the effective functioning of the newly established Information Management Unit and the production of relevant and standardized IMU products to serve the humanitarian community in Guinea and the sub-region.

Indicators:

- Number of functioning strategic and sectoral coordination structures and percentage of decisions implemented.

- Existence of an updated contingency plan with natural disaster and complex emergency components.

- Number of border areas with operational early warning mechanisms.

- Existence of a functional CHAP which links the CAP and the CCA/UNDAF (2007-2011).

- Amount of funding received for transitional activities.

**GUINEA**

| Planned Staffing | Extra-budgetary |
| --- | --- |
| Professional | 5 |
| National | 1 |
| Local (GS) | 7 |
| UN Volunteers | - |
| Total | 13 |
| Staff costs (US$) | 727,505 |
| Non-staff costs (US$) | 323,666 |
| **Total costs (US$)** | **1,051,171** |

# Republic of Congo
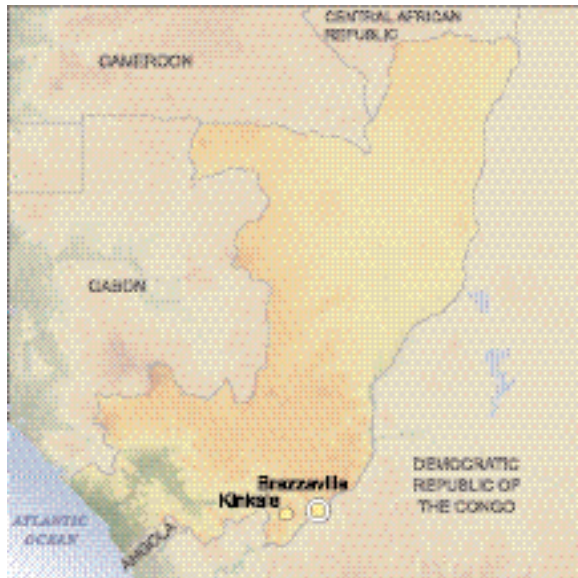


After a decade of political violence, which resulted in massive displacements and deaths, the Republic of Congo (RoC) underwent significant changes in 2005. These changes resulted mainly from the decision to proceed with elections in the Pool region and from the efforts to implement the March 2003 Peace Agreement now that Ninjas Chief Frederic Bitsangou, alias Pastor Ntumi, has expressed his intention to be part of the political and Disarmament Demobilization, and Reintegration (DDR) process. All these factors have contributed to relative stability in the country and in the Pool region.

Nevertheless, the stability is fragile and security incidents involving rebel groups or regular forces still occur. One of the key challenges in 2006 will be the successful implementation of the DDR process to consolidate the stability originating in the 2003 peace accords. The DDR process, which is just about to be launched, will offer professional training and community-based support to promote reinsertion and demobilization of disarmed ex-combatants.

On a humanitarian level, many basic needs remain unmet in the sectors of water and sanitation, education, agriculture, and health. The nutritional situation of a vast majority of the population remains precarious, particularly in the Pool region. Reconstruction and rehabilitation needs are considerable as well. An estimated 70 percent of the RoC population lives below the poverty line and some 100,000 internally displaced persons live in the Pool. In a context of community recovery and transition from relief to development, meeting these urgent needs in cooperation with government authorities is an essential task in preventing a deterioration of the humanitarian situation and consolidating a durable peace. Other challenges that need to be overcome if the transition from emergency relief to development is to be successful are the continuing security incidents which cause problems of restricted access, logistical hurdles, a lack of reliable data regarding vulnerable populations and a reduced humanitarian presence on the ground.

The long-term consequences of the conflict in the RoC as well as the persistent humanitarian challenges require an approach whereby humanitarian action continues to address the immediate needs of the most vulnerable populations. Three main priorities identified for humanitarian action in 2006 are to: ensure and facilitate access to basic social services; ensure and strengthen early warning and rapid response to populations at risk; and support the process of transition from relief to development with an emphasis on short- to medium-term programmes focusing on population reintegration and community recovery.

As such, OCHA's key objectives for 2006 are to: coordinate joint assessments and response in the Pool region, and contingency planning and natural disasters preparedness at the national level; support the process of transition from relief to development, with an emphasis on population reinsertion and community recovery, particularly in the Pool; continue the harmonization of common databases and information systems; and continue advocacy on protection of civilians. In 2006, OCHA will undertake a mission to RoC to consult with humanitarian partners on the possibility of a viable exit strategy.

Activities:

- Support to the improvement of early warning and surveillance systems in the health, food security and nutrition sectors. Improve needs assessment and coordination mechanisms. Revitalize sectoral groups.

- Ensure integration of transition and post-conflict related issues at all levels of humanitarian response. Analyse humanitarian needs and the impact of humanitarian action on vulnerable populations and identify gaps. Coordinate the elaboration and monitor the implementation of the Common Humanitarian Action Plan for 2006. Establish a joint UN/humanitarian donor coordination group chaired by the HC.

- Produce a Who Does What Where database, including national NGOs, to monitor the humanitarian situation in the RoC.

- Continued monitoring and reporting on protection of civilians, especially in those areas still affected by insecurity and armed conflict.

Indicators:

- Number of humanitarian organisations participating in the reviewed coordination mechanisms.

- Completion of joint rapid assessment/ monitoring mission.

- Number and percent of new emergencies where reaction time was less than 24 hours.

- Government endorsement of national policy regarding durable solutions for population reintegration and community recovery.

- Recorded volume of funded reinsertion programmes (according to CAP requirements).

- CAP funding by sector.

**REPUBLIC OF CONGO**

| Planned Staffing | Extra-budgetary |
| --- | --- |
| Professional | 1 |
| National | - |
| Local (GS) | 4 |
| UN Volunteers | - |
| Total | 5 |
| Staff costs (US$) | 284,096 |
| Non-staff costs (US$) | 206,903 |
| **Total costs (US$)** | **490,999** |

# Somalia

In June 2004, warlords and politicians signed a deal to set up a new parliament and a government and subsequently elected Abdullahi Yusuf as President. This brought renewed hope to Somalia's approximately seven million people following fourteen years of widespread civil war that took the lives of thousands of civilians and displaced thousands more.

The temporary relocation of the President and the Transitional Federal Government (TFG) from Kenya to Jowhar while other members of the TFG moved back to Mogadishu in June 2005 has restricted the government's ability to effectively exercise its functions. Still, despite the weakness and slowness of the political process, some positive developments were observed in terms of access to basic social services for the civilian population. Indeed, increasing local reconciliation processes, as well as initiatives and pressures from civil society, including women's associations, could lead to new opportunities for humanitarian re-engagement to assist the most affected populations.

The TFG is likely to gradually continue to extend its authority on the ground despite existing differences and a political stalemate, which will lead to delays in the implementation of the peace process. Consequently, the complete relocation of the government to Mogadishu might not be achieved in 2006. Meanwhile, local reconciliation initiatives continue to provide humanitarian partners with opportunities to improve access to the civilian population mainly in the central-south region.

An estimated 370,000 to 400,000 people remain displaced within Somalia - more than five percent of the population. They are extremely vulnerable having lost all their assets and are subject to multiple human rights violations. They do not enjoy protection through clan affiliation; in some parts of the country the de facto authorities do not protect them and often divert humanitarian assistance. In response, in 2005 the UNCT developed an IDP strategic framework and requested the Humanitarian Coordinator, with the support of OCHA, to coordinate the overall response to IDP issues.

Localised conflicts, mainly in central and south Somalia are likely to result in some displacement in the same way they did in 2005 and will impede any resettlement attempt of existing internally displaced communities. Thus, the majority of the IDPs might only benefit from sporadic and urgent assistance. Northern Somalia is likely to remain stable though tensions could erupt between Somaliland and Puntland over the contested areas of Sool and Sanaag, resulting in a continuation of the current restricted operating environment. Resettlement of IDPs around urban areas in Somaliland and Puntland is likely to benefit from the stable environment. In terms of security, the targeting of aid workers by extremist groups is likely to remain a significant and possibly growing threat, adding to the difficulties of achieving humanitarian access. Due to the volatile security environment, the operational costs to meet MOSS compliance will remain expensive. Finally, the preparedness of the UN agencies and the INGOs to respond to natural disasters will have to be strengthened in 2006.

Additionally, despite the good 2004/05 Deyr and 2005 Gu rains, close to a million Somalis are still affected by the impact of the cumulative effects of more than three years of consecutive drought, tsunami, floods, intermittent humanitarian access, inter- and

intra clan violence and environmental degradation. The precarious humanitarian and security situation will continue to persist throughout 2006 in many parts of Somalia, with one million people requiring urgent humanitarian and recovery assistance as well as protection. In some areas, local reconciliation initiatives are expected to improve humanitarian access to communities affected by inter- and intra-clan conflict.

Thus, in 2006, OCHA's key objectives are to: increase sustainable access to basic humanitarian services for vulnerable populations; enhance the protection of and respect for the human rights and dignity of IDPs and vulnerable communities; enhance preparedness of humanitarian partners as well as the local capacity to respond to natural disasters or complex emergencies; support the shift from emergency to recovery in zones in transition; and enhance advocacy activities and resource mobilisation.

Activities:

- Lead access negotiations with the authorities and communities; develop an access framework and support local reconciliation initiatives in key locations to sustain humanitarian access.

- Ensure implementation of the UNCT strategic framework on IDPs through the development of an action plan and resource mobilization.

- Collect gender disaggregated data and give particular attention to issues related to sexual and gender based violence.

- Facilitate the development of a comprehensive national contingency plan for Somalia taking into consideration the regional specificities.

- Manage and promote the Humanitarian Response Fund to improve the timeliness and effective responses of humanitarian partners to natural disasters or complex emergencies.

- Ensure coordination with the Joint Need Assessment (JNA), the UN transitional plan for Somalia and UN strategic joint planning framework to ascertain that links between emergency and development activities are maintained.

- Refocus the CAP on humanitarian and emergency needs and activities and ensure their complementarity and continuity with development activities.

- Develop an advocacy strategy to raise awareness on Somalia.

Indicators:

- Number of new regions where humanitarian access to reach the affected populations is granted; number of MOUs agreed upon with local authorities to facilitate full and unhindered access; and local reconciliation processes are supported by the UN.

- Number and percent of protection networks that are operational; endorsement of a protection plan by the UNCT.

- Number and percent of CAP projects that are linked to longer term strategies under the JNA.

- Percent CAP funding by year-end.

- CAP funding received by sector, in US dollars.

- Funds available for the Humanitarian Response Fund to support projects.

- Early warning mechanisms are operational along the Juba and Shabelle rivers.

**SOMALIA**

| Planned Staffing | Extra-budgetary |
| --- | --- |
| Professional | 10 |
| National | 14 |
| Local (GS) | 6 |
| UN Volunteers | 1 |
| Total | 31 |
| Staff costs (US$) | 2,549,818 |
| Non-staff costs (US$) | 956,658 |
| **Total costs (US$)** | **3,506,476** |

# Sudan



The situation in Sudan will present immense humanitarian challenges in 2006 that will vary substantially from region to region, requiring extensive coordination support across the three states of Darfur, most areas of South Sudan, and other priority areas. OCHA's presence in Sudan has been expanding since early 2004 and throughout 2005 in response to the growing demands. In 2006 OCHA, in close cooperation with the United Nations Mission in Sudan (UNMIS), will consolidate and focus its presence on the humanitarian priorities of these areas. Concurrently, the expanding Resident Coordinator's office (RCO) will begin to lead coordination efforts for recovery and development activities.

**In Darfur**, the largest ongoing relief operation in the world - involving some 1,000 international and more than 13,000 national relief workers - will have to continue to support more than 1.5 million IDPs and similar numbers of others affected by the conflict. The deterioration of security conditions in September, October and November of 2005 has resulted in further displacement and severe access restrictions in many areas. While there is hope that the talks in Abuja, Nigeria, will result in a peace agreement by early 2006, the large majority of IDPs is expected to remain displaced through 2006. In addition, and assuming a peace agreement is signed and followed by a marked improvement in the security situation, some voluntary and assisted returns may take place in parts of the region where security and livelihood conditions permit. The African Union Mission in Sudan (AMIS) and the potential expansion of the international security presence in 2006 will play a critical role in creating conditions that are favorable to returns. Returnees will require a range of humanitarian and recovery assistance in their villages, which will severely test the logistical and programming capacity of the humanitarian actors on the

ground. High levels of insecurity are also expected to persist in many parts of Darfur, limiting access and posing a daily threat to relief workers. OCHA will retain the current level of its presence throughout Darfur in 2006, with four sub-offices and three satellite offices covering all three states.

**In South Sudan**, large-scale and acute humanitarian needs will remain in many areas, and will increase further in 2006 with the expected return of several hundred thousand IDPs and refugees. Security conditions have generally improved since the signing of the Comprehensive Peace Agreement (CPA) in January 2005, allowing increased access to many areas. While there are great expectations for early recovery and development activities to commence in some regions of the South, it will inevitably take several years before essential services can be provided in most areas by the new Government of Southern Sudan, which currently lacks capacity at every level. In the meantime, millions of Sudanese in the South will have to continue to depend on humanitarian assistance, with acute global malnutrition rates still reaching 30 percent in several areas during the hunger period, and no access whatsoever to clean water or basic health facilities in many counties. The situation is compounded by continuing insecurity and limited access in some areas, and the expected return of hundreds of thousands of IDPs from Khartoum and areas within the South, as well as of refugees from neighbouring countries. Assisting these returnees en route and providing relief and early recovery assistance in the main areas of return will be among the greatest challenges in 2006. All of these assistance activities have to be carried out in areas with virtually non-existent road and communications networks, making South Sudan one of the most logistically difficult, and operationally expensive, parts of the world for the humanitarian community. OCHA will provide support to the Deputy RC/HC for South Sudan through its main office in Juba, and maintain small area coordination offices in five other priority locations in South Sudan (Bor, Bentiu, Wasrab, Aweil, and Yei). OCHA will hand-over three offices to the RC structure in the first half of 2006 (Rumbek, Malakal, and Juba).

The '**Three Areas**' (former transitional areas) present yet another set of challenges, with humanitarian assistance remaining a major priority in the southern part of Blue Nile, and the situation in Abyei likely to remain tense and requiring increasing levels of relief, including to returnees. OCHA will have a small international presence in Damazine (Blue Nile) and Abyei, and support UNMIS and RCO staff in other areas, such as Kadugli (Nuba Mountains) and Kosti.

In the **eastern region**, the major challenges include chronic underdevelopment and ongoing conflicts, both within the area and between the government and the 'Eastern Front'. Other concerns are lack of access to parts of Kassala state

(Hamesh Koreib), the risk of natural disasters, and the potential for a large-scale refugee influx should hostilities between Ethiopia and Eritrea re-ignite. It is hoped that progress will be made in the coming months in resolving the conflicts in this area. OCHA will have a small international presence in Kassala to help facilitate access and the humanitarian response, also covering the Port Sudan area.

Lastly, in and around **Khartoum**, the situation of several million IDPs will require focused attention in 2006, both to provide some minimum levels of targeted support and to help prevent forced relocations and returns. OCHA has been engaged in these issues since early 2005, and will continue to provide support as others strengthen their capacity to respond to some of the urgent protection and assistance needs.

OCHA's key objectives in 2006 will be: to further improve the coordination of humanitarian assistance to IDPs and other populations in need in each of the areas mentioned above; to support, together with key partners, spontaneous and assisted returns of displaced people; to ensure that transition arrangements are in place for coordination functions to be taken on by the RCO in certain areas; and to strengthen the capacity of national counterparts to take on coordination responsibilities, particularly in South Sudan. Other priorities include more effective disaster early warning and rapid response, as well as improved resource mobilization and tracking.

Activities:

- Support the work of the Humanitarian Coordinator and his deputies in North and South Sudan in coordinating humanitarian activities, particularly through the area coordination offices in each region.
- Negotiate unimpeded and safe access to populations in need.
- Provide timely and high quality humanitarian information and analysis to guide decision-making, planning, advocacy and improved targeting.
- Support protection and return activities, including through information gathering and analysis and handing over of the Tracking and Monitoring Project.
- In Darfur, further improve camp coordination mechanisms.
- In Darfur, effectively coordinate with AMIS on all humanitarian issues.
- Collaborate with the RCO, UN agencies, UNMIS and with local authorities to facilitate the transfer of coordination responsibilities in areas where focus is shifting to recovery and development.
- Support the capacity of the Humanitarian Aid Commission (HAC) and the Sudan Relief and Rehabilitation Commission (SRRC) at local, state and national levels to effectively coordinate humanitarian and rehabilitation activities.

- Coordinate effective response to rapidly developing crises, including through better early warning rapid deployment of coordination staff and improved preparedness.
- Improve resource mobilisation, tracking and allocation to ensure effective implementation of the UN and Partners Work Plan 2006.

Indicators:

- Number of sectoral and area coordination bodies in place in each major location.
- All positions filled in all OCHA sub-offices and satellite offices.
- Number of people accessed to the extent security conditions permit.
- Accurate data on returns available, and effective return plans and programmes developed in collaboration with the UNMIS Return and Reintegration unit and other partners. Tracking and monitoring system for returns to the South remains fully operational through and after handover period.
- Number of reported incidents of protection issues and percent reviewed by protection working groups.
- Number of major camps in Darfur with functioning camp coordination arrangements in place.
- Transitional strategy agreed with all stakeholders and initial transfer of responsibilities achieved in identified areas without reduction of services to populations in need.
- Functioning HAC/SRRC offices in the 'Three Areas', SRRC offices in the ten southern state capitals.
- Funding received for Work Plan 2006 by sector.

**SUDAN**

| Planned Staffing | Extra-budgetary |
|---|---|
| Professional | 55 |
| National | 63 |
| Local (GS) | 55 |
| UN Volunteers | 15 |
| Total | 188 |
| Staff costs (US$) | 12,846,250 |
| Non-staff costs (US$) | 7,010,712 |
| **Total costs (US$)** | **19,865,962** |

**SUDAN - DARFUR HIC**

| Planned Staffing | Extra-budgetary |
|---|---|
| Professional | 5 |
| National | - |
| Local (GS) | 7 |
| UN Volunteers | - |
| Total | 12 |
| Staff costs (US$) | 257,626 |
| Non-staff costs (US$) | 44,183 |
| **Total costs (US$)** | **301,809*** |

\* This amount reflects the HIC cost plan for the first quarter of 2006. From April the HIC will be incorporated into the IMU in OCHA Sudan.

# Uganda
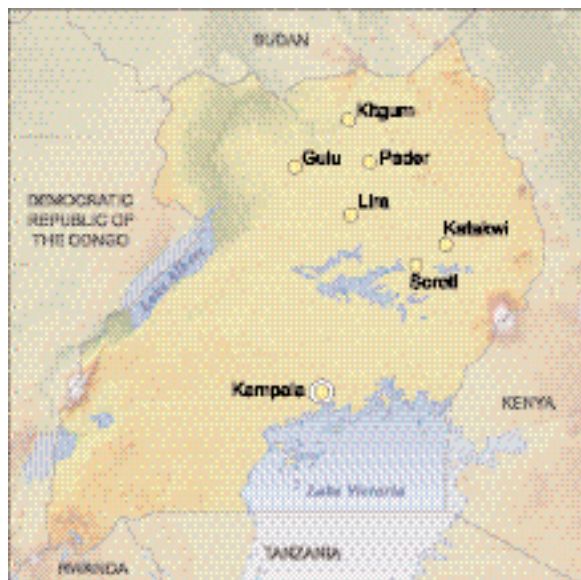


The insurgency in northern Uganda is now in its twentieth year. Despite initial optimism in mediation efforts, there has been no visible progress in the peace process and some 1.7 million people remain internally displaced, the majority living in marginal conditions in heavily congested camps. Access to vulnerable populations in Teso, and much of Lango sub-region has generally improved, while in the Acholi sub-region and northern Lango only 21 out of 188 IDP settlements remain out of reach. However, only 21 out of 105 camps are accessible without armed escorts. Further influencing the situation, the International Criminal Court (ICC) issued indictments against the top leadership of the Lord's Resistance Army (LRA), which will likely influence the LRA's attitude towards the UN and other international humanitarian workers. Protection of civilians, particularly women and children, remains a major challenge.

The humanitarian situation varies between the four regions of the north: Acholiland (Gulu, Pader and Kitgum), Teso (Katakwi, Soroti and Kaberamaido), Lango (Lira and Apac) and Karamoja (Kotido, Moroto and Nakapiripirit). In the Acholi districts, conditions in the 105 IDP camps remain extremely difficult while efforts to decongest the camps have stalled due to

continuing insecurity posed by the threat of LRA attacks and a restrictive security cordon imposed by the army that hinders return. This in turn affects land access by camp residents who are unable to undertake traditional agricultural activities. An estimated 35,000 "night commuters" in the Acholi sub-region, largely children, continue the daily routine of traveling from their rural homes to towns to seek safety from abduction. In the Teso districts and southern Lira district, there is relative peace and efforts are underway to begin transitional and recovery programs. The situation in the semi-arid Karamoja area is more complex. Low literacy levels, poor human mortality rates and very low coverage of basic services all compound the high degree of environmental risk and poverty prevalent in the area. Additionally, the practice of cattle-rustling and the diffusion of small arms contributes to continuous inter-clan conflict. Although not characterized as an emergency, this situation has been exacerbated by intermittent drought, which has made the sub-region food-insecure.

In July 2005, a national referendum opened the political space for multi-party activities, giving the National Resistance Movement Organization (NRM-O) the option of retaining President Yoweri Museveni as their Presidential candidate for the 2006 elections. The first half of 2006 is expected to be dominated by election politics, with possible negative consequences for northern Uganda, including increased LRA activity and decreased interest in the victims of the conflict.

It is assumed that the peace process will remain stalled as the ICC investigations and issuing of arrest warrants to top LRA commanders will likely harden the LRA's attitude, resulting in increased violent attacks. Further, human rights abuses will continue and access to the justice system will remain limited in the conflict-affected districts. In Lira and the Teso districts, improved security will increase the possibility of voluntary return and implementation of recovery programmes. In the Acholi districts, access will continue to depend on security. Forceful disarmament in Karamoja is unlikely to succeed, undermining law enforcement and affecting security in Karamoja and eastern areas of Teso, Pader and Kitgum districts.

The overall trend of the humanitarian situation is deteriorating in Gulu, Kitgum, and Pader districts but is stable and improving in the remaining districts. These varying circumstances require a multi-faceted response by OCHA and the humanitarian community. In the affected districts in Acholiland, OCHA's planned response includes coordinating the provision of emergency humanitarian relief and protection to civilians as well as advocating for improved access. In the Teso districts, OCHA will support recovery and transitional programming to facilitate the safe voluntary return and resettlement of IDPs. The humanitarian community will continue to support food security and closely monitor developments in Karamoja.

In response, OCHA's 2006 objectives are to: support to the implementation of the National IDP Policy; increase the human rights and humanitarian protection response; improve coordination tools for the humanitarian response over the districts affected by conflicts; consolidate OCHA's information management capacity vis-à-vis the aid community; and support the transition from emergency to recovery in relevant districts.



Activities:

- Develop, improve and support the coordination mechanisms established within the national IDP Policy.

- Strengthen UN/NGOs protection coordination and the coordination with the Government of Uganda.

- Increase the involvement of the aid community in the Consolidated Appeal Process with the application and use of the Needs Assessment Framework.

- Share available information with partners with a view to improving OCHA's information products in terms of quality and accuracy.

- Advocate for safe and increased access of IDPs to land for production while supporting planning for voluntary, safe and sustainable return and resettlement.

Indicators

- Number and percent of plans drafted by operational committees are in agreement with the national policy and are implemented.

- Number of aid agencies taking part in the monitoring of the CHAP and CAP.

- Number and percent of decongestion and resettlement policies and district action plans clearly reflecting land related issues.

- Number and percent of returning/resettling population installed in safe areas.

- Percent CAP funding by year-end.

| UGANDA | |
|---|---|
| Planned Staffing | Extra-budgetary |
| Professional | 13 |
| National | 8 |
| Local (GS) | 10 |
| UN Volunteers | - |
| Total | 31 |
| Staff costs (US$) | 2,692,584 |
| Non-staff costs (US$) | 868,349 |
| Total costs (US$) | 3,560,933 |

# Zimbabwe
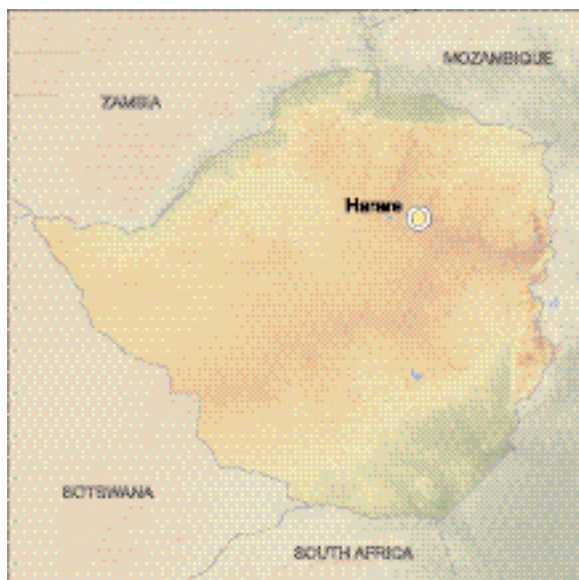


Zimbabwe faces tremendous challenges, many of which are similar to those found in other countries in Southern Africa, such as the rapid decline in public institutional capacity for social services delivery, food insecurity and HIV and AIDS.

There are several inter-related factors that are contributing to the trend of deepening vulnerability of the population, including the HIV and AIDS pandemic and the depleted capacity in the social and health service sectors, the dry spell currently affecting several countries in the sub-region and the restructuring of the agricultural sector with its concomitant impact on food security and livelihoods. Additionally, the impact of Operation Murambatsvina/ Restore Order, and the economic decline and tacit restrictions by major donors on bilateral aid are affecting the recovery of Zimbabwe.

Faced with the "triple threat" of HIV and AIDS, food insecurity and limited capacity for social services delivery, communities are fighting for their very survival. Additional suffering is caused by reduced access to basic infrastructure such as water and sanitation, and by livelihood deterioration. Furthermore, frequent unavailability of essential commodities (such as maize, cooking oil and fuel)

and major increases in costs combined with hyperinflation, without a corresponding increase in income and salaries, worsens the ability of many to meet their basic needs.

Internal displacements due to the recent evictions under Operation Murambatsvina (May-July 2005) and cross-border migration have significantly impacted vulnerable groups such as AIDS-affected families, orphans, the elderly and widows. Those displaced from resettled farms and urban areas generally have poor access to priority interventions such as shelter, food, water and sanitation, and HIV and AIDS care and treatment.

Humanitarian agencies are constrained by an inadequate operating environment due to continued uncertainty around the operational response mechanisms as well as the increasingly high operating costs imposed by the unfavorable exchange rate in the country. International and national humanitarian NGOs are also facing significant bureaucratic and practical restrictions on their ability to operate. Some still have to complete a complex and yet to be formalized registration process, while at the same time investing significant time and resources in seeking work permits for international staff.

Over the past five years, donors have provided support for humanitarian assistance for Zimbabwe through the United Nations specialized agencies and international and national NGOs. The humanitarian priorities in 2006 are to support social protection mechanisms and strengthen livelihoods in communities highly affected by the protracted humanitarian situation, and to implement community safety net programmes for facilitating the transition from humanitarian assistance-dependency to rehabilitation of the household livelihood capacity.

OCHA, in consultation with the Government of Zimbabwe (GoZ) and all partners, will transform the existing team into a small office to ensure continued capacity in support of the humanitarian programming and to facilitate the interface between humanitarian relief and development issues. OCHA will aim to

reduce the existing dependence and support sustainable solutions and a humanitarian strategy will be elaborated to ensure a progressive transition from humanitarian to recovery programming. OCHA will strengthen its coordination capacity for facilitating analysis, humanitarian assessment and response, and for ensuring transparency among all key stakeholders through the setting up of an efficient financial tracking system of contributions for purpose of accountability to beneficiaries and donors. More efforts will need to be put into building a common understanding with the GoZ on key policy areas impacting on livelihoods, food security, and access to basic services.

Overall, the humanitarian situation remains generally precarious as the recent displacements from the evictions and demolitions have created a new caseload of populations in need of assistance and more permanent housing and livelihood solutions are unlikely to be completed by the end of 2006.

Activities:

- Develop a coordinated analysis among humanitarian stakeholders, including the GoZ on humanitarian priorities.

- Assist and support the Humanitarian Coordinator, the field IASC and the overall UN country team and NGOs to ensure a coordinated humanitarian approach, programming, common services, response and contingency planning.

- Carry out regular multi-sectoral field assessments and ensure a coordinated and timely response to the needs of impacted population.

- Establish effective co-ordination within and among sectors.

- Monitor the implementation of the 2006 Humanitarian Programming Document with the full participation of all key stakeholders.

- Contribute to raising the funds for the humanitarian response.

- Establish with all the stakeholders a disaster preparedness strategy (early warning, action preparedness and response).

- Promote humanitarian principles through training of the various actors, regular field visits, consultations with various actors and advocacy.

- Improve the humanitarian protection to vulnerable people and to other marginalized groups through principled assessments, response and advocacy.

- Produce timely, relevant and multi-sectoral information on the ongoing humanitarian situation and response and disseminate to relevant stakeholders.

- Regularly update the Who Does What Where database, including financial tracking information on humanitarian response and capacities of the different partners, including information on type of assistance, intended target group and implementing partnerships.

Indicators:

- Percentage of recommendations from humanitarian working groups that are implemented.

- Overall funding received for the humanitarian response.

- Percent of funding received for critical sectors.

- Number and percent of sectoral working groups that are fully functioning (as documented by minutes from meetings, sectoral strategies, etc.).

**ZIMBABWE**

| Planned Staffing | Extra-budgetary |
| --- | --- |
| Professional | 6 |
| National | 12 |
| Local (GS) | 4 |
| UN Volunteers | - |
| Total | 22 |
| Staff costs (US$) | 1,799,435 |
| Non-staff costs (US$) | 410,529 |
| **Total costs (US$)** | **2,209,964** |

# Regional Office for Central and East Africa
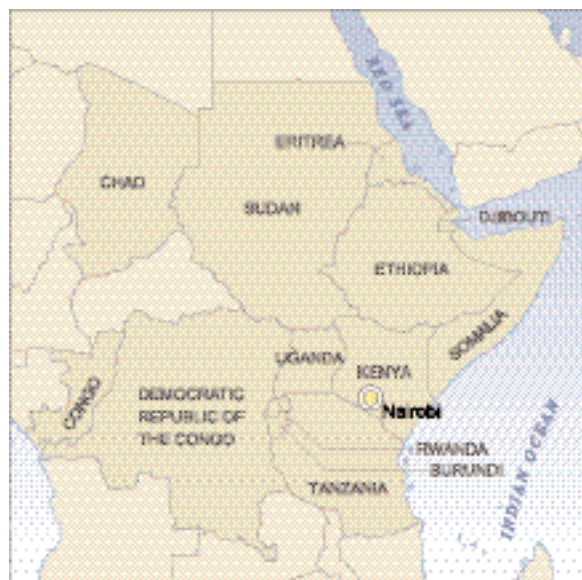


The Regional Office for Central and East Africa (RO-CEA) covers 12 countries and keeps a watching brief on Chad in the East and Central Africa region. The CEA region is comprised of countries at various points on the conflict-development continuum. Conflict continues to rage in four countries of the region (DRC, Somalia, Sudan and Uganda) including in three where there are United Nations Missions. The 19-year old insurgency in Northern Uganda by the Lord's Resistance Army (LRA) persists, as does violent volatility in Eastern DRC, Darfur and eastern Sudan. In Bujumbura Rural and in several areas of Somalia, mainly in the central and south of the country, fighting continues. Kenya has and continues to be vulnerable to and to experience sporadic, cross-border violence with Ethiopia and Somalia, as well as in isolated internal pockets.

Conflicts in the region have resulted in the displacement of nearly 13 million people (internally displaced and refugees) in the region. Eighty percent of these are IDPs, reflecting the volatility of in-country conditions, mainly as a result of protracted conflicts (Sudan, Uganda and DRC). With transitions (in DRC, Burundi, Sudan, Eritrea, Ethiopia, CAR and RoC), the sustainable return of refugees and IDPs remains a key challenge,

especially with regard to the absorption capacity of countries of origin and the risk of spread of disease across countries' borders as some of the two million refugees return. Massive human rights violations are prevalent in the region. As in many conflict contexts, the breakdown of judicial and law and order infrastructures has spawned a culture of impunity. Women and children remain the most vulnerable segments of the affected populations in the region.

Conflict aside, sporadic natural disasters also present emergency challenges in the CEA region. These are principally floods and drought that require constant monitoring and assistance. In much of the region, food requirements and contributions far surpass that for non-food items, undermining the efficacy of food assistance, which relies on a balance of needs being met. The key challenges remain to sustain and enhance resource mobilization activities for continuing and emergent needs in the region and for sustainable recovery.

OCHA established its first regional structure in 1996 in Nairobi, when the crisis in DRC (then Zaire) began, in order to adequately address its regional dimension and subsequent regional humanitarian consequences. At that time, the office's scope was limited to the Great Lakes region. In 2002, OCHA decided to expand the coverage of the regional office to the Horn of Africa and to develop additional activities, especially that of support to country offices and UNCTs in the region and for preparedness. Since then, the usefulness of regional services – through the swift deployment of OCHA experts from the RO-CEA in the field as and when required – has been proven, both in terms of cost-efficiency and speed of response. As in other disaster-prone regions of the world, OCHA also has deployed a Regional Disaster Response Advisor in the Central and East Africa region. The RDRA is fully integrated in the RO-CEA and focuses on disaster management with a view to improving the regional actors' response in emergencies, enhancing their preparedness for natural disaster crises and developing regional mitigation strategies. In addition to its support role vis-a-vis country offices and UNCTs

in the CEA region, the RO-CEA also ensures the regular coordination function at regional level, which encompasses information, disaster preparedness and response, advocacy and resource mobilization.

For 2006, the RO-CEA's objectives are to: improve support and assistance to country offices and UN Country Teams; enhance regional planning and response, including the maintenance and development of appropriate disaster preparedness and response mechanisms and tools; advocate and mobilize resources for humanitarian needs in the region; and improve the quality of information services provided at regional level.

Activities:

- Provide backstopping/surge capacity and technical support, as well as training to OCHA country offices and UN Country Teams.

- Develop cross-border preparedness and planning, sectoral and thematic coordination, and emergency response mechanisms.

- Organize and facilitate regional CAP workshop and other CAP strategy meetings, liaise with donor community and maintain media network.

- Act as the lead agency for the Humanitarian and Social Issues cluster of the International Conference on the Great Lakes Region.

- Develop information management mechanisms, tools and outputs, and elaborate, consolidate and disseminate analytical reports on affected populations, regional trends, cross-border issues, emerging and forgotten crises.

Indicators:

- Number of surge capacity/technical support missions.

- Number and quality of training sessions, and number of people trained.

- Endorsement and effective implementation of regional strategy by key partners.

- Adoption by the IASC of a regional planning and response strategy.

**RO – CENTRAL & EAST AFRICA**

| Planned Staffing | Extra-budgetary |
|---|---|
| Professional | 8 |
| National | 2 |
| Local (GS) | 3 |
| UN Volunteers | - |
| Total | 13 |
| Staff costs (US$) | 1,681,226 |
| Non-staff costs (US$) | 355,272 |
| **Total costs (US$)** | **2,036,498** |

# Regional Office for Southern Africa



In 2006, southern Africa will experience an acute phase of the chronic crisis that has beleaguered the region since 2002. Food insecurity continues to haunt the lives of millions and to exacerbate the vulnerability of the poor and those suffering from HIV/AIDS and other life threatening diseases. The failure of the harvest in several countries in the region, notably Malawi, Mozambique, Swaziland, Zambia and Zimbabwe, has made the situation for more than 10 million people extremely fragile. This acute phase challenges the capacity and resources of governments in the region to secure the basic human needs of their people.

While the food crisis was originally attributed to drought, closer analysis showed that the roots of the crisis were much deeper than the force of nature. This realization brought with it a need to rethink responses and to develop innovative approaches to meet the needs of the most vulnerable across the region. Since the beginning of 2004, the work of the UN has been guided by the "triple threat" approach – tackling food insecurity, AIDS and weakened capacity for governance at the same time.

The triple threat approach, developed under the leadership of the Special Envoy for Southern Africa with support from OCHA's Regional Office for

Southern Africa (RO-SA), acknowledges that southern Africa requires simultaneous humanitarian and development action. Accordingly, the UN and its partners have requested that donors support actions that address immediate needs while simultaneously addressing long term needs. In a region where life expectancy, human capacity and economic indicators have been in reverse for several years, largely due to the impact of HIV/AIDS, the conventional concept of "recovery" has little meaning. The region will continue to experience "shocks" from natural hazards such as floods, droughts and cyclones. However, the region's endemic poverty and vulnerability have meant that assistance is geared toward arresting the decline in human development indicators.

The OCHA Regional Office has been at the forefront of identifying humanitarian needs and shaping strategies for effective and appropriate responses in the region. The Inter-Agency Regional Humanitarian Strategic Framework for southern Africa, developed by OCHA RO-SA in partnership with UN agencies and NGOs, provides a base for short and long term responses. Under the Framework, humanitarian and development agencies undertake joint actions that address immediate needs while also working to reduce the negative impact of vulnerability to future shocks and risks and build livelihood resilience. The challenge for 2006 is to strengthen partnerships and to mobilize resources to implement actions within the Framework.

A major component of the OCHA RO-SA strategy is to strengthen information management capacity at the regional level, within the Resident Coordinator's system and with national disaster management authorities. In this regard, the Southern Africa Humanitarian Information Management network (SAHIMS) will continue to deploy training and support activities, targeting technical operatives as well as senior managers, to ensure that effective, integrated information management for preparedness and response is fully realised.

OCHA's role in southern Africa in 2006 remains key, not only to strengthen disaster response preparedness and to facilitate coordinated delivery of humanitarian assistance, but also to support the dynamic process of

UN reform that is underway in the region – specifically geared to address the challenges of the triple threat. The mix of factors that are contributing to deepening and widening vulnerability demands vigilance that only OCHA, with its advocacy and information management capabilities, can provide. To effectively respond to the growth of demand for our services, there is a modest increase in budget requirements.

In keeping with this, the RO-SAs objectives for 2006 are to: provide strategic and operational coordination services at the regional level along with coordination support for preparedness and response to the Resident Coordinator System (RCS); strengthen advocacy and communication for humanitarian response, access and protection, resource mobilisation and partnerships; facilitate resource mobilisation for humanitarian action; and support information management (SAHIMS).

Activities:

- Engage actively within the Regional Director's Team to ensure a strengthened, coordinated UN response to the triple threat.

- Support the Special Envoy to facilitate strategic direction to the regional operations.

- Deliver efficient secretariat functions for regional IASC forum (RIACSO) for coordinated planning and response.

- Ensure situation monitoring and analysis of risks for early warning.

- Ensure coordinated IASC support to five year Southern Africa Development Community (SADC) regional programme on strengthening vulnerability assessment and analysis.

- Provide training and develop capacity for preparedness, contingency planning, and assessments. In collaboration with UNDP, strengthen national capacity for disaster risk management.

- Provide information management tools (databases, mapping, data dissemination, etc), training and capacity development and facilitate national information-sharing platforms for disaster management.

- Coordinate regional inter-agency advocacy efforts. Spearhead advocacy on HIV/AIDS and emergencies.

- Map risks and vulnerability for early warning and response.

- Develop SAHIMS.NET website as a regional information portal.

- Organise training events and the promotion of best practices in data standards, collection, analysis, dissemination, communication.

Indicators:

- Continued satisfaction of support functions provided to key clients (Special Envoy, IASC/ RIACSO partners, RCS, donors).

- Number of UN staff receiving support and training from SAHIMS.

- Number and percent of Vulnerability Assessment Committee (VAC) led assessments result in adequate data to determine assistance needs.

- Amount and percentage of resources mobilized through the CAP for emergency activities across the region.

- Extent of flexibility applied by donors in their allocation of funds to address the 'triple threat'.

**RO – SOUTHERN AFRICA**

| Planned Staffing | Extra-budgetary |
| --- | --- |
| Professional | 7 |
| National | 1 |
| Local (GS) | 7 |
| UN Volunteers | - |
| Total | 15 |
| Staff costs (US$) | 1,315,777 |
| Non-staff costs (US$) | 346,176 |
| **Total costs (US$)** | **1,661,953** |

# Regional Office for West Africa



The over-all human security environment in West Africa continued to deteriorate throughout 2005. Even peaceful countries bordering on crisis areas are severely affected by the slow but steady deterioration of the region's overall human security environment. The lack of solutions to protracted tensions exacerbates humanitarian needs by further degrading the coping abilities of civilian populations who have traditionally used migration to mitigate temporary stresses on their livelihoods. As such, the strategic planning assumption adopted by OCHA since the establishment of its regional presence, reflecting a deterioration of the human security environment in West Africa across the region, has unfortunately proven to be realistic.

Initially set up in Abidjan in 2002 and transferred to Dakar in June 2003, the OCHA Regional Office for West Africa (ROWA) was established to improve coordination of more effective humanitarian assistance and foster stronger partnership with development and political actors as well as donors at a regional level in West Africa. The ROWA supports UN Humanitarian Coordinators and Regional Coordinators across the region with strategic and technical coordination and information tools, and also facilitates coordination between regional UN, NGO, Red Cross and governmental bodies. In addition, the office has an advisory role for the Special Representative of the Secretary-General for West Africa.

The ROWA expects requests for support from Country Teams and governments to increase in 2006. This is not only due to the deterioration of the human security environment, but also to the increased awareness of humanitarian principles and internationally established response mechanisms. In order to respond to such an increase for strategic guidance and technical support, the OCHA Regional Office will in 2006 have to build the expertise needed to respond to a wide variety of crises occurring simultaneously.

Meeting this challenge will require placing an even heavier focus on information management and early warning systems as it relates to vulnerability monitoring and early action; further expanding its coordination leadership to a larger and broader constituency on humanitarian matters; facilitating inter-agency early action, and ensuring a more cost effective response; reinforcing its advisory and technical support capacity to governments and UN country teams; developing regional capacity to prevent and mitigate natural disasters; expanding its ability to advocate for the rights of victims; mobilizing resources for neglected crises; and facilitating the search for new and innovative solutions to vulnerability reduction.

In light of this, OCHA's key objectives for 2006 are to: foster ongoing strategic and operational coordination efforts across the region; contribute to the improvement of protection and the reduction of vulnerability in West Africa caused by humanitarian crises, including silent emergencies and natural disasters; and improve the use of information management and advocacy for decision making and resource mobilisation.

Activities:

- Strengthen regional IASC-mirrored coordination structure (technical and strategic levels) and Emergency Response Task Force (coordination meetings, joint inter-agency missions, regular and surge support to UN country teams and governments).

- Formulate and update contingency plans and other preparedness instruments.

- Build capacities among ECOWAS member states for natural disaster mitigation.

- Coordinate joint activities with the UN Office for West Africa on cross-border issues and support routine interactions with other UN Peace Missions across the region.

- Advise the SRSG for West Africa and regional governments on humanitarian matters.

- Operate and coordinate regional networks of protection experts, information officers, surge capacity coordination officers, etc.

- Reinforce the capacity of UN country teams in West Africa to assess, monitor and respond to vulnerability reduction needs related to complex emergencies and natural disasters.

- Consolidate the Information Management Unit of the office to facilitate decision-making and advocacy.

Indicators:

- Frequency of joint inter-agency activities on coordination, planning, monitoring and response with inclusion of NGOs, governments and donors.

- Number of UN contingency plans developed and updated yearly in risky countries of the region.

- RO surge capacity is used timely and effectively in the event of an emerging crisis as determined by lessons learnt.

- Percentage of funding against requirements mobilized through the CAP or flash appeals for emergency activities across the region.

- Number of countries implementing the protection strategy.

- Number of countries implementing the Disaster Management Strategy by September 2006.

- A PI/Advocacy Unit is established and an Advocacy Strategy is formulated by mid-2006.

**RO – WEST AFRICA**

| Planned Staffing | Extra-budgetary |
| --- | --- |
| Professional | 10 |
| National | 14 |
| Local (GS) | 5 |
| UN Volunteers | 1 |
| Total | 30 |
| Staff costs (US$) | 2,187,261 |
| Non-staff costs (US$) | 639,023 |
| **Total costs (US$)** | **2,826,284** |

## COORDINATION SNAPSHOT: OCHA IN SUDAN

**OCHA's work addressing some of the many crises in Sudan, which is by far OCHA's largest field operation, provides a snapshot of some of the various challenges OCHA faces in humanitarian coordination. These challenges range from protection of civilians and IDPs to information management and evaluations. Below are a few examples of the range of situations in which OCHA is engaged in Sudan and elsewhere.**

### Khartoum Camps

Close to two million people live in the official IDP camps and unofficial 'squatter areas' in and around Khartoum, the vast majority without access to minimum basic services. The local government's policy of demolition of squatter homes and forced relocations to desert areas tens of kilometers outside Khartoum with no services in place and little or no consultation with those affected has violated international human rights law as well as created urgent humanitarian needs. In 2005, OCHA led the way in raising the profile of needs for assistance and protection in the Khartoum camps, mobilizing donors, UN and NGO partners and the media for funding and advocacy purposes. The Humanitarian Coordinator has played a vital role, engaging the government in consultations with NGOs and UN agencies to ensure that future movements are to areas where minimum basic services are in place and are carried out in a manner which respects the dignity and physical safety of those involved and that the rights of IDPs are protected.

### Returns/Tracking and Monitoring

According to a survey of IDPs in Northern Sudan, close to 70 percent will eventually return to homes in areas of Southern Sudan. A similar survey in the South to be completed by the end of 2005 will detail the intentions of the approximately one million people displaced in southern regions who plan to return to their home areas within the South. It is the core policy of the Returns Plan, which OCHA led the way in developing and then handed over to the UN Mission in Sudan, that IDPs are protected in their areas of assistance, as well as along return routes and in areas of return. OCHA has set up and salaried a network of more than 200 enumerators and monitors in key transit points throughout the country. The first operating way station and tracking point was set up at the White Nile town of Kosti, the key transit point for thousands of IDPs returning to the South on buses and barges on their way to points southward. OCHA, in partnership with NGOs such as the Norwegian Refugee Council, has been providing ongoing protection training for field monitors. An advocacy film produced by OCHA's IRIN film unit in November 2005 traced the path of returnees from Khartoum to the South, accompanying them on the weeks-long barge journey from Kosti to the South, and providing a hard look at the challenges faced, not only in the camps and along the arduous journey home, but on arrival back in their home villages.

### Resource Tracking

OCHA maintains a website (www.unsudanig.org/rts) for the Resource Tracking Service for Sudan as part of the UN Sudan Information Gateway. The website makes available more than 80 reports presenting details of international assistance in Sudan in 2005. The reports on the website are based on information from the Assistance Database for Sudan (ADS), which is developed and maintained by the resource tracking service under the Policy, Planning, Monitoring and Evaluation Unit at OCHA/Sudan. The database contains detailed information on international funding towards activities inside as well as outside the framework of the 2005 Work Plan for Sudan, including development assistance and Multi-Donor Trust Fund (MDTF) contributions.

### Darfur

Although the ongoing instability and violence in the countryside have made it impossible for the nearly two million IDPs to return in 2005, if conditions allow, some movement is expected to take place in 2006. OCHA is leading the development of a returns planning strategy and framework for potential return in the Darfurs. OCHA is and will continue to play a coordinating role with the African Union for interventions in camps and patrols, which is having a positive effect on the protection of civilians. IDPs have repeatedly confirmed that there are fewer attacks if foreigners are present, and that an international presence is fundamental to their sense of security. This coverage must be maintained and expanded if protection needs are to be addressed consistently.





### Emergency Response and Contingency Planning

Early warning, contingency planning and emergency response coordination are key aspects of OCHA's mandate. OCHA, in close collaboration with other UN agencies, partner NGOs and government representatives, regularly conducts assessment missions to areas throughout Sudan in order to monitor the humanitarian situation and signal any unmet needs to the relief community. Relying on the expertise of specialized agencies, OCHA strives to bring together key players to provide an accurate assessment of the situation and to mount an appropriate response. OCHA also maintains ongoing dialogue with donors to help ensure that necessary funding of humanitarian response is done in a timely and efficient manner. The Office continues to play a lead role in this respect across Sudan, particularly with regard to situations that could have international implications, such as in Darfur, where instability in neighboring Chad could exacerbate an already difficult situation; in Southern Sudan, where the Ugandan rebel Lord's Resistance Army has stepped up its brutal campaign against civilians; and in Eastern Sudan, which could experience a major influx of refugees from neighboring Eritrea and Ethiopia if fragile relations between those two countries do not improve.



### Southern Sudan

OCHA was among the first UN agencies to relocate its base to Juba, the new capital of Southern Sudan, a move that has led the way for the relocation of UN agencies and programmes from Nairobi, Lokichoggio and Rumbek. OCHA's new base in Juba is supporting the much-needed increased presence of the humanitarian community throughout the South, with Juba serving as the focal point for improved coordination of humanitarian affairs across the region. OCHA has also provided key support in the establishment and functioning of the government's humanitarian offices in the ten states of Southern Sudan. The challenges facing the region – one of the poorest in the world – are enormous, and OCHA's close collaboration with government authorities, UN agencies and NGO partners will remain one of the primary driving forces for relief and development efforts in 2006.
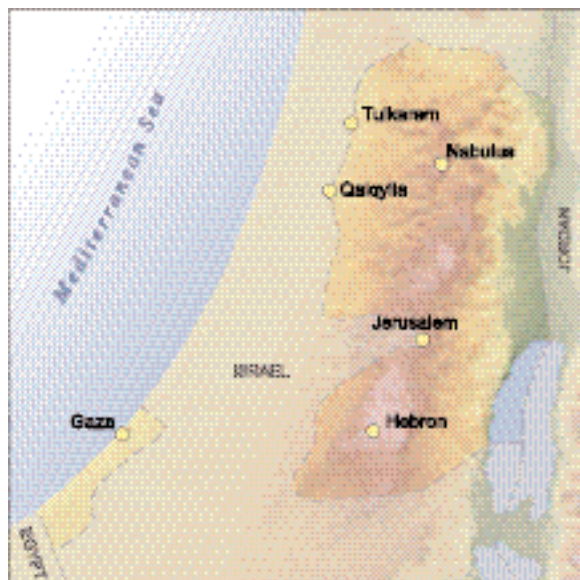
occupied Palestinian territory

Regional Office for the Middle East, North Africa, Iran and Afghanistan

# MIDDLE EAST

# occupied Palestinian territory



Over the past ten years, the percentage of Palestinians living in poverty has moved from one in five to almost half of the population as incomes have fallen and Palestinians' assets have been exhausted. Living conditions have been further eroded by the substantial decline in the quality of health and education services, and the inability of Palestinians to access them. A significant number of Palestinian and Israeli civilians have been killed since the conflict began in September 2000 and the experience of persistent fear and violence will have a lasting effect on both populations.

The deteriorating humanitarian situation in the occupied Palestinian territory (oPt) is a consequence of the conflict and the restrictions on Palestinian access. Movement restrictions on Palestinians crossing into Israel, where Palestinians have traditionally sought work, tightened further in 2005 both in Gaza and the West Bank. Within the West Bank, movement is restricted by approximately 400 checkpoints and roadblocks – established by Israel to prevent militant attacks into Israel. In addition, Israel is constructing a separation barrier in the West Bank that juts up to 22 kilometres into Palestinian areas causing further hardship. Although they are intended to address Israel's

security concerns, these measures have devastated the Palestinian economy and hampered access to health and education services.

The Israeli withdrawal from Gaza will ease the situation inside the Gaza Strip, but unless accompanied by an easing of external access restrictions it will not result in substantive improvement. Throughout 2005 the passage through Rafah terminal into Egypt was heavily restricted. Israel also continues to maintain tight control over the Gaza coastline; no fishing has been permitted along approximately 40 percent of the Gaza coastline. Unless the movement of goods and labour is eased, the economic downturn will continue and the humanitarian situation will worsen. Under current conditions, poverty is predicted by the World Bank to increase to 56 percent by 2006.

Several localized factors – military occupations of several Palestinian localities, confiscation of Palestinian land, and demolition of Palestinian homes – have also had a major impact on the situation.

Coordination of UN response has continued to improve, particularly with regard to developing a more integrated approach and facilitating better prioritization of activities. There has also been a more critical look at the broader policy aspects of the humanitarian response involving donors. The widespread support for OCHA's current role in oPt has continued and strong coordination mechanisms have been established at both the local and central level. OCHA has strengthened information systems and the improved geographic information systems and socio-economic data have greatly enhanced OCHA's ability to provide a comprehensive analysis of the humanitarian situation. The increased depth of analysis on key issues such as closures has enabled a more direct and positive impact on the policy environment.

Information is the cornerstone of OCHA's ability to highlight and alert the international community to pressing humanitarian concerns. Specific focus has also been directed at Israeli civil society and Palestinian groups.

Additionally, OCHA's field teams have enhanced its ability to respond rapidly to emergencies through local coordination with governors and mayors. Each team – comprising national and international staff based in the region – plays a major role in enabling access throughout the West Bank and Gaza through regular and ongoing liaison with the Israeli Defence Forces in the field.

The objectives of OCHA oPt in 2006 are to: improve humanitarian operational coordination through common analysis and priority actions at the central and local level; coordinate advocacy on behalf of vulnerable populations affected by the emergency; improve access to better target areas and populations in need using information management; and coordinate the humanitarian policy used by the international community in oPt.

Activities:

- Review sectoral strategies on food security, water, health and education.

- CAP implementation monitoring on key sectors.

- Follow up on NAF (Needs Analysis Framework) research by identifying, compiling and analysing key humanitarian indicators in health, psycho-social, education, food.

- Monitor the humanitarian situation including coordinated joint reports based on shared data.

- Respond to humanitarian situations specific to each Governorate after military incursion.

- Carry-out contingency planning simulation exercise.

- Liaise with the IDF to ease movement restrictions.

- Refine the advocacy strategy document.

- Develop the UN Inter-agency Humanitarian Advocacy Group.

- Issue common advocacy statements on issues of concern in English, Arabic and Hebrew.

- Report on the construction of barrier and closures to engage with the Israeli authorities to ease internal access.

- Compile field information and develop maps on the construction of the Barrier and access.

- Dialogue with donors and other policy think-tanks around the CAP/CHAP.

- Formulate humanitarian policy and input to donor coordination bodies/operational coordination bodies for discussion/implementation.

- Report on the protection of civilians.

- Monitor Bertini Commitments, Gaza access, closure and Barrier impact to increase understanding of the impact of access restrictions.

Indicators:

- Number of agency participants in a common monitoring mechanism.

- Number and percent of functioning sectoral coordination bodies as defined by attendance of principal actors.

- Number and percent of functioning advocacy coordination meetings.

- Number and percent of affected population provided with key basic services (water, food, education, shelter etc.).

- Number of donors actively participating in the CHAP.

- CAP funding received by sector, in US dollars.

- Percent of funding obtained for NGO projects.

**OCCUPIED PALESTINIAN TERRITORY**

| Planned Staffing | Extra-budgetary |
| --- | --- |
| Professional | 9 |
| National | - |
| Local (GS) | 15 |
| UN Volunteers | 1 |
| Total | 25 |
| Staff costs (US$) | 2,278,839 |
| Non-staff costs (US$) | 587,261 |
| **Total costs (US$)** | **2,866,100** |

# Regional Office for the Middle East, North Africa, Iran and Afghanistan



The multiform region covered by the Dubai Regional Office is vast and harbors a diverse set of humanitarian challenges that warrant OCHA's attention and coordination support. Earthquakes, landslides and flash floods are among the most prevalent quick onset disasters that regularly strike within the region, especially in countries such as Iran, Afghanistan and in the Maghreb region. In addition, slow onset natural disasters, principally drought, can affect certain parts of the region, Afghanistan in particular. Environmental emergencies and industrial disasters are another issue of concern, especially in countries with large-scale petro-chemical industries. As seen in the case of Iraq, these problems are often compounded by conflict. Other important compounding factors that exacerbate the impact of disasters are continued population growth, poverty-related vulnerability, varying levels of early warning, preparedness and response capacity with, in the background, the over-arching global issue of changing climate patterns.

In addition, various countries and territories in the region continue to be affected by intricate and often deeply rooted political, religious and other socio-economic challenges resulting in conflict, insecurity and other forms of disturbance. These situations range from active and violent hostilities to more low intensity conflict, stalemate situations or fragile post-conflict settings. Whilst the specifics and underlying causes of these situations differ, their distinct common feature is that they all increasingly result in the suffering of civilian populations and non-combatants and directly affect the humanitarian service providers who endeavor to assist within a climate of poor protection and disregard for International Humanitarian Law. In addition, conflict, insecurity or a lack of political solutions and settlements impact negatively on civilians through displacement, impeded return movements of Internally Displaced Persons (IDPs) and refugees, and erosion or loss of socio-economic opportunities and other coping mechanisms.

In this increasingly complex, often tense and politicized context where the United Nations, NGOs and governments in the Middle East share similar perception challenges, the strengthening of humanitarian partnerships in and with countries, charities and other key stakeholders in the region will be of key importance. This effort would help address mutual bias and misunderstanding, further enhance humanitarian efforts to reach affected communities and have more transparent and accountable humanitarian aid. These new partnerships will aim at strengthening dialogue and cooperation and should be based on respect, equality and a common understanding of principles guiding humanitarian action.

The establishment of the OCHA Office of the Regional Disaster Response Advisor (RDRA) in Dubai (UAE) in 2005 was followed by a decision to have this field presence develop into a Regional Office (RO). This decision stemmed from the realization that Dubai could serve as an important support hub and play a useful catalytic role in a number of other domains in conjunction with the originally envisaged RDRA-related activities.

At present the RO – MENAIA is mandated to cover and provide humanitarian coordination support to 21 countries and territories. Currently, OCHA has 'country' offices in two locations within the MENAIA region (Jerusalem and Tehran) and provides support in terms of personnel to the UN Missions in Iraq and Afghanistan. In countries where there is no OCHA presence, the RO interfaces with the respective UN Resident Coordinator offices. In 2006, the objectives of the RO are: improved capacity of national counterparts and the UN system in MENAIA region within the domain of natural disaster and emergency preparedness and response; strengthened humanitarian partnerships and networks in the MENAIA region; and enhanced provision of humanitarian information and other support services.

Activities:

- Backstopping, coordination surge capacity and emergency deployments to OCHA and UN RC offices in the region as well as organization and/or participation in needs assessment and exploratory missions in conjunction with related training exercises and activities.

- Assessments and mapping of national and/or regional disaster response mechanisms and coordination systems and the relationship between those systems and the wider international disaster response system.

- Support and facilitate the drawing up of national and/or regional disaster risk management plans with governments, UNCTs and OCHA offices in the region.

- Early warning and humanitarian 'scanning' activities for the MENAIA region including advice to HQ and other stakeholders as to required action (deployment) and follow-up.



- Provision of timely information products on urgent and key humanitarian issues.

- Further introduction of various OCHA-managed emergency response tools and various standby arrangements (e.g. UNDAC, INSARAG, the OCHA-UNEP Environmental Emergencies Section, the International Humanitarian Partnership) in the region through trainings, seminars and other events with a view to increase participation, membership and contributions of MENAIA countries.

- Serve as field focal point for the initiative to enhance Humanitarian Dialogue and New Partnerships in the Middle East.

- Improve tracking of humanitarian funding flows within and from the region and the initiation of a dialogue with governments in the region as regards the various options for donor fund disbursement.

- Assess options for a web-based regional humanitarian community resource in collaboration with the Dubai-based IRIN Middle East service and other IRIN offices (e.g. Ankara, Islamabad).

Indicators:

- Number of national counterparts and UN staff trained on natural disasters and emergency preparedness response and percent of those trained that rate training as effective (through post-training surveys).

- Number of new humanitarian partnerships.

- Number of focal points at the national and regional level as an essential component of the response to any major disaster or emergency in the region.

- Percent of office positions filled.

**RO – MIDDLE EAST, NORTH AFRICA, IRAN AND AFGHANISTAN**

| Planned Staffing | Extra-budgetary |
|---|---|
| Professional | 3 |
| National | 1 |
| Local (GS) | 2 |
| UN Volunteers | - |
| Total | 6 |
| Staff costs (US$) | 804,329 |
| Non-staff costs (US$) | 265,075 |
| **Total costs (US$)** | **1,069,404** |

# ASIA

COORDINATION ACTIVITIES IN THE FIELD

# Indonesia



Prior to the massive 26 December 2004 earthquake and tsunami, OCHA had maintained an office in Indonesia to assist with finding peaceful solutions to conflict, improving national capacity to mitigate and respond to disasters and other humanitarian crises, and ensuring the protection of rights for people affected by conflict or disaster. Because conditions appeared to be more conducive to recovery and longer term development, OCHA had planned to close its offices in June 2005.

However, following the earthquake and tsunami, which resulted in the deaths of over 130,000 people, with at least 30,000 more missing, OCHA retained its office in Jakarta, and expanded its presence in Aceh and North Sumatra Provinces to assist with post-tsunami coordination and information management activities during the humanitarian and early recovery phase. The tsunami disaster resulted in the destruction or damage of over 100,000 homes, tens of thousands of kilometers of roads, and thousands of bridges, schools and hospitals. Ten months after the tsunami and following the 28 March 2005 earthquakes, there are still approximately 535,000 IDPs requiring ongoing humanitarian assistance, many of whom were previously affected by the thirty-year insurgency movement fighting for Acehnese independence.

In 2006, upon the recommendation of a joint assessment mission conducted by OCHA, UNDP, and BCPR, OCHA will continue to support coordination and information management following the earthquake and tsunami through the integrated Office of the UN Recovery Coordinator (UNORC) in Aceh and in support of the Government's Bureau for Recovery and Reconstruction (BRR).

Although the recovery and reconstruction effort is well underway, the humanitarian phase has not ended. OCHA's work will highlight ongoing humanitarian needs, encourage cooperation and information sharing amongst all humanitarian and development partners, and improve and solidify existing coordination mechanisms that will continue even after the humanitarian phase ends. In Jakarta, OCHA will support the Office of the RC/HC to continue to respond to the country's ongoing conflicts and to ensure disaster preparedness and response capacities of both the UN and the government are strengthened and developed. It will also liaise with donors based in Jakarta and conduct inter-agency coordination activities.

In particular, OCHA's key objectives for 2006 are to: facilitate and strengthen coordination mechanisms in Aceh and Nias; ensure that humanitarian needs are met, particularly in the tsunami-affected region; promote an effective transition from relief to recovery to reconstruction in the tsunami affected areas; and promote disaster response management preparedness and response. As Indonesia is a disaster prone country under high seismological, volcanic and forest fire risks, OCHA will also need to support strengthened contingency planning.

On a quarterly basis, OCHA will review its continued presence and role, and will scale back when possible. OCHA does plan to phase out during 2006 and will see its coordination support function assumed by the Resident Coordinator's office. OCHA also will gradually phase out its support to the UNORC during 2006 to correspond with the reduction of humanitarian needs.

Activities:

- Encourage greater involvement of government authorities, UN agencies and NGOs in coordination mechanisms.

- Extend the presence of UNORC to build local government coordination capacity in currently neglected and under resourced locations.

- Ensure that coordination mechanisms are results orientated by bringing together a variety of aid organisations and government bodies to identify existing humanitarian needs, and in particular provide support to initiatives aimed at ensuring that all IDPs receive adequate temporary shelter.

- Collect, map and analyze location and needs of affected populations and advocate for a timely response.

- Support public information/public awareness campaigns to inform IDPs about relief and recovery and reconstruction programmes, and their access to the programmes.

- Maintain an information management service to provide data that identifies existing gaps and supports a strategic, coordinated approach.



- Promote coordination and collaboration between the government and agencies working in the relief and recovery phase with incoming development reconstruction agencies.

- Support and build government capacity at all levels to assume responsibility for coordination mechanisms and information management.

- Support and strengthen the government's emergency response and coordination capacity at the national, provincial and local levels.

- Ensure the incorporation of disaster mitigation and preparedness into reconstruction projects, including public information campaigns.

Indicators:

- Percent of sectoral needs met in areas with critical gaps (eg. shelter).

- Number and percent of sectoral groups that meet on a regular basis and that provide regular performance feedback.

- Coordination structures increasingly led by BRR function regularly, are well attended and address identified needs/gaps.

- Number of disaster response and preparedness plans developed.

- Needs coverage by sector and region.

- OCHA exit in 2006.

**INDONESIA**

| Planned Staffing | Extra-budgetary |
|---|---|
| Professional | 19 |
| National | 16 |
| Local (GS) | 20 |
| UN Volunteers | 1 |
| Total | 56 |
| Staff costs (US$) | 2,378,638 |
| Non-staff costs (US$) | 1,219,270 |
| **Total costs (US$)** | **3,597,908** |

# Islamic Republic of Iran



Iran is a country that is prone to disasters and the human and material losses they cause can be extremely serious, as witnessed by the tragic consequences of the Bam earthquake of 26 December 2003 that claimed more than 30,000 lives. Iran is not only located in one of the most seismically active areas in the world, with an average occurrence of major earthquakes every two to three years, but the country also frequently suffers from floods and droughts due to its mostly arid and semi-arid climate. The upsurge in rapid urban growth, including that caused by displacement of rural populations due to drought, in conjunction with inadequately regulated building and urban development are factors leading to the accumulation of earthquake disaster risk.

During the last decade a significant number of natural disasters were reported, including four major earthquakes, a number of devastating floods and the worst drought in the last thirty years, which lasted for more than three years. Even though the last decade of the millennium witnessed less loss of lives caused by natural disasters in Iran, the population affected by each disaster increased sharply.

Iran has a very effective national system for disaster relief, yet the country would benefit from proactive support for dealing with disasters. While technical tools such as building codes and policy and legislative instruments (e.g. the National Disaster Management Plan) do exist and are being improved, their application for risk reduction has been limited. The country has extensive scientific and technical information sources to predict natural hazards. However, there is a continued need to bring all this information together to provide useful and advanced early warning to vulnerable communities.

Drawing on the decade-long joint work between the government and the United Nations system in response to natural disaster challenges, the United Nations Development Assistance Framework (UNDAF) covering the period of 2005 to 2009 identified inter alia the field of disaster risk management and vulnerability reduction at the national and local level as a specific area of cooperation between the government and the UN system. The Disaster Management Team (DMT) in Tehran has begun to gear up for the achievement of this goal and each of the DMT agencies has included disaster-related issues in their respective programs. The Disaster Management Plan (DMP) is also in its final stage of preparation. However, while the United Nations teams often respond exceedingly well to immediate crises, their focus on longer-term objectives needs to be strengthened.

It was in this context that OCHA first set up its presence in Iran as an immediate emergency response to the Bam earthquake. It has since discontinued its coordination center at the Bam international camp and established its office in Tehran to provide more general support to the UN Resident Coordinator and the government with the aim of achieving the UNDAF goal.

OCHA Tehran currently consists of a national Head of Office, a Program and Administrative assistant and a driver/clerk and is planning to increase the number of staff members by one in order to separate its disaster management and response duties from the office administration. This will allow better concentration on the activities related to disaster management and emergency response. Should the need for a greater presence become critical, OCHA additionally plans to deploy an international staff in support of the national team.

OCHA Tehran's goals for 2006 are to strengthen the disaster response capacity and preparedness in the country by providing leadership for humanitarian coordination and to support further advocacy efforts for humanitarian issues. To this end, OCHA Tehran will focus as a first priority on its coordination role by promoting and providing support to joint UN disaster management and preparedness activities and a second priority on assisting the Government of Iran to increase its current capacity for disaster response up to the level of internationally advanced countries in the field of humanitarian assistance. The third priority of OCHA Tehran during the year 2006 will be to increase its advocacy efforts through the expansion of projects related to Middle East initiatives and the promotion of humanitarian education. The fourth priority will be to optimize the office's capacity for response to natural disasters at any magnitude by better and effective management of its own resources and by deploying additional resources, as required, with the support of the newly established Regional Office in Dubai.

Activities:

- Ensure the proper functioning of preparedness and response mechanisms to facilitate collaboration within the UN system and with governmental and



local partners and, if required, assist in the creation of new mechanisms such as a National Secretariat for Disaster Reduction and a National Emergency Management Center.

- Review and optimize the UN DMT structure in Iran.
- Initiate and develop the UN Emergency Roster.
- Ensure improved information management and sharing for timely and effective humanitarian decision-making.
- Organize capacity training and lessons learnt workshops to improve local response capacity.
- Promote humanitarian education through universities and other education and research institutes.
- Promote regional cooperation in the field of disaster management through interactive dialogue and sharing of experiences and technologies.

Indicators:

- Number of Early Warning mechanisms enhanced through OCHA's support.
- Number of new relationships and partnerships with Iranian universities and institutions with a view to increase attention and interest in the issues related to humanitarian assistance as part of the Middle East Initiative.
- Number of partners that sign up to get involved in disasters outside Iran.
- Two updated UN Disaster Management Plans, with full participation of all concerned resident agencies.

**ISLAMIC REPUBLIC OF IRAN**

| Planned Staffing | Extra-budgetary |
|---|---|
| Professional | - |
| National | 1 |
| Local (GS) | 2 |
| UN Volunteers | - |
| Total | 3 |
| Staff costs (US$) | 86,106 |
| Non-staff costs (US$) | 189,280 |
| **Total costs (US$)** | **275,386** |

# Nepal



Since the collapse of the August 2003 cease-fire, Nepal has been experiencing an expansion of the long-term insurgency initiated by the Communist Party of Nepal/Maoists (CPN/M), which has claimed over 12,000 lives since 1996. The traditional coping mechanisms of the population, coupled with the contribution of overseas remittances (estimated at 15 percent of GDP) have thus far prevented a slide into a more typical relief context, although deterioration is evident. Additionally, the combination of poor governance, lack of economic opportunities and human rights abuses is contributing to large population movements. The best estimates of the number of internally displaced persons (IDPs) in Nepal suggest around 200,000, and even larger numbers have moved across the border to India.

The entire country is now affected by violence and humanitarian access to the worst conflict-affected areas remains a major challenge. The government is unable to deliver basic services in many districts. The UN and its implementing partners increasingly have been threatened by CPN/M and, sometimes, government forces: supplies and motorcycles have been seized and some staff members have been temporarily detained. In addition, the disruption of commercial, government and international humanitarian/development activities is on the rise, often caused by blockades which are sometimes nationwide but more usually take place in individual

districts or regions. Bureaucratic restrictions from the government's side have also stifled efforts by humanitarian NGOs to expand programmes.

Monitoring of the overall situation – notably the impact of the conflict on populations and programmes – is a key challenge. The clampdown on the media since the King's takeover on 1 February 2005 means that a key source of information has been muted. UN agencies, donors, INGOs and others have a large number of programmes and staff based across the country; however, information sharing and coordination between agencies remains weak. The challenging and increasingly dangerous operating environment makes improved coordination crucial to the safe delivery of assistance and efforts to prevent a further slide into a humanitarian emergency.

In addition to the impact of the conflict, natural disasters continue to affect communities across the country. Along with seasonal flooding and landslides, there is great concern about the prospect of a major earthquake. Response efforts – especially at the national level – to the regular small-to-mid-scale disasters are routinely hampered by conflict-related access challenges.

OCHA will operate from shared field offices with OHCHR in Nepalgunj and Biratnagar with one international staff in each location, supported by a national coordination officer in both stations. It is expected that a national coordination officer will be recruited to be duty stationed in Pokhara.

In 2006, OCHA's objectives are to: provide a unified picture to all stakeholders of needs and response to humanitarian/development challenges; improve coordination, decision making and response to better target vulnerable groups, including IDPs; establish and implement the Collaborative Approach on Protection; develop and implement a common IASC advocacy and communication strategy; and strengthen the IASC common approach to disaster preparedness and response.

Activities:

- Establish regular field-based inter-agency analysis and reporting on issues of humanitarian concern.

- Develop, maintain and regularly update the Nepal Information Platform website.

- Prepare and issue thematic maps. Provide GIS consultancy services to UN agencies and sectoral working groups.

- Provide support and backstopping to sectoral coordination focal points (central and regional) and facilitate working sessions on available data sets and 'gap identification' for future monitoring and targeting needs. Support or lead other formal and informal humanitarian coordination initiatives at a central and regional level.

- Coordinate the Consolidated Appeals Process including associated advocacy, monitoring and the mid-year review.

- Lead, and participate in, inter-agency needs assessments of vulnerable groups and people, especially for IDPs.

- Provide technical and logistical support for IASC contingency planning exercises for complex emergencies and natural disasters and update and maintain the inter-agency contingency plan.

- Work with UN agencies, government, the international community and local NGOs to develop a common IDP response strategy.



- Assist the IASC to develop a broader protection framework and provide inter alia support to Protection Working Groups at regional and national levels.

- Work with IASC members and the international community in general to develop and implement a common public information and advocacy strategy to target key decision makers on humanitarian issues, such as operational access for humanitarian actors.

- Work with the media (national and international) to raise awareness on humanitarian issues in Nepal.

- Assist the IASC in developing national/IASC/UNCT contingency plans and natural disaster response preparedness and management plans (damage and needs assessment, response planning, coordination of operations, mobilization of international resources, etc.).

- Advocate on the nature and applicability of humanitarian principles and practices.

Indicators:

- Number and average duration of website hits.

- Number of agencies participating in joint needs assessment missions.

- Number and percent of functioning sectoral coordination bodies as defined by attendance of principal actors.

- Production, ratification and implementation of a National Protection Strategy/IDP Strategy.

- Incorporation of, or reference to, the IDP Guiding Principles into national legislation.

- Number of national disaster, contingency plans developed and adopted by the IASC country team.

| NEPAL | |
|---|---|
| Planned Staffing | Extra-budgetary |
| Professional | 8 |
| National | 6 |
| Local (GS) | 6 |
| UN Volunteers | - |
| Total | 20 |
| Staff costs (US$) | 1,793,339 |
| Non-staff costs (US$) | 520,648 |
| Total costs (US$) | 2,313,987 |

# Pakistan
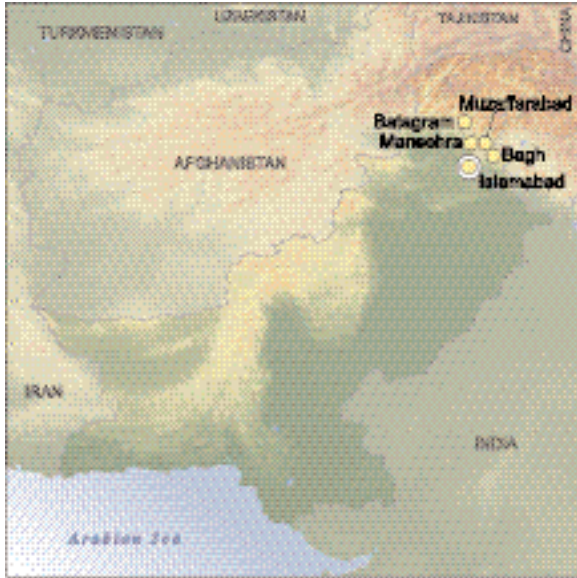


On 8 October 2005 a massive earthquake hit northern Pakistan, devastating towns and villages in Pakistan-administered Kashmir and in the North West Frontier Province (NWFP). During the first emergency phase, landslides and rainstorms combined with the high, mountainous terrain blocked access to the affected areas, which made relief operations extremely challenging. The destruction of shelter threatened countless lives with the imminent onset of winter in difficult to reach mountainous areas, as did the complexity of the required humanitarian response and the lack of transport means (helicopters), tents and funding for the Flash Appeal. The massive devastation that was initially wrought by the earthquake, combined with the ongoing crises of shelter, food, water, sanitation, and healthcare along with the recovery challenge, requires that funding continue well beyond the immediate relief period.

OCHA's support was requested by the Government of Pakistan to coordinate the international response to the emergency. An UNDAC team and OCHA staff were deployed to Islamabad and the affected region within 24 hours and further UNDAC teams and OCHA staff were deployed to cover initial coordination needs. A Flash Appeal was issued on 11 October 2005,

probably the fastest ever for a major disaster, and revised upward on 26 October in response to higher acute needs than initially estimated. The Appeal requested US$ 550 million in support of the programmes providing earthquake relief in various sectors of the UN agencies, international and national humanitarian NGOs involved.

During the acute emergency relief phase, OCHA established field presences in Pakistan to support the coordination functions performed by the UNRC/HC and the UN Country Team. Based on the coordination requirements identified by the field-based teams, and in view of needs assessment missions and the increasing level of access, OCHA established a presence to support coordination activities in Islamabad, Muzafarrabad, Mansehra, and Bagh, with a Support Unit within OCHA-Geneva. The Islamabad office also contains a Humanitarian Information Centre (HIC).

The Under-Secretary-General/Emergency Relief Coordinator (ERC) designated the UN Resident Coordinator in Pakistan as Humanitarian Coordinator, and appointed a senior Humanitarian Area Coordinator (HAC) for the relief efforts. The HAC (Deputy Humanitarian Coordinator to be designated by ERC) deployed to Muzafarrabad to lead the coordination efforts in the most affected area in support of the Government of Pakistan and assessment of emergency relief requirements.

In light of the difficulties of the response efforts mobilized by the international community toward this earthquake and its consequences, and especially considering the challenges in logistics, the OCHA presence in Pakistan will need to continue supporting the UNRC/HC in coordination activities during the emergency relief, early recovery and transition to reconstruction/rehabilitation phase. Unlike other disasters, the emergency relief phase has lasted quite a long time, taxing the international community's ability to save lives and provide life-sustaining items to the affected populations, many of whom have no shelter and are often unreached. The needs assessment for the recovery and reconstruction phase has been taking place, but it is foreseen that there will be an extended

'transitional' period during which humanitarian relief will remain necessary while the recovery and reconstruction efforts gain momentum.

OCHA's key objectives in 2006 are to: maintain operational coordination mechanisms for the humanitarian community and provide an effective interface between humanitarian actors, bilateral partners, government and provincial authorities, and local actors; coordinate the identification of overall humanitarian needs, help develop common humanitarian strategies for meeting these needs, encourage humanitarian partners to monitor progress, and analyse the impact of programmes and adjust them if necessary; maintain a Humanitarian Information Centre (HIC) to identify gaps and assist with planning and coordination; facilitate the relationship between the civilian and military components of the relief operation so as to make the most efficient use of military and civil defence assets; promote respect for international humanitarian principles, human rights and the guiding principles on internal displacement; and develop linkages between humanitarian and recovery/development actors to promote a transition strategy aimed at phasing out relief assistance and increasing recovery activities at an early stage. It is planned that OCHA will exit by mid-year 2006 and that the RC/HC will have coordination support provided under the recovery support team.

Activities:

- Assist the UNRC/HC in advocating for the plight of the victims and for funding of UN activities throughout the critical months of winter.

- Assist the UNRC/HC and the Country Team in coordinating emergency response activities in support of the Government of Pakistan.

- Provide support to the UNRC/HC in carrying out his humanitarian coordination duties, including civil-military coordination, addressing access issues and mobilizing financial and human resources.

- Convene coordination meetings for assessing the situation, addressing issues of common concern, developing strategies, sharing lessons learned, and networking.

- Collect, analyse and disseminate timely and reliable information and organise and participate in inter-agency field assessment missions to identify needs, gaps in response, capacities and resources. Plan smooth handover of tasks from relief to recovery and development.

- Advocate for international humanitarian principles through proactive information sessions.

- Convene regular information meetings for Member States in Geneva to provide a forum for exchange on priority needs, key challenges and assistance provided.

Indicators:

- Needs coverage by sector and region.

- Number and type of military and civil defence assets mobilized and utilized to support UN/agency response.

- Sectoral responsibilities defined and effective for all clusters.

- Number and percent of fully-functioning cluster groups (e.g.: with regular meetings, action plans and monitoring systems).

- Common humanitarian response plan developed and adopted by all key actors.

- Average number of agencies, donors and NGOs attending OCHA-organized briefing sessions.

- Number and percent of cluster working groups with joint humanitarian/recovery/development membership; percent of cluster working groups with agreed to transition strategy.

**PAKISTAN**

| Planned Staffing | Extra-budgetary |
|---|---|
| Professional | 19 |
| National | 9 |
| Local (GS) | 16 |
| UN Volunteers | - |
| Total | 44 |
| Staff costs (US$) | 2,550,329 |
| Non-staff costs (US$) | 1,039,600 |
| **Total costs (US$)** | **3,589,929** |

# Papua New Guinea



Papua New Guinea (PNG) – home to 50 percent of the population of the Pacific region – faces a variety of challenges with humanitarian consequences including numerous natural disasters (earthquakes, volcanoes, landslides, drought, tsunamis), conflict-prone areas, a proliferation of small arms, a high degree of violence and criminality, an explosive HIV/AIDS problem and weak governance. Many IDPs remain from previous volcanic eruptions. In addition, political tensions have given rise to armed conflict in some areas, with the possibility of future conflict impossible to rule out.

The various stakeholders unanimously agree that the UN needs to play a much more proactive role in coordination than it has in the past and that the establishment of an OCHA presence with the Office of the UN Resident Coordinator (UNRC) is a high priority. The recently appointed UNRC in PNG is committed to the UN assuming a leadership role in aid coordination overall and to strengthening UN support to natural disaster management.

The Humanitarian Affairs Officer (HAO) will, in support of the UNRC, give technical support to ensure information sharing and coordination of UN agency and other humanitarian partners' interventions. The position of HAO has been identified to act as focal point for emergencies within the UN System and to act as a secretariat in support of the Resident Coordinator (RC) and the UN Country Management Team (UN-CMT). This position provides the essential interface between the UN System and the national body responsible for disaster management.

OCHA's objectives in 2006 are to: respond in a timely and effective manner to new natural disasters; ensure information sharing and coordination of UN agency and other humanitarian partners' interventions; establish a secretariat in support of the Resident Coordinator and the UN Country Management Team (UN-CMT); and ensure up to date UNCT contingency plans.

Activities:

- Respond quickly and appropriately to natural disasters in PNG by supporting UNDAC and other UN emergency missions whenever required.

- Monitor the situation of natural disasters and report to both the CRD and ROAP in a timely manner.

- Improve existing mechanisms for rapid response, such as INSARAG and promote regional participation in the UNDAC system in collaboration with ESB.

- Contribute to the establishment of national multi-hazard early warning mechanisms in support of CRD and ROAP, including enhanced use of the tsunami early warning system in the Pacific, and tropical storm early warning systems.

- Facilitate discussion and sharing of know-how and resources among national and regional partners, NGOs, bilateral donors, regional organisations and UN agencies.

- Strengthen coordination mechanisms within the UN and with donors, the IFRC, and NGOs.

- Establish and maintain links with the UNCT cluster leads to ensure proper information flows and exchanges between the cluster leads in response to complex emergencies or natural disasters.

- Provide support to the UNCT in developing national/UNCT contingency plans and natural disaster response preparedness and management plans including damage and needs assessment, response planning, coordination of operations and mobilization of international resources.

Indicators:

- Number of requests for participation in UNDAC missions and other OCHA emergency responses and percentage of requests with which office complies.

- Increased number of actors participating in national initiatives on natural disaster response preparedness.

- Number of request for assistance by the UNCT and the government. Percentage of requests with which office complies.

- Number and percent of updated national/UNCT contingency plans under the leadership of the UNCT.

- Number of contributions to newsletters/Web sites run by governments, UN agencies, and national organizations.

**PAPUA NEW GUINEA**

| Planned Staffing | Extra-budgetary |
| --- | --- |
| Professional | 1 |
| National | - |
| Local (GS) | 1 |
| UN Volunteers | - |
| Total | 2 |
| Staff costs (US$) | 191,006 |
| Non-staff costs (US$) | 105,712 |
| **Total costs (US$)** | **296,718** |

# Sri Lanka

The Indian Ocean Tsunami on 26 December 2004 brought unprecedented tragedy to Sri Lanka, claiming over 38,000 lives and displacing more than half a million people. Apart from the enormous overall damage caused by the disaster, in a number of districts this damage has been compounded by the unhealed wounds and unresolved problems of many years of civil conflict. Between 25 and 33 percent of the population in the affected districts live below the national poverty line. The total financing needs for post-tsunami recovery are estimated to be in the range of US$ 2 billion.

The Government of Sri Lanka (GoSL) has developed the National Post-Tsunami Recovery and Reconstruction Plan, providing an overall policy framework and national priorities. The key goal identified by the GoSL for the reconstruction is to ensure the restoration of services and livelihoods to a standard that is higher than that prior to the disaster. Implementation will occur through mechanisms established at the national, provincial and community levels, and envisages programmes to be spearheaded by the government, in particular through a Task Force on Rebuilding the Nation (TAFREN).

It is widely accepted by the government, donors and operating/implementing partners that the primary concern and goal for 2005-2006 is bridging the gap from relief to recovery, thus ensuring a smooth transition to sustainable solutions. To assist planning and coordination in this period, the RC/HC and OCHA team on the ground have initiated the process of developing a UN Transitional Strategy (UNTS), approved by the expanded UN Country Team (UNCT) and including international financial institutions. It defines and outlines the UN's response to assist the GoSL to meet their priorities and the four program areas of the TAFREN: (i) Get people back into homes; (ii) Get people back to work; (iii) Provide education, health and protection for all; (iv) Upgrade national infrastructure. Within this process, OCHA's primary role will be continuing to highlight ongoing humanitarian needs to ensure they are not lost within the larger reconstruction effort. Preparedness and contingency planning should also remain central during the planning of the reconstruction phase.

The Humanitarian Information Centre (HIC) will continue to provide a range of information products and services, including coordination of databases, maps, data archiving and technical support. This contribution in information management will strengthen the overall humanitarian response and recovery activities.

With an estimated 180 agencies expected to operate in Sri Lanka during 2006, the biggest challenge for the six OCHA offices and for the HIC will be to continue to facilitate the coordination efforts of the RC/HC and UNCT. Special attention will be paid to working with the NGO community.

For 2006, OCHA's key objectives are to: provide support to the Office of the RC/HC within post-tsunami operations, in conjunction and close collaboration with the Senior Recovery Advisor; strengthen the field coordination structure for cooperation at field level; facilitate the UN's contribution to the GoSL's rehabilitation and reconstruction plan; support the strengthening of information management and advocacy activities, in particular effective tracking and monitoring of tsunami related needs and response, to ensure maximum transparency and accountability; and achieve an improved level of understanding and capacity to conduct and support disaster preparedness and contingency planning and implementation. It is

planned that by mid-2006, OCHA will have transferred its coordination support functions to the recovery coordination mechanisms and closed the OCHA presences.

Activities:

- Strengthen coordination mechanisms, including the UN Focal Point system, at strategic and operational levels to increase effectiveness and efficiency, and develop strong partnerships.

- Provide technical advice and assistance, and full secretarial support, to RC/HC and UNCT. Enhance coordination and ensure effective interface exists between UN, donors, NGOs, Red Cross/Red Crescent Movement, and government at central and local levels.

- Support the promotion and application of the UN Transitional Strategy as a framework tool for coordination and resource management.

- Support/work together with the Senior Recovery Advisor to monitor the implementation of the Transitional Strategy.



- Produce regular humanitarian situation reports and humanitarian monitoring matrices indicating trends and constraints developed at the central and district level.

- Facilitate data collection and processing, validation of facts and figures, and the preparation for a sustainable handover.

- Facilitate and monitor outcomes from the national and regional tsunami lessons learned workshop, and support trainings for various actors on disaster preparedness and disaster management.

- Assist UNDP and inter-agency efforts in contingency planning, disaster preparedness and readiness for rapid response in case of emergency.

Indicators:

- Number and percent of coordination structures, led by relevant government authorities, that function regularly and are well attended by a variety of active organizations, addressing identified gaps in a timely, appropriate manner.

- National Disaster Management Plan is prepared by GoSL in cooperation with specialized agencies and UNCT.

- UN Transitional Strategy is implemented in a coordinated manner with other government and institutional actors' policies and programming.

- Needs coverage by sector and region.

- OCHA exit by mid-2006.

| SRI LANKA | |
| --- | --- |
| Planned Staffing | Extra-budgetary |
| Professional | 15 |
| National | - |
| Local (GS) | 35 |
| UN Volunteers | - |
| Total | 50 |
| Staff costs (US$) | 1,466,160 |
| Non-staff costs (US$) | 352,221 |
| Total costs (US$) | 1,818,381 |

# Regional Disaster Response Advisor for Asia



Since its establishment in 2000, the Regional Disaster Response Advisor office in Kobe, Japan (RDRA Kobe), has actively supported the region's UN Resident Coordinators (UNRCs) and the UN Disaster Management Teams (UNDMTs) and national governments both in their response to disasters and in the coordination of disaster response preparedness activities.

In 2005, the office was actively involved in preparing the World Conference on Disaster Reduction (WCDR), which was held in Kobe and established the Hyogo Framework for Action (HFA) as a global strategy of disaster risk reduction. The RDRA Kobe will play an important role as the focal point in the region to follow up the HFA, especially by taking an active role in the International Recovery Platform (IRP) initiated at the WCDR, in cooperation with ISDR, UNDP, ADRC and other relevant organizations.

Following OCHA's opening of the Regional Office for Asia and the Pacific (ROAP) in Bangkok in 2005, the RDRA Kobe will continue to focus on East Asia while also operating as an integral part of a new regional structure covering both Asia and the Pacific. This new arrangement gives the RDRA Kobe an opportunity to strengthen its support to UNRCs, UNCTs and national and local governments, particularly in disaster preparedness activities.

In light of the massive efforts mobilized by the international community in response to the Indian Ocean Tsunami, in 2006 the RDRA Kobe also will participate in some tsunami related projects in support of coordination activities undertaken by the ROAP.

The RDRA's objectives in 2006 are to: monitor the situation of natural disasters in East Asia and respond quickly and appropriately; follow up the Hyogo Framework for Action to enhance disaster response preparedness and management capacity; and promote regional cooperation.

Activities:

- Monitor the situation of natural disasters in East Asia and report to both CRD and ROAP in a timely manner through ensuring regular liaison with national focal points in East Asia and undertaking field visits with a view to gathering information and identifying issues of concern that require support of both headquarters and the ROAP.

- Respond quickly and appropriately to natural disasters by supporting UNDAC and other UN emergency missions whenever required. Improve existing mechanisms for rapid response, such as INSARAG, and promote regional participation in the UNDAC system in collaboration with ESB.

- Contribute to the establishment of national multi-hazard early warning mechanisms in support of CRD and ROAP. Contribute to the establishment of the tsunami early warning system for the Indian Ocean by assisting in the development of national response plans and training.

- Based on OCHA's contribution to the Hyogo Framework for Action, provide technical assistance to national government institutions in support of efforts to enhance their capacity for disaster response preparedness and management.

- Contribute to the International Recovery platform by developing specific projects in support of CRD and by participating in its Secretariat as a liaison of OCHA Geneva.

- In the context of Total Disaster Risk Management, provide support to UNCTs in developing national/ UNCTs contingency plans and natural disaster

response preparedness and management plans including damage and needs assessment, response planning, coordination of operations, and mobilization of international resources.

- Facilitate discussion and sharing of know-how and resources among national and regional partners in emergency response and preparedness. Develop joint initiatives with governments, UN agencies and relevant national and regional organizations.

- Promote awareness of disaster preparedness and emergency response efforts, including developing information tools for this purpose.

Indicators:

- Number of situation reports based on information from the RDRA.

- Number of request for assistance by UNCTs and governments in the region; percentage of requests with which office complies.

- Number and percentage of countries with plans in place to follow up on the Hyogo Framework.

- Number of new partnerships or joint projects in the region.

- Number of contributions to newsletters/Web sites run by governments, UN agencies, and national and regional organizations in the region.

**RDRA – ASIA**

| Planned Staffing | Extra-budgetary |
|---|---|
| Professional | 1 |
| National | - |
| Local (GS) | 1 |
| UN Volunteers | - |
| Total | 2 |
| Staff costs (US$) | 306,795 |
| Non-staff costs (US$) | 56,658 |
| **Total costs (US$)** | **363,453** |

# Regional Disaster Response Advisor for the Pacific



The Pacific is one of the most disaster prone regions in the world. Severe cyclones, floods, landslides and other localized natural phenomena annually hit the region. This highly diversified region is characterised by isolation, a high degree of dependence on external support to meet people's basic needs, ongoing governance challenges and a growing problem with HIV/AIDS. Such a unique and complex set of characteristics warrants a stronger UN engagement.

Since its inception in mid-1999, the Office of the Regional Disaster Response Advisor (RDRA) for the Pacific has been providing technical support to UN Resident Coordinators, UN Country Teams and national disaster management offices in responding to disaster events and conducting preparedness activities. However, to date the capacities of the UN system have not been sufficiently galvanized.

Coordination within and outside the UN system has been limited and there has not been a clear vision either of the UN role in the region or of the ways it could complement existing capacities and the efforts of other actors. OCHA, with its one professional staff member covering the entire region, operating in the absence of a larger UN vision or strategy and within the confines of a limited UN engagement in natural disaster activities, has had difficulties in achieving its objectives.

There is a common recognition by donors, regional organizations and governments alike of the need for greater UN/donor coherence on how to cooperate both in crisis situations and in non-crisis situations. In addition to response and preparedness, OCHA has an important role to play as an integrating force in establishing a regional platform for dialogue, coordination, cooperation, and information sharing.

An additional position of Humanitarian Affairs Officer (HAO) has been identified to support the RDRA in her/ his functions to overcome these problems. A specific focus for the HAO will be to give support to the regional United Nations Disaster Assessment and Coordination Team (UNDAC) to ensure a timely utilization of this and other UN response mechanisms, and to encourage a better integration of the overall UN response in the region. The HAO will take an active part in all aspects of RDRA office activities and will work in close contact with the UN Resident Coordinators and UN Country Teams in the region, building on regional frameworks and in support of regional institutions. The RDRA Office in Fiji, with the augmentation provided by the additional HAO, will bring force to the new OCHA Pacific Strategy that will, inter alia, provide the third link in the chain of three regional RDRAs covering Asia and the Pacific.

As such, the RDRA's objectives for 2006 are to: respond in a timely and effective manner to new natural disasters; enhance regional disaster response preparedness and management capacities; promote regional cooperation; and continue to provide general support to UNCT regional offices.

Activities:

- Support UNDAC and other UN emergency missions whenever required.

- Improve existing mechanisms for rapid response, such as INSARAG, and promote regional participation in the UNDAC system in collaboration with ESB.

- Contribute to the establishment of national multi-hazard early warning mechanisms in support of CRD and the Regional Office for Asia and the Pacific (ROAP).

- Provide technical assistance to national government institutions and partners.

- Provide support to UNCTs in developing national/UNCT contingency plans and natural disaster response preparedness and management plans. Assess regional capacities and identify gaps.

- Strengthen partnerships and policy with the UNCTs and national disaster management focal points by establishing and maintaining links with the UNCTs and national focal points. Maintain the directory of these organizations.

- Facilitate discussion and sharing of knowledge and resources among national and regional partners, NGOs, bilateral donors, regional organisations and UN agencies to support the creation of a strategic dialogue and joint initiatives.

- Promote contingency planning and disaster preparedness throughout the region by working with regional UNCTs to ensure regional CAPs are reviewed and updated.

Indicators:

- Number of situation reports based on information from the RDRA.

- Number of requests for assistance by UNCTs and governments in the region; percentage of requests with which office complies.

- Number and percentage of updated regional/national contingency plans under the leadership of the UNCTs.

- Number of requests for participation in UNDAC missions and other OCHA emergency responses and percentage of requests with which office complies.

- Number of contributions to newsletters/Web sites run by governments, UN agencies, and national and regional organizations in the region.

### RDRA – PACIFIC

| Planned Staffing | Extra-budgetary |
| --- | --- |
| Professional | 2 |
| National | - |
| Local (GS) | 1 |
| UN Volunteers | - |
| Total | 3 |
| Staff costs (US$) | 399,102 |
| Non-staff costs (US$) | 185,876 |
| **Total costs (US$)** | **584,978** |

# Regional Office for Asia and the Pacific



Over the past decade, more than half of the world's natural disasters occurred in Asia and the Pacific. While countries in the region have developed capacities for disaster response and risk reduction at varying levels, many communities remain vulnerable and at risk due to rapid urbanisation, unregulated land-use patterns and environmental degradation. This was particularly apparent in the aftermath of the Indian Ocean Tsunami that stuck the region on 26 December 2004 and the massive earthquake that hit Pakistan in October 2005.

In addition to vulnerability linked to natural disasters, the humanitarian community is also concerned with the serious humanitarian consequences of existing and evolving complex emergencies and protection needs in the region.

The Regional Office for Asia and the Pacific (ROAP) was established in early 2005 with the aim of reinforcing natural disaster response and preparedness activities in the region and supporting humanitarian action already undertaken by UN Country Teams, UN agencies' regional offices, OCHA's field presence in Nepal and Regional Disaster Response Advisors (RDRAs) in Japan and Fiji. Following the tsunami disaster, the scope and expectation for ROAP's involvement in the region was

expanded and the capacity increased from what was originally foreseen. Taking advantage of this strengthening of the office, along with new regional partnerships fostered by tsunami-related follow-up activities, ROAP will be prepared to determine requirements in individual countries in the region and respond with targeted technical support and surge capacity in support of governments, UN Resident/Humanitarian Coordinators (RC/HC) and UN Country Teams (UNCT), particularly in countries with no OCHA presence. In the coming year, OCHA will maintain the current strength of the Office to best support national and international efforts for coherent and consistent measures for emergency situations.

In light of the massive response efforts mobilized by the international community in response to the Indian Ocean Tsunami, the Regional Office will need to continue supporting certain tsunami-related coordination activities during the transition and recovery phase. In addition, substantial work is required to support Avian Influenza issues.

The Office's objectives for 2006 are to: strengthen UN system coordination and capacity to respond to humanitarian requirements through support to RC/HC, UNCT and OCHA offices with regional actors; facilitate disaster response preparedness and management at the national level with technical advice and mobilize regional/international support; promote regional cooperation among governments and international organizations and enhance emergency response capacities; and ensure OCHA's role in advocacy and regional back-up support (surge capacity).

Activities:

- Provide support to national government institutions to enhance their capacity for disaster response and management.

- Improve existing mechanisms for rapid response and promote regional participation in the UNDAC system.

- Provide support to a limited number of UNCTs in developing national/UNCT contingency plans and natural disaster response preparedness and management plans.

- Promote OCHA's role in facilitating access to international humanitarian partnerships through ROAP initiatives, in particular, on disaster response preparedness for outreach to national and civil society organizations.

- Deploy ROAP staff to OCHA country offices or RC/HC offices to provide appropriate backstopping/ surge capacity as required, including PI officers/ RDRAs with guidance on advocacy messages and tools on cross-cutting issues.

Indicators:

- Increased number of regional actors, particularly NGOs, participating in regional initiatives on natural disaster response preparedness.

- Increase in overall response to emergencies/ participation in UNDAC missions.

- Number and percentage of supported countries that have updated/ finalized their contingency planning.

- Percentage of ROAP's response with back-up support against requests received.

### RO – ASIA AND THE PACIFIC

| Planned Staffing | Extra-budgetary |
|---|---|
| Professional | 6 |
| National | 2 |
| Local (GS) | 4 |
| UN Volunteers | 1 |
| Total | 13 |
| Staff costs (US$) | 1,600,948 |
| Non-staff costs (US$) | 975,393 |
| **Total costs (US$)** | **2,576,341** |

Russian Federation

# EUROPE

# Russian Federation



In 2005, Chechnya experienced slight improvements its security environment and living conditions. This improvement has prompted the Security Management Team (SMT) to consider a reduction from Phase V to Phase IV. However, general instability continues and has increased in other republics of the North Caucasus. In Chechnya, bombings, ambushes, sweep operations and targeted killings have continued. In Dagestan the situation has become particularly worrisome, as assassinations of police officers, bombings of strategic targets and other acts of violence have taken place with increasing frequency. Ingushetia has suffered a series of bombing attacks, including several assassination attempts against prominent members of the government. Kabardino-Balkaria has also, though to a lesser extent, been the site of incidents of violence. North Ossetia has remained the quietest, although it too has seen occasional explosions as well as civil protests of a larger size than in Ingushetia.

The UN and a range of NGOs have been implementing a comprehensive humanitarian assistance and protection operation in the North Caucasus, in an extremely challenging working environment, since 1999. This operation has been strongly supported by the diplomatic and donor community, and is well coordinated with federal and local authorities. As the humanitarian situation in Chechnya and the neighboring republics remains serious, agencies, government and donors expect OCHA to remain fully engaged in field coordination.

The OCHA office is heavily engaged in managing recovery-oriented transition planning, laying the groundwork for an eventual phasing out, in several years, of the humanitarian operation. At the request of the government, there will be no CAP for 2006. However, a CAP Review in spring 2005, led jointly by the HC and the Ministry of Foreign Affairs, concluded that the level of humanitarian need was unlikely to be reduced and that the local capacity to meet the need had not significantly increased. Therefore, the humanitarian community is challenged to meet the most pressing humanitarian assistance and protection needs of the population without a CAP in 2006. Meanwhile, UNDP, the World Bank, the EC, and other traditional development partners have become more active in the North Caucasus and started defining an appropriate role for themselves in this G8 country. The Russian Government has also taken significant steps to develop its global humanitarian profile. It established a budget for annual contributions to UNHCR and WFP, and it provided approximately US$ 22 million in tsunami relief (some US$ 10 million channeled as UN contributions, including US$ 3 million for OCHA).

The aim of the UN and its partners in the North Caucasus is to conduct a range of assistance projects in relief and development simultaneously for several years, meeting urgent humanitarian risk and addressing its root causes to ensure the smooth transition of international assistance in the North Caucasus. All consultations within the UNCT and with partners have concluded that the existing humanitarian-coordination mechanisms must remain firmly in place. An NGO Consortium was formed in 2005, and the HC invited this Consortium along with the ICRC to join UN Heads of Agency in forming an IASC field team.

OCHA has strongly advocated for and contributed to inter-agency plans for an increased UN presence in the Republic of Chechnya. Greater access in Chechnya

and Dagestan is expected, with OCHA basing staff in Chechnya for the first time. With positive signals coming from UNDSS in New York about the down-phasing of security in Chechnya or parts thereof OCHA together with other UN humanitarian agencies is ready to establish a permanent, initially low-profile presence in Grozny. Humanitarian coordination will be more complex, given the above considerations. A Protection Strategy will be developed among humanitarian agencies and local authorities and special efforts will be needed to mobilize funding in the absence of a 2006 Consolidated Appeal.

In 2006, OCHA's objectives are to: coordinate humanitarian assistance and protection in Chechnya and the North Caucasus in an evolving environment; promote recovery-oriented assistance in the North Caucasus; strengthen information management and analysis; and help the government better define and realize its global humanitarian goals.

Activities:

- Lead the overall humanitarian needs analysis and help target assistance and protection.

- Adapt coordination mechanisms to be more effective, concentrating on reform of the sector working groups.

- Support the completion and implementation of a Protection Strategy.

- Establish an OCHA presence in Chechnya.

- Involve the Development Coordination Group (DCG) in joint planning with the Humanitarian Coordination Group.

- Track and raise funding for the humanitarian operation (CAP Section, Donor Relations, embassies, agencies).

- Define benchmarks for OCHA RF exit from the North Caucasus/Russian Federation, with a preliminary, estimated timetable (Desk, humanitarian agencies).

- Fully mobilize the OCHA Information Management Team to modify existing practices of data collection, analysis, information-sharing, and advocacy.

- Organize a workshop on program planning and monitoring.

- Analyze Russian humanitarian funding and bilateral assistance patterns, and advocate to government suggested next steps (FTS, MFA, EMERCOM).

- Support UNDAC-support training course in Russia (FCSS, EMERCOM).

Indicators:

- OCHA and other agencies' staff presence in Chechnya and Dagestan (number of staff and number of days).

- Geographical coverage of relief and protection projects in the Transitional Workplan.

- Number of hits and satisfaction among partners with the OCHA website.

- Transitional program well funded in 2005.

- 2007 humanitarian program reduced, barring a deterioration of the humanitarian situation.

- Amount of funding mobilized.

- Wider geographical spread of Russian humanitarian action.

**RUSSIAN FEDERATION**

| Planned Staffing | Extra-budgetary |
| --- | --- |
| Professional | 4 |
| National | 3 |
| Local (GS) | 12 |
| UN Volunteers | - |
| Total | 19 |
| Staff costs (US$) | 1,332,284 |
| Non-staff costs (US$) | 541,270 |
| **Total costs (US$)** | **1,873,554** |

# AMERICAS AND THE CARIBBEAN

# Colombia



The 40-year-old internal armed conflict in Colombia has triggered one of the highest rates of internal displacement in the world, with an average of 778 people displaced every day, and a total of between 1.6 to 2.8 million IDPs over the past ten years. Mass fumigations continue to lead not only to displacement, but also to a number of violations of International Humanitarian Law and human rights. In addition, an undetermined number of communities remain blocked due to 'armed strikes' and blockades by illegal armed groups. The presence of unexploded ordinance in more than 50 percent of the country and the on-going use of antipersonnel mines by illegal armed groups, which continue to forcibly recruit children, are additional problems. Between 7,000 and 14,000 children are currently in guerrilla and paramilitary groups, according to UNICEF estimates.

Currently, there is an on-going peace process with the paramilitaries, which has led to the demobilization of some 9,000 combatants. There are also initial talks planned with guerrilla groups that could pave the way for humanitarian agreements directly benefiting the civilian population. However, the holding of presidential and Congressional elections in 2006 could lead to an increase in violence.

Serious challenges lie ahead for the UN system and it should continue to strengthen its capacity to improve humanitarian access to communities affected by the internal armed conflict. Its information management capacity also needs expansion to ensure the development of updated, accurate and verifiable information on humanitarian indicators in the country, thus enhancing the UN system's coordination capacity in joint planning.

The expanded presence of OCHA in seven of the most important cities in Colombia will allow a more in-depth analysis of the humanitarian situation along with further strengthening of coordination structures. Therefore, one of the greatest challenges that OCHA will face at local, departmental and national levels will be to maintain, with the same level of success as in previous years, its information, coordination support and advocacy capacities to better monitor humanitarian projects and programs. The OCHA office will continue to participate in inter-institutional structures such as the Technical Secretariat of the G-24 and the London-Cartagena Commission, which constitutes an excellent forum for advocacy activities.

In 2006, OCHA will continue to provide coordination support to the Humanitarian Coordinator in Colombia via a central office in Bogotá, three field offices and three satellite offices strategically located throughout the country, in cooperation with national, departmental and local governments, UN agencies and the humanitarian community in general. OCHA will continue to facilitate the coordination amongst UN agencies and other humanitarian actors, maintain its status as facilitator of coordination of the UN agencies on humanitarian issues, and lend support to UNHCR as lead agency on IDPs coordination issues.

In 2006, OCHA's objectives are to: strengthen and further improve the coordination structures and mechanisms involving the UN system, NGOs, public institutions, and civil society in general in order to better respond to the challenges posed by the growing humanitarian crisis; further improve the quantity and quality of the information produced by the Humanitarian Situation Room; improve the UN capacity to promote humanitarian topics/principles at national, departmental

and local levels through a better use of existing coordination and information tools; and assist in improving the response capacity to natural disasters of United Nations agencies.

Activities:

- Provide support to the activities of the Humanitarian Coordinator at the national, departmental and local levels.

- Support the mobilization of human, technical and financial resources in order to facilitate the role of the United Nations System with regards to the humanitarian crisis.

- Create and maintain a central geo-referenced information system to compile information on humanitarian events, organizations, projects and activities in Colombia, including natural disasters, and to monitor risk situations related to natural disasters.

- Support the creation of the UNS integral response plan and other relevant documents and support the articulation of these with national structures.

- Participate in the joint United Nations System structures (UNETE) in order to manage emergencies related to natural events.

Indicators:

- Number and percentage of inter-agency and inter-institutional field missions leading to a unified assessment of the humanitarian situation undertaken.

- Number and percentage of designed and updated contingency plans for the management of emergencies.

- A financial monitoring mechanism, in the context of the Humanitarian Action Plan, established, designed and implemented by May 2006.

- Number of joint missions with government entities to the field during 2006.

- Amount and percentage of funding received by donors in response to the integral response plan.

**COLOMBIA**

| Planned Staffing | Extra-budgetary |
| --- | --- |
| Professional | 7 |
| National | 14 |
| Local (GS) | 6 |
| UN Volunteers | 1 |
| Total | 28 |
| Staff costs (US$) | 2,148,745 |
| Non-staff costs (US$) | 745,429 |
| **Total costs (US$)** | **2,894,174** |

# Haiti



Since 1986, Haitians have experienced steady and uninterrupted economic and social degradation coupled with ever increasing violence. While the arrival of the UN Stabilization Mission (MINUSTAH) in June 2004 had a positive impact on security, social tensions remain high and violence stubbornly threatens, on the eve of crucial elections, to keep Haitians in their accustomed state of deprivation and misery. Humanitarian emergencies triggered by civil strife or natural catastrophes have been affecting Haiti since its independence and there is little evidence that this trend will change quickly. Most importantly, these catastrophes occur within a wider context of structural disaster: Haiti's social and economic indicators show that the majority of Haitians continue to endure chronic poverty and humanitarian needs, with no prospect of change in 2006.

The recurrent expulsions and alleged intimidation of thousands of Haitians living in the Dominican Republic suggest that some 200,000 people are living in a hostage-like situation under conditions that surely demand humanitarian intervention and are the basis of population displacement and International Humanitarian Law and human rights violations. Additionally of concern are the activities of illegal armed groups in several slums of Port-au-Prince.

This context, to which is added the approaching elections and constant socio-political turmoil, brings the country to a crucial crossroads, presenting serious challenges to the United Nations system as well as to the international community in general. The United Nations System should continue to strengthen its capacity and ability to access the Haitian population threatened by gangs and political violence, chronic poverty and the permanent menace of natural disasters.

In this context, one of the main gaps that the UN and the humanitarian community face in Haiti is the availability of reliable humanitarian information, its dissemination and its use as an important and vital coordination tool. The specific priority of OCHA Haiti is to ensure that humanitarian actors, at both the operational and strategic level, have access to the benefits of information management tools to assess, plan, deliver, coordinate and monitor humanitarian assistance in Haiti, therefore supporting efforts for a coordinated and adequate response to the recurrent humanitarian crisis in the country.

In 2005, OCHA started to build up a Humanitarian Information Management Network (HIMN) following the demand of the humanitarian community in Haiti to meet recognized needs through a collaborative information exchange. HIMN's aim is to ensure that individuals and organizations, at both the operational and strategic level, can access information management tools to assess, plan, coordinate, deliver, and monitor humanitarian assistance. In 2006, OCHA will continue to develop the network's activities based on the results of the 2002 Symposium on Best Practises in Humanitarian Information Exchange, the completed independent evaluation of HICs and the last Latin American and Caribbean Workshop on Humanitarian Information Management. In this way, OCHA will provide coordination support to the Humanitarian Coordinator (HC) in Haiti, working within the

operational framework of the Humanitarian and Development Coordination Section (HDCS) of the MINUSTAH. As the transition phase progresses, hopefully accompanied by improved access to populations in need and the implementation of quick impact projects, it is envisaged that a thoroughly operational humanitarian information system will be in place by the end of 2006, allowing a smooth handover to UNDP.

In 2006, OCHA's key objectives are to: continue to provide coordination support to the Humanitarian Coordinator (HC), namely through an improved information management system; conclude the setting up of a Humanitarian Information Management Network (HIMN); and improve information sharing amongst the Humanitarian and Development Coordination Section (HDCS) of MINUSTAH, UN agencies, NGOs and other humanitarian actors.

Activities:

- Further use of humanitarian information management as a coordination tool by strengthening existing humanitarian coordination mechanisms/ information-exchange "fora."

- Strengthen the humanitarian information management capacity of UN agencies, MINUSTAH Regional Offices, NGOs and local government.

- Increase the number and quality of humanitarian information products updated and disseminated regularly to the humanitarian community.

- Organize two workshops on information management targeting a total of 100 participants.

- Establish a common monitoring mechanism by the end of the first quarter of 2006, with the participation of MINUSTAH, UN agencies and major NGOs.

- Build partnerships with local, regional and international organizations on data collection, processing and dissemination which will include: monthly and weekly Humanitarian Situation reports disseminated through

HIMN website, ReliefWeb, hardcopy and mailing lists; one new Humanitarian Bulletin designed and shared among of UN agencies and humanitarian actors; a humanitarian Orientation Pack designed and disseminated to UN agencies and humanitarian actors; a Haiti Humanitarian Directory, published online and printed for distribution with updated information every six months; and a set of thematic maps and Humanitarian Situation Maps.

Indicators:

- Number and percent of UN agencies and other humanitarian actors utilizing humanitarian information/data in their programs/strategies.

- Percentage of the 100 participants who found the two workshops useful and a skill-building exercise with a direct impact on their information management activities.

- Through a user's survey, percentage of UN agencies, NGOs and other humanitarian actors who judge OCHA's information products of excellent quality and a good added value to their work.

| HAITI | |
| --- | --- |
| Planned Staffing | Extra-budgetary |
| Professional | 2 |
| National | 1 |
| Local (GS) | 1 |
| UN Volunteers | - |
| Total | 4 |
| Staff costs (US$) | 436,908 |
| Non-staff costs (US$) | 251,990 |
| Total costs (US$) | 688,898 |

# Regional Office for Latin America and the Caribbean



Over the past decades, this region has experienced a series of devastating disasters such as Hurricane Mitch in 1998, the El Salvador earthquakes in 2001 and the 2004 - 2005 tropical storm season in the Caribbean which had a record number of strong hurricanes (Ivan, Dennis, Stan, Katrina, Wilma). Over 3,000 earthquakes of a magnitude greater than 5.0 on the Richter scale were registered between 1900 and 1979 and of the 405 tsunamis recorded in the Pacific Basin between 1900 and 1983, 61 originated off the west coast of Latin America. Currently, one third of the population of Latin America and the Caribbean (LAC) is dangerously exposed to natural catastrophes.

2005 was a distinctly above-average hurricane season. In total, 22 tropical storms were recorded in the Atlantic; 12 of them became hurricanes and six of those were major hurricanes. The 2004-2005 hurricanes are directly responsible for the deaths of more than 6,000 people, with several million people affected and at least US$ 100 billion in economic losses.

Alongside natural disasters is the potential for emergencies. Despite 20 years of democratic governance, many countries in this region face possible crises due to socio-economic inequality, serious poverty, particularly in regard to indigenous populations and stagnating economies. The potential

for socio-political instability, with its concomitant humanitarian impact requires careful monitoring and, when appropriate, contingency planning.

The region's humanitarian problems often combine social unrest, population displacement and growing disaster vulnerabilities. Consequently, humanitarian crises could have both national and regional consequences.

One of the main challenges for the coming year will be OCHA's capacity to manage humanitarian information in the region, one of the core functions of the Regional Office. An appropriate humanitarian information system will allow OCHA to increase its credibility among the different partners in the region and provide a solid base for orienting policies and strategies for disaster response preparedness and advocacy.

OCHA's objectives for 2006 are to: improve emergency preparedness, coordination mechanisms and response for natural disasters and other humanitarian issues at the regional and national levels; strengthen systems for the provision of timely and quality information in support of humanitarian decision making and response; enhance the level of advocacy for and awareness of human rights, international humanitarian law and humanitarian principles and their application in the region; and improve clarity on the relationship between humanitarian actors and the military.

Activities:

- Develop a toolbox for preparedness activities in key priority countries, demonstrating the added value of an OCHA/RDRA presence in disaster prone regions.

- Promote dialogue, regional alliances or agreement and sharing of know-how and resources between the United Nations, governments and regional institutions such as the Centre for the Coordination of Natural Disaster Prevention in Central America (CEPREDENAC) and the Caribbean Disaster Emergency Response Agency (CDERA).

- Establish, in selected countries, a permanent OCHA national focal point in coordination with UN Disaster Management Teams (UNDMT) and

UN Emergency Technical Teams (UNETT) to support the emergency preparedness process as well as for information management.

- Develop a regional information management system with the support of AIMB to facilitate the flow of information on natural disasters and humanitarian situations in the countries of the region.

- Establish an advocacy strategy aimed at highlighting the trends of the region.

- Carry out, in close cooperation with RCs/HCs in the countries concerned, humanitarian advocacy aiming at the promotion and respect of basic humanitarian principles as well as protection and assistance of vulnerable groups affected by emergencies and conflicts.

- Provide emergency preparedness training to national authorities and relevant actors in selected countries in order to integrate and coordinate the international and national relief and response mechanism.



- Establish mechanisms for early warning linked with early action plans in coordination with Risk, Emergency and Disaster for Latin America and the Caribbean (RED-LAC), AIMB, UNDMT and national authorities in selected countries.

- Support the addressing of humanitarian issues within the UN structure of thematic groups and task forces for better targeting of UN programmes to high-risk groups.

- Provide Emergency Preparedness and Response training to government and NGO staff at least twice in central areas and once in the high-risk districts, and develop regular coordination with government counterparts for early warning systems and collaboration in preparedness for response.

- In coordination with headquarters, organize a meeting with donors to fund regional and national OCHA projects.

Indicators:

- Number of countries with OCHA National Focal Points for emergency preparedness and information management.

- Number of UN staff, government officials and NGOs trained in the promotion and respect of basic humanitarian principles and on emergency preparedness and response.

- Number of countries with an established linkage with early warning and early action.

- Sufficient funds are mobilized for 2006 RO Panama budget.

**RO - LATIN AMERICA AND THE CARIBBEAN**

| Planned Staffing | Extra-budgetary |
| --- | --- |
| Professional | 3 |
| National | 3 |
| Local (GS) | 3 |
| UN Volunteers | 2 |
| Total | 11 |
| Staff costs (US$) | 836,982 |
| Non-staff costs (US$) | 351,204 |
| **Total costs (US$)** | **1,188,186** |

# HUMANITARIAN RESPONSE REFORM

The last three years have been turbulent years for the humanitarian community—Afghanistan, followed by Iraq, the Darfur crisis in Sudan and then the Indian Ocean Tsunami and South Asia Earthquake. Together, we have confronted a major crisis each year; each in its own way larger than the last. The humanitarian response system has coped with these major events and we have managed to save lives and mitigate suffering, but these events also have changed the humanitarian environment in which we work. Each of these major crises has in its own way tested the humanitarian response system; they have challenged perceptions of humanitarian assistance as impartial, they have challenged the appropriateness of our response and they have challenged our capacity to respond.

The humanitarian response system was designed well over a decade ago. In general, it has stood the test of time well and while there is no need for major reform we do need a "system upgrade" that makes the tools that we developed in the 1990's work more effectively in the environment of 2006.

There are three main elements to the humanitarian reform: 1) to create more predictable humanitarian finances to ensure and enable a prompt response to new or rapidly deteriorating crises; 2) to strengthen response capacity by establishing a system of cluster leads in those areas of activity where there are clearly identified gaps, and finally, 3) to strengthen the Humanitarian Coordinator system to better support field coordination. As such, OCHA field offices will in many ways be at the forefront of all three elements of humanitarian reform.

One priority of the reform process has been to modernise the existing Central Emergency Revolving Fund (CERF) by adding a grant element, thereby creating a Central Emergency Response Fund (upgraded CERF) which will have a target of US$ 500 million to be achieved over three years (US$ 450 million grant, US$ 50 million revolving loan). A number of pledges have already been made to the new CERF. Pending GA approval, OCHA anticipates that we should be able to have the the new mechanism in place with an initial US$ 250 million in early 2006. This will be a significant achievement that will help allow us to respond promptly to new crises and rapidly deteriorating existing crises. It will also enable us to address core needs in chronically under-funded emergencies. This upgraded CERF is an additional mechanism alongside the CAP – to which we remain strongly committed and for which we will continue to advocate for full funding.

Strengthening the capacity of the humanitarian response system is the second crucial element of humanitarian reform. In consultation with the IASC, we have agreed to establish cluster leads in ten areas of humanitarian activity where there is a need to reinforce the current response capacity.[1] So far the current discussion has focused on strengthening existing capacity.

The cluster leadership approach, at field level, should provide more effective technical support to the HC while also broadening the base of technical coordination through a stronger engagement of humanitarian partners. However, cluster leadership and coordination as currently envisaged goes beyond this in proposing that cluster/sectoral structures should be maintained at both the field and global level. As such, clusters would provide support to agencies and partners involved in cluster activities as well as supporting standard setting and potentially engaging in common training activities. OCHA believes that these commitments by cluster leads constitute significant progress in establishing improved predictability, accountability and greater effectiveness of response for the humanitarian system.

The IASC Principals have agreed that there needs to be a phased implementation of this approach. It will be applied to all new major disasters, as is currently the case in the South Asia Earthquake, and will be enhanced by the establishment of a cluster lead for disaster evacuees. The application of this approach to existing emergencies will be based on an assessment of capacity in those countries where it is felt that there is a need to strengthen the effectiveness of humanitarian response. The countries that are initially proposed for this assessment will include, but not be limited to Liberia, DRC and Uganda. The assessment of capacity should not be understood as limited to any particular sector or group of sectors, but rather should be undertaken by all the clusters.

There will undoubtedly be cost implications resulting from our efforts to strengthen humanitarian response capacity. These will be addressed as part of a consolidated approach that OCHA will make to donors on behalf of the cluster leads and will be primarily based on the results of an assessment exercise. For the immediate time being the costs of cluster leadership will not be included in the CAP.

OCHA's field role should be seen as facilitating the working of these clusters and identifying and responding to the common inter–cluster issues that arise. OCHA is hopeful that this approach to cluster leadership will broaden the base of coordination as well as ensuring that those with the appropriate technical expertise take charge of managing their clusters.

Finally, strengthening the support that is given to both Resident Coordinators and RC/HCs will be a critical third element of these humanitarian reforms. OCHA is currently working with IASC members to review the selection and identification of RC/HCs to ensure that they are equipped with the right skills and experience for the humanitarian coordination challenges that they face. The Humanitarian Coordination system will be strengthened by establishing a broad and flexible selection pool, bringing humanitarian experience to countries where there are clear humanitarian issues and ensuring that RCs are better prepared to respond to humanitarian crises, including natural disasters.

If the objectives of Humanitarian Reform are realized, the result will be a humanitarian system that is better equipped to handle long recognized gaps in capacity and introduces new levels of accountability and responsibility throughout the system.

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1. Nutrition (UNICEF),Water/Sanitation (UNICEF), Health (WHO), Shelter (Conflict IDPs) (UNHCR), Camp Coordination in Conflict for IDPs, (UNHCR), Protection in conflict for IDPs, (UNHCR) Logistics (WFP), Telecoms (OCHA/UNICEF/WFP), Early Recovery (UNDP), Education (UNICEF).

# Annexes

Annex I: Total Extra-budgetary Funding Requirements for 2006
Headquarters & Field Activities (US$)

| PROGRAMME/ACTIVITIES | TOTAL |
|---|---|
| 1. HEADQUARTERS | 50,090,877 |
| A. Core Activities New York & Geneva | 32,327,472 |
| B. Headquarters Projects | 17,763,405 |
| Donor and External Relations | 1,447,903 |
| Field Coordination Support | 1,772,550 |
| UNDAC Developing Countries Deployment and Training | 938,931 |
| Civil and Military Coordination | 1,891,649 |
| Logistics Support | 443,629 |
| Environmental Emergencies Services | 285,212 |
| Protection Of Civilians | 753,369 |
| Evaluations and Studies | 406,800 |
| Gender Equality | 328,715 |
| ReliefWeb | 2,691,678 |
| Field Information Support | 1,799,401 |
| Field Information Management | 1,642,702 |
| Internal Displacement Division | 3,360,866 |
| 2. FIELD | 89,354,422 |
| IRIN (Integrated Regional Information Networks) | 6,077,726 |
| Field Offices | 83,276,696 |
| TOTAL XB REQUIREMENTS – HEADQUARTERS & FIELD | 139,445,299 |
| Programme Support Income* | (11,000,000) |
| NET XB REQUESTED – HEADQUARTERS & FIELD | 128,445,299 |

\* In 2006, OCHA anticipates income from the Programme Support Account in the amount of approximately US$ 12 million. Therefore, in 2006, OCHA will endeavor to absorb US$ 11 million of its XB requirements from these funds.

## Annex II: Details of Extra-budgetary Funding Requirements for 2006 (US$)

| | Regular Budget | Extra-budgetary | Project | Total HQ Budget (RB+XB+Project) | Total Requested in 2006 |
|---|---|---|---|---|---|
| **1. HEADQUARTERS** | | | | | |
| Office of the Under-Secretary-General and Emergency Relief Coordinator | 2,074,576 | 1,694,864 | - | 3,769,440 | 1,694,864 |
| Executive Office | 428,692 | 1,026,815 | - | 1,455,507 | 1,026,815 |
| Administrative Office | 369,992 | 6,445,958 | - | 6,815,950 | 6,445,958 |
| Field Support Section | - | 1,818,165 | - | 1,818,165 | 1,818,165 |
| Staff Development and Learning Section | - | 1,081,283 | - | 1,081,283 | 1,081,283 |
| Common Costs: New York & Geneva | 1,512,200 | 1,210,087 | - | 2,722,287 | 1,210,087 |
| Donor and External Relations Section | - | - | 1,447,903 | 1,447,903 | 1,447,903 |
| IASC/ECHA Secretariat | - | 903,643 | - | 903,643 | 903,643 |
| Coordination and Response Division | 4,701,864 | 5,527,914 | - | 10,229,778 | 5,527,914 |
| CAP Strengthening Section | - | 2,098,316 | - | 2,098,316 | 2,098,316 |
| Surge Capacity and Contingency Planning Section | - | 1,039,125 | - | 1,039,125 | 1,039,125 |
| Emergency Services Branch | 1,137,788 | 553,008 | - | 1,690,796 | 553,008 |
| Field Coordination Support Section | - | - | 1,772,550 | 1,772,550 | 1,772,550 |
| UNDAC Developing Countries Deployment & Training Project | - | - | 938,931 | 938,931 | 938,931 |
| Civil Military Coordination Section | - | - | 1,891,649 | 1,891,649 | 1,891,649 |
| Logistics Support Unit | - | - | 443,629 | 443,629 | 443,629 |
| Environmental Emergencies Services Section | - | - | 285,212 | 285,212 | 285,212 |
| Internal Displacement Division | - | - | 3,360,866 | 3,360,866 | 3,360,866 |
| Policy Development and Studies Branch | 805,400 | 2,948,590 | - | 3,753,990 | 2,948,590 |
| Protection of Civilians Project | - | - | 753,369 | 753,369 | 753,369 |
| Evaluation and Studies Project | - | - | 406,800 | 406,800 | 406,800 |
| Gender Equality Project | - | - | 328,715 | 328,715 | 328,715 |
| Advocacy | 675,392 | 1,895,279 | - | 2,570,671 | 1,895,279 |
| Information Analysis | 245,096 | 1,093,822 | - | 1,338,918 | 1,093,822 |
| ReliefWeb Project | - | - | 2,691,678 | 2,691,678 | 2,691,678 |
| Field Information Support Section | - | - | 1,799,401 | 1,799,401 | 1,799,401 |
| Field Information Management Project | - | - | 1,642,702 | 1,642,702 | 1,642,702 |
| Information and Communications Technology | 844,992 | 2,990,603 | - | 3,835,595 | 2,990,603 |
| **TOTAL Requirements – Headquarters** | **12,795,992** | **32,327,472** | **17,763,405** | **62,886,869** | **50,090,877** |

## Annex II: Details of Extra-budgetary Funding Requirements for 2006 (US$)

| | Total Requested in 2006 |
|---|---|
| **2. FIELD** | |
| IRIN (Integrated Regional Information Networks) | 6,077,726 |
| **Sub-total Field Offices** | **83,276,696** |
| Africa | 57,279,299 |
| Burundi | 1,996,939 |
| Central African Republic | 585,787 |
| Chad | 813,668 |
| Côte d'Ivoire | 3,496,429 |
| Democratic Republic of the Congo | 10,269,740 |
| Eritrea | 723,586 |
| Ethiopia | 1,890,101 |
| Guinea | 1,051,171 |
| Republic of Congo | 490,999 |
| Somalia | 3,506,476 |
| Sudan | 19,856,962 |
| Sudan – Darfur HIC | 301,809 |
| Uganda | 3,560,933 |
| Zimbabwe | 2,209,964 |
| Regional Office – Central and East Africa (Nairobi) | 2,036,498 |
| Regional Office – Southern Africa (Johannesburg) | 1,661,953 |
| Regional Office – West Africa (Dakar) | 2,826,284 |
| Middle East | 3,935,504 |
| occupied Palestinian territory | 2,866,100 |
| Regional Office – Middle East, North Africa, Iran & Afghanistan (Dubai) | 1,069,404 |
| Asia | 15,417,081 |
| Indonesia | 3,597,908 |
| Islamic Republic of Iran | 275,386 |
| Nepal | 2,313,987 |
| Pakistan | 3,589,929 |
| Papua New Guinea | 296,718 |
| Sri Lanka | 1,818,381 |
| Regional Disaster Response Advisor – Asia (Kobe) | 363,453 |
| Regional Disaster Response Advisor – Pacific (Fiji) | 584,978 |
| Regional Office – Asia and the Pacific (Bangkok) | 2,576,341 |
| Europe | 1,873,554 |
| Russian Federation | 1,873,554 |
| Latin America & the Caribbean | 4,771,258 |
| Colombia | 2,894,174 |
| Haiti | 688,898 |
| Regional Office – Latin America & the Caribbean (Panama) | 1,188,186 |
| **Total Field Requirements** | **89,354,422** |
| **TOTAL XB Requirements – Headquarters & Field** | **139,445,299** |
| Programme Support Income* | (11,000,000) |
| **NET XB Requested - Headquarters & Field** | **128,445,299** |

* In 2006, OCHA anticipates income from the Programme Support Account in the amount of approximately US$ 12 million. Therefore, in 2006, OCHA will endeavor to absorb US$ 11 million of its XB requirements from these funds.

# Acronyms

| | |
|---|---|
| ADRC | Asian Disaster Reduction Center |
| ADRRN | Asian Disaster Reduction and Response Network |
| AERC | Assistant Emergency Relief Coordinator |
| AGEE | International Advisory Group on Environmental Emergencies |
| AIMB | Advocacy and Information Management Branch |
| AM | Aide Memoire |
| AMIS | African Union Mission in Sudan |
| APHP | Asia-Pacific Humanitarian Partnership |
| ATCEHI | Advanced Training on Coordination and Emerging Humanitarian Issues |
| Austcare | Australia Care |
| | |
| BCPR | Bureau of Crisis Prevention and Recovery |
| BPHIE | Best Practices in Humanitarian Information Exchange |
| BTG | Burundian Transitional Government |
| | |
| CAP | Consolidated Appeals Process |
| CAR | Central African Republic |
| CDERA | Caribbean Disaster Emergency Response Agency |
| CE | Council of Europe |
| CENTCOM | Coalition Central Command |
| CEPREDENAC | Coordination of Natural Disaster Prevention in Central America |
| CERF | Central Emergency Response Fund |
| CHAP | Common Humanitarian Action Plan |
| CIR | Celule Inter-Agency de Réinsertion |
| CIS | Commonwealth of Independant States |
| CM Coord | Civil-Military Coordination |
| CORE-SYS | Country Recovery Information System (CORE-SYS) |
| CPA | Comprehensive Peace Agreement |
| CPAA | Comprehensive Peace Agreement in Accra |
| CPN/M | Communist Party of Nepal/Maoists |
| CRD | Coordination Response Division |
| CRDMC | Central Register of Disaster Management Capacities |
| CT | Country Team |
| | |
| DA | Dynamic Atlas |
| DCG | Development Coordination Group |
| DDRP | Disarmament Demobilisation and Reintegration Programme |
| DERC | Deputy Emergency Relief Coordinator |
| DFID | Department for International Development |
| DHC | Deputy Humanitarian Coordinator |
| DHP | Darfur Humanitarian Profile |
| DHS | Demographic and Health Survey |
| DMC | Disaster Management Capacities |
| DMP | Disaster Management Plan |
| DMS | Disaster Management Strategy |
| DMT | Disaster Management Team |
| DPA | Department of Political Affairs |
| DPKO | Department of Peacekeeping Operations |
| DRC | Danish Refugee Council |
| DRM | Disaster and Risk Management |
| DRPC | Disaster Response Preparedness and Coordination |
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| ECHA | Executive Committee on Humanitarian Affairs |
| ECHO | European Community Humanitarian Aid department |
| ECOSOC | Economic and Social Council |
| ECOWAS | Economic Community of West African States |
| ECPS | Executive Committee on Peace and Security |
| EEP | Environmental Emergencies Partnership |
| EFCT | Emergency Field Coordination Training |
| ELN | National Liberation Army (Columbia) |
| ELRF | Emergency Logistics Response Facility |
| EMERCOM | Russian Ministry of Emergencies |
| EPRT | Emergency Preparedness and Response Training |
| ERC | Emergency Relief Coordinator |
| ERR | Emergency Response Roster |
| ERTF | Emergency Response Task Force |
| ESB | Emergency Services Branch |
| EU | European Union |
| EU-CS | EU Council Secretariat |
| EUMS | European Union Military Staff |
| EWS | Early Warning System |
| | |
| FAO | Food and Agriculture Organisation |
| FARC | Revolutionary Armed Forces (Colombia) |
| FiDMS | Field Document Management System |
| FIMS | Field Information Management Strategy |
| FIO | Field Information Officers |
| FN | Forces Nouvelles (Côte d'Ivoire) |

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| FNL | Front National de Libération (Burundi) |
| FSAU | Food Security Analysis Unit |
| FTS | Financial Tracking System |
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| G 8 | Group of 8 Countries |
| G-77 | Group of 77 Countries |
| GBRR | Government's Bureau for Recovery and Reconstruction |
| GHD | Good Humanitarian Donorship |
| GHDIG | Good Humanitarian Donorship Implementation Group |
| GIS | Geographical Information System |
| GoS | Government of Sudan |
| GoSL | Government of Sri Lanka |
| GPID | Guiding Principles on Internal Displacement |
| | |
| HAC | Humanitarian Affairs Commission |
| HAC | Humanitarian Area Coordinator |
| HAO | Humanitarian Affairs Officer |
| HAP | Humanitarian Action Plan |
| HC | Humanitarian Coordinator |
| HCS | Humanitarian Common Service |
| HDCS | Humanitarian and Development Coordination Section |
| HFA | Hyogo Framework for Action |
| HFDRR | Hyogo Framework for Disaster Risk Reduction |
| HIC | Humanitarian Information Centre |
| HIMN | Humanitarian Information Management Network |
| HIN | Humanitarian Information Network |
| HIV/AIDS | Human Immuno-Deficiency Virus/Acquired Immuno-Deficiency Syndrome |
| HLPR | Housing Land and Property Rights |
| HLWG | Humanitarian Liaison Working Group |
| HOC | Humanitarian Operations Center |
| HPD | Humanitarian Programming Document |
| HRF | Humanitarian Response Funds |
| HRR | Humanitarian Response Review |
| HSTF | Human Security Trust Fund |
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| IAET | Inter-Agency Emergency Telecommunications |
| IAHCC | Inter-Agency Humanitarian Coordination Committee |
| IASC | Inter-Agency Standing Committee |
| IATFDR | Inter-Agency Task Force on Disaster Reduction |
| ICC | International Criminal Court |
| ICP | International Conference Process |
| ICRC | International Committee of the Red Cross |
| ICT | Information and Communications Technology |
| IDD | Internal Displacement Division |
| IDP | Internally Displaced Persons |
| IFRC | International Federation of the Red Cross and Red Crescent Societies |
| IHL | International Humanitarian Law |
| IHP | International Humanitarian Partnership |
| IM | Information Management |
| IMF | International Monetary Fund |
| IMT | Integrated Missions and Transition |
| IMU | Information Management Unit |
| INGO | International Non-Governmental Organisation |
| INSARAG | International Search and Rescue Advisory Group |
| IRIN | Integrated Regional Information Networks |
| IRP | International Recovery Platform |
| ISDR | International Strategy for Disaster Reduction |
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| JEERP | Joint Environmental Emergency Response Plan |
| JPT | Joint Planning Team |
| | |
| LAC | Latin America and the Caribbean |
| LRA | Lord's Resistance Army (Uganda) |
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| M&E | Monitoring and Evaluation |
| MCDA | Military and Civil Defence Assets |
| MDGs | Millennium Development Goals |
| MINUSTAH | United Nations Stabilization Mission in Haiti |
| MONUC | United Nations Organization Mission in the Democratic Republic of the Congo |
| MOSS | Minimum Operating Security Standards |
| MORSS | Minimum Operating Residential Security Standards |
| MOU | Memorandum of Understanding |
| MS | Member States |
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| NAF | Needs Assessment Framework |
| NATO | North Atlantic Treaty Organisation |
| NDMP | National Disaster Management Plan |

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| NEMC | National Emergency Management Center |
| NGO | Non-Governmental Organisation |
| NRC | Norwegian Refugee Council |
| NSDR | National Secretariat for Disaster Reduction |
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| OCHA/CR | Office for the Coordination of Humanitarian Affairs Central Register |
| ODSG | Office for the Coordination of Humanitarian Affairs Donor Support Group |
| OECD | Organisation for Economic Cooperation and Development |
| OECD/DAC | Organisation for Economic Cooperation and Development/Development Assistance Committee |
| OFDA | United States Office for Foreign Disaster Assistance |
| OHCHR | Office of the High Commissioner for Human Rights |
| OHRM | Office of Human Resources Management |
| OIOS | Office for Internal Oversight Services |
| ONUB | United Nations Peacekeeping Mission in Burundi |
| OSOCC | On Site Operations Coordination Centre |
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| PBC | Peace Building Commission |
| PBSOS | Peace Building Support Office in the Secretariat |
| PDSB | Policy Development and Studies Branch |
| | |
| RB | Regular Budget |
| RCO | Resident Coordinator's Office |
| RDRA | Regional Disaster Response Adviser |
| ROTA | Recovery-Oriented Transitional Assistance |
| RRF | Rapid Response Fund |
| RSERG | Register of Stockpiles of Emergency Relief Goods |
| RSG | Office of the Representative of the Secretary-General |
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| SAHIMS | Southern Africa Humanitarian Information Management Network |
| SART | Search and Rescue Team |
| SC | Security Council |
| SE | Special Envoy |
| SG | Secretary-General |
| SIDA | Swedish International Development Agency |
| SMT | Senior Management Team |
| SOP | Standard Operating Procedure |
| SRA | Senior Recovery Advisor |
| SRRC | Sudan Relief and Rehabilitation Commission |
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| TCPTRDMRO | Tampere Convention on the Provision of Telecommunication Resources for Disaster Mitigation and Relief Operations |
| TS | Transitional Strategy |
| TWG | Technical Working Group |
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| UAE | United Arab Emirates |
| UK | United Kingdom |
| UNCT | United Nations Country Team |
| UNDAC | United Nations Disaster Assessment and Coordination |
| UNDAF | United Nations Development Assistance Framework |
| UNDP | United Nations Development Programme |
| UNDSS | United Nations Department of Safety and Security |
| UNEG | United Nations Evaluation Group |
| UNEP | United Nations Environmental Programme |
| UNER | United Nations Emergency Roster |
| UNHCR | United Nations High Commissioner for Refugees |
| UNHRD | United Nations Humanitarian Response Depot |
| UNIHAG | United Nations Inter-agency Humanitarian Advocacy Group |
| UNMIS | United Nations Mission in Sudan |
| UNORC | Office of the United Nations Recovery Coordinator |
| UNRC | United Nations Resident Coordinator |
| UNTS | United Nations Transitional Strategy |
| UNV | United Nations Volunteer |
| USG | Under-Secretary-General |
| USRT | Urban Search and Rescue Team |
| | |
| VAC | Vulnerability Assessment Committee |
| VOSOCC | Virtual On-Site Operations Coordination Center |
| | |
| WB | World Bank |
| WCDR | World Conference on Disaster Reduction |
| WEF | World Economic Forum |
| WFP | World Food Programme |
| WWW database | Who Does What Where database |