Cover: Volunteers load food for distribution to Pablo affected communities in Compostella Valley, Mindanao, Philippines, 19 January 2013.

OCHA / Eva Modvig

This page:
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FOREWORD

I am pleased to share with you OCHA’s Management Plan, which sets out our internal management strategy for the next four years.

Organizations often claim that their staff are their greatest asset. This is especially true for OCHA, as approximately 70 per cent of our budget is allocated to staffing. We need to invest in training and development to maintain a skilled and dedicated workforce. This plan reflects our continued commitment to focus on field delivery, surge quickly into new emergencies, improve gender balance and act on lessons learned. In addition, OCHA must continue to demonstrate rigorous financial management of the funds we manage on behalf of humanitarian partners and also of our own budget. That is why enhancing accountability is a central part of this plan.

We are working in a rapidly changing environment. New technologies, availability of information and new means of communication can all help to improve OCHA’s service delivery, but only if our offices are properly equipped and our staff appropriately trained. Keeping our staff safe is a further challenge as we work in more insecure environments.

We are committed to developing a more client-focused culture in OCHA and we look forward to working with our partners to help us achieve this.

Valerie Amos
Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator
The Management Plan outlines the corporate support priorities for OCHA to achieve its strategic objectives. The overarching aim is to ensure that OCHA is fit for purpose.

The Management Plan complements the Strategic Plan, which lays out the organization’s strategic goals and objectives for the next four years. A Monitoring and Evaluation Plan, comprising a new set of results frameworks, will enable OCHA and its partners to measure its global- and field-level performance. Together, these components form OCHA’s 2014–2017 Strategic Framework.

The Management Plan is informed by numerous audit-and-evaluation reports, lessons learned from the 2010–2013 Strategic Framework, and feedback from OCHA staff, partners, Member States and donors. Many of the management objectives below will form the basis of detailed substrategies and action plans across the organization.

The Management Plan is an internal OCHA document. It does not aim to describe how OCHA will implement its Strategic Plan, but rather aims to lay the foundation for OCHA to be able to deliver on its strategic objectives. More detailed information concerning how OCHA will implement its Strategic Plan will be included in internal workplans, the results frameworks and OCHA’s biennial appeals (OCHA in 2014–2015 and OCHA in 2016–2017).
Since OCHA’s formation in 1991, the need for humanitarian response has increased considerably. To address these growing demands, Member States have invested in OCHA to strengthen the coordination of emergency humanitarian assistance. Just a decade ago, in 2004, OCHA’s extra-budgetary requirements were less than US$75 million, and the total staff count stood at 733, with 438 of those staff members in the field. In 2013, OCHA’s budget was more than $300 million and the organization employed more than 2,000 staff, with more than 1,500 in the field.

As OCHA’s operations have grown, it has been important to ensure that the organization’s corporate arrangements support that expansion. Advances in its surge capacity and vacancy management have contributed to a more consistent OCHA field presence. OCHA has also made significant strides in improving the implementation of audit-and-evaluation recommendations. In addition, OCHA has achieved considerable progress in meeting its fundraising targets in terms of overall volume, predictability, flexibility and timeliness.

At the organizational level, OCHA’s first four-year 2010–2013 Strategic Framework was instrumental in moving OCHA towards a more coherent whole-of-organization approach to planning by progressively linking strategy, implementation, monitoring and reporting across the organization under the direct oversight of senior management. OCHA established a two-year planning cycle, strengthened country strategies and established common performance frameworks for field offices. During this period, OCHA developed many corporate strategies to strengthen the management of the organization, covering human resources, organizational learning, advocacy and information management, as well as an internal control framework. These will continue to contribute to OCHA’s effectiveness from 2014 to 2017.
PRIORITIES for 2014–2017

Over the next four years, OCHA aims to provide more predictable and accountable humanitarian coordination, information management, policy, advocacy and humanitarian financing services to its partners in the field. This means that additional investment will be required to upgrade OCHA’s existing systems and tools so that its staff can perform to the required standard. At the same time, OCHA remains committed to using its resources as efficiently as possible and continually demonstrating value for money.

General Assembly resolution 46/182 envisaged the development of special emergency rules and procedures to quickly disburse funds, procure supplies and equipment, and recruit staff. OCHA has successfully used these provisions to set up emergency surge pools, increase delegated procurement levels, and speed up and streamline hiring practices during major emergencies. Over the next four years, OCHA will redouble efforts to explore and maximize the opportunities afforded by these provisions.

To this end, between 2014 and 2017, OCHA’s management priorities will be geared towards ensuring that the organization has the right people in place, supported with the right systems, tools and services, so that OCHA can continue to deliver relevant, high-quality services to its humanitarian partners.
To achieve this, OCHA will focus on five management objectives:

1. **PEOPLE MANAGEMENT**
   OCHA is staffed with the right people at the right time.

2. **STAFF LEARNING & PERFORMANCE**
   OCHA staff have the required skills, know-how and management direction to be high-performing employees.

3. **SUPPORT SERVICES, SYSTEMS & TOOLS**
   OCHA operations are supported by client-oriented services, with advanced systems and tools.

4. **STANDARDS & INNOVATION**
   Innovation and best practices underpin the predictable delivery of OCHA coordination services.

5. **RESOURCES, STRUCTURE & MANAGEMENT**
   OCHA secures the necessary resources and manages them efficiently.
GUIDING PRINCIPLES

OCHA’s management objectives for 2014 to 2017 are based on the following principles:

FIELD ORIENTATION
Delivering coordination services in the field that have a positive impact on the lives of vulnerable people.

EMPOWERMENT
Devolving responsibilities and authority to appropriate levels to facilitate ownership throughout the organization.

COLLABORATION
Encouraging colleagues to work as a team on common objectives.

SERVICE ORIENTATION
Encouraging a responsive client-oriented culture focused on timely and efficient service delivery.

TRANSPARENCY
Striving to be fully open and transparent about its performance, providing straightforward access to data, and describing its processes and activities in plain language.

PREDICTABILITY
Providing a consistent set of services and standard of quality in all situations.
OCHA operates in rapidly evolving environments that require tailored coordination solutions. Therefore, it must continually adapt its presence on the ground. It needs to continue strengthening its surge capacity and improving vacancy management to stabilize its field staffing. To develop relationships with an increasingly diverse set of partners, OCHA’s workforce must contain a broad range of backgrounds and perspectives, and include experienced staff in the field and at headquarters. Between 2014 and 2017, OCHA will:

**Stabilize OCHA field capacity**

OCHA will build on the progress made by its field staff to reduce its field-vacancy rate, which decreased from 16 per cent in December 2011 to 8 per cent in April 2013. To ensure a rapid and predictable response to sudden-onset and deteriorating crises, OCHA will make it standard practice to activate pre-approved cost plans within the first days of an emergency response. OCHA will seek to recruit the right people at the right time through targeted vacancy announcements calling for specific competencies and experience, language skills, and willingness to deploy to hardship and non-family duty stations. Regional offices, supported by UN Disaster Assessment and Coordination teams as appropriate, will be the first port of call for OCHA’s surge capacity personnel, using regional expertise, pre-existing networks and physical proximity to the crisis. They will be succeeded by surge deployments from headquarters and OCHA’s standby partners. OCHA will sustain its efforts to secure a standing roster of senior headquarters-based staff available for immediate deployment through the Emergency Response Roster, and it will bolster its capacity to ensure deployment of timely administrative support in emergency situations. OCHA will also track coverage of field posts from surge deployments through regular recruitment for a more consistent and predictable succession, ensuring only a single handover for critical job functions. In addition, OCHA will ensure that its teams are deployed with the necessary assets, equipment and logistical support.

**Promote a diverse and versatile workforce**

To ensure effective emergency response and broad-based ownership of OCHA’s activities, OCHA’s staff should reflect diverse perspectives and experiences. From 2014 to
2017, OCHA will increase the geographical diversity of its staff by broadening the pool of qualified candidates for recruitment through targeted outreach and partnership programmes. It will also strive to increase the diversity of experience of its staff by drawing from a broader array of applicants.

OCHA will implement incentives to encourage more of its staff to serve in the field and to gain experience in different types of duty stations. Supporting this change will entail instituting a number of changes and new procedures, including standardizing contract duration.

Progress towards gender equality

Alongside its efforts to promote a diverse and mobile workforce, OCHA will continue organization-wide efforts to promote gender equality in line with the criteria laid out in the System-Wide Action Plan spearheaded by UN Women. Over the next four years, OCHA will focus on fully operationalizing its internal guidance on gender equality and mainstream gender equality in the response to humanitarian crises.
OCHA’s effectiveness as an organization derives primarily from the quality of its staff and the effectiveness of its management. To support key humanitarian decision makers to lead emergency preparedness and response in the field, OCHA staff must be empowered and able to make sound decisions and take responsibility for their actions. To this end, OCHA staff must have the required skills and know-how, with their decision-making authority aligned with their duties and responsibilities. OCHA therefore needs to foster an environment in which staff are encouraged to try new approaches and are held accountable for delivering outcomes. From 2014 to 2017, OCHA will:

Provide staff with improved, better-coordinated training opportunities

OCHA will equip its staff with the skills and know-how to do their jobs better. To support a more comprehensive and standardized approach to individual learning, OCHA will develop a core curriculum for all OCHA staff in each major function. As part of this curriculum, special attention will be placed on the empowerment and skills training of national staff. OCHA will strengthen its induction-training programme to enable new staff to understand OCHA’s strategic priorities and basic administrative procedures, and it will design foundational courses to cover the essential knowledge and skills that all staff must master to effectively perform their functions. OCHA will also invest in building the capacities of its existing managers by increasing management-training opportunities.

To expand access to cost-effective learning opportunities and resources for all staff, particularly for field-based staff, OCHA will improve the method by which it helps staff achieve their learning objectives. Assessments of staff skills will be mapped against corporate strategies, providing more tailored guidance to staff on identified learning priorities. Common guidance and standards for training programmes, combined with a new learning management system to track staff-learning activities, will ensure more efficient use of training opportunities. Improved online learning portals will allow staff and their managers to follow the new core curriculum, pinpoint available training opportunities and access a wider array of external training providers. OCHA will also increase on-the-job learning opportunities during the induction phase, and by supporting temporary job exchanges among field and headquarters offices.

Empower staff and managers to lead

Over the next four years, OCHA will continue to create a culture in which staff are empowered to make decisions and develop new approaches to humanitarian coordination. At headquarters and in the field, OCHA will promote—within existing rules and regulations—further delegation of authority to appropriate functions to ensure efficient and
accountable operations. In addition, OCHA will seek to ensure that the level of leadership in critical operations is commensurate with the complexity and scale of the crisis.

**Improve performance management**

Managers and staff share the responsibility for building a culture of credible performance management. Between 2014 and 2017, OCHA will strengthen the links between corporate priorities and individual workplans and performance evaluations, and it will ensure compliance with UN Secretariat and OCHA-mandatory trainings.

Holding managers accountable for their performance requires a clear formulation of expectations, as well as strong backup and support from headquarters, particularly around challenging or sensitive issues. OCHA will therefore identify coaching opportunities and track achievements in supervisors’ performance appraisals. OCHA will also manage underperformance by providing direct support to managers and staff in resolving performance-related issues, and by identifying opportunities for improvement as part of performance-improvement plans.
Given limited resources, OCHA must constantly strive to increase the efficiency with which it performs its coordination role. In particular, staff working in emergency settings can only provide high-quality leadership support and coordination services to partners if they are strongly supported and backed up by headquarters, have systems and tools at their disposal that enable them to perform to a high standard, and are properly cared for in difficult operating situations. OCHA therefore needs to expand its capacity to provide support services at a higher standard, and to better manage relationships with its primary administrative service providers. OCHA’s ability to harness information for the benefit of the aid community and leverage the latest technology advances and capacities of its staff will be a defining factor in how well it can fulfil its mandate and provide a valuable service to its partners and clients. To make reliable and accurate information and analysis available to its partners, OCHA needs to significantly upgrade its technical and data infrastructure and provide its staff with cutting-edge information management tools.

Over the next four years, OCHA will:

**Improve the provision of timely, high-quality service to staff**

OCHA will seek to measurably reduce the amount of time taken to conduct regular business processes, and it will endeavour to deliver consistent, timely and client-oriented administrative and technological support services across the organization.

As part of improving its internal quality-assurance mechanisms, OCHA will introduce benchmarks and key performance indicators to measure the quality of services provided to staff, and it will regularly assess existing procedures and services to ensure that they meet OCHA’s needs. To ensure that investments in information and technology are in line with the organization’s strategic priorities and conform to set standards, OCHA will introduce a governance structure to oversee and coordinate all information and data initiatives, create standards to improve how information is delivered throughout the organization and help colleagues to solve business challenges with technology products.

OCHA will also ensure that the necessary productivity tools and technological support services are in place to support the work of OCHA staff worldwide, including in all new emergencies. To do this, OCHA will make its productivity tools (such as e-mail, messaging, contact and document-management services) more relevant and functional for all staff, and it will upgrade its technical infrastructure and connectivity according to minimum standards. As part of strengthening its support for its teams in the field, OCHA will establish customer-service levels for services provided. At the same time, OCHA will continuously assess the most effective and efficient ways of providing corporate support services to its locations worldwide. This will include greater use of economical off-the-shelf tools,
increased outsourcing for basic services, and working closely with external technology providers and select partners.

**Improve staff welfare, safety and security**

OCHA will continue to develop policies to support staff and enable managers to make operational decisions—particularly in hardship duty stations—given OCHA’s presence in extremely challenging operating environments. To this end, OCHA will implement staff-welfare policies and initiatives to identify and reduce stress levels, especially in work situations involving extensive exposure to physical and psychological hardship. OCHA will deliver coordination support at an acceptable level of safety and security risk. To do so, OCHA will engage in security assessments and decision-making at all management levels to ensure that humanitarian operations are properly enabled by the security-management system. OCHA will ensure that everything reasonable is done to reduce the risk to staff by implementing agreed security risk management measures.
Enhance administrative support to field offices

OCHA will ensure sufficient administrative capacity is available to field offices during all stages of a crisis, including during transition stages. OCHA will broaden the capacity and knowledge of administrative staff in the field and at headquarters, particularly by deepening their understanding of the policies and procedures of OCHA’s service providers, and continuing to professionalize administrative functions. OCHA will expand its support to heads of offices on administrative and human resources issues, with a focus on building their understanding of core processes, roles and responsibilities.

Engage strategically with service providers

OCHA will improve the management of its relationship with key service providers, particularly UNDP, by clarifying expectations and clearly designating roles and responsibilities to ensure high-quality and timely service. OCHA will pursue the harmonization of delegated authority and the consistent application of policies by the main service providers at UN Headquarters, and it will seek to identify the optimal service providers for different services.

OCHA will invest in more strategic relationships with the UN Secretariat to ensure that OCHA’s operational needs and priorities are fully recognized in Secretariat policies and practices, and that OCHA is afforded the flexibility required
for emergency response. OCHA will build partnerships with administrative counterparts in other UN organizations to draw on their experiences and expertise, and to better understand existing successful practices that may be adapted to serve OCHA’s needs. OCHA will also work with other service providers or partners, such as a digital technology company, to help implement its information management initiatives.

Recalibrate administrative support services

The upcoming implementation of the Secretariat-wide enterprise resource planning system, Umoja, is expected to result in profound changes to the way that OCHA manages its human and financial resources. The system should enhance productivity through simplified workflows and less manual work, while improving the accuracy and availability of administrative data. This transition will entail significant changes to existing systems and business processes. OCHA will prepare for this by cleaning existing data for migration, streamlining business processes to ensure compliance with Umoja requirements, and training administrative and relevant programme staff. This will enable OCHA to determine which transactional functions it should perform itself and which may be better undertaken by service providers. Where it is still necessary to manage transactional work in-house, OCHA will make its business processes more efficient.

The Umoja implementation will facilitate OCHA’s drive to strengthen its administrative analytical capacity, thereby enabling OCHA to achieve a more appropriate balance between transactional processing work and the higher-level analysis of management information. OCHA will reposition resources to support the shift towards administrative advisory services that will, in turn, support improved senior management decision-making on strategic administrative issues.

Improve the quality and timeliness of information and data

To conduct timely and useful analyses of humanitarian situations and OCHA operations, OCHA staff need access to trusted data at the right time and in the right format. Over the next four years, OCHA will provide its decision makers at all levels with the relevant data they need to take informed decisions. To achieve this, OCHA will establish the necessary enterprise system architecture to connect internal data systems and make the data within them open and interoperable. OCHA will establish better links with external information systems and optimize its data-collection tools to adapt to the reality of a real-time, social and mobile “big data” humanitarian response environment.

To improve the capacity and credibility of its advocacy, OCHA will implement measures and tools to enhance the data and analysis that underpin its advocacy efforts, strengthen information dissemination through better distribution mechanisms and better incorporate the voice of people affected by crises.
STANDARDS & INNOVATION

MANAGEMENT OBJECTIVE 4

Innovation and best practices underpin the predictable delivery of OCHA coordination services.

To provide a consistent set of coordination services and maintain a high standard of quality across different operating environments, OCHA must not only establish clear standards and procedures for staff and managers to follow; it must also be capable of continually improving its practices based on feedback and experience. As a learning organization, OCHA needs to make it simple for staff to share and acquire knowledge and assimilate best practices into their work. OCHA also needs to create systems that help capture knowledge and good practices and feed them into the organization’s policy- and decision-making mechanisms. This will require OCHA to invest in researching, planning and developing solutions that facilitate programme delivery. In addition, given its role in catalysing and facilitating change and innovation across the humanitarian sector, OCHA must be in a position to identify innovations from within and bring them to scale. Between 2014 and 2017, OCHA will:

Create space for innovation and knowledge-sharing

OCHA will make it easier for staff to develop innovative solutions by encouraging them to suggest new ideas and approaches, and by supporting learning from the experiences of success and failure. To strengthen institutional memory and help spread innovative practices among colleagues, OCHA will implement a set of platforms and tools to share knowledge, and it will clearly define processes within the organization for capturing and disseminating good practices and innovations across field and headquarters offices. Building on the recent launch of an integrated contact-and-expertise directory for all staff, OCHA will enhance its intranet site by designing virtual collaboration spaces and supporting communities of practice.

To identify improvements that can be shared or scaled up, OCHA will foster more creative and innovative approaches by exploring partnerships with other UN organizations. Based on the success of ReliefWeb Labs (an incubation space for the rapid prototyping and testing of new ideas, technology and features), OCHA will adopt the “labs” concept to test innovative information products by establishing an OCHA labs space.

Consistently integrate lessons learned

To foster ongoing improvements in its performance, OCHA will adopt a more strategic and consistent approach to institutional learning, continuously adapting its systems, policies and procedures based on experience from across the organization and feedback from partners and other stakeholders. To do this, OCHA will more systematically capture lessons learned and identify areas for improvement, and it will make more regular use of staff feedback to continually improve its business processes. It will dedicate some of its resources to ensure that the organization can continually learn lessons and improve the way it functions.
OCHA will continue to adapt its priorities based on evidence collected through audits and evaluations, and it will more systematically integrate key findings into policy and guidance, training programmes, planning and decision-making. To establish a more rigorous basis for organizational learning to occur, OCHA will revise its evaluation policy and programme of work as part of its Monitoring and Evaluation Plan. In addition, OCHA will more consistently feed evaluation findings, good practices and lessons learned into its learning mechanisms, guidance development, decision- and policy-making, and training development.

OCHA will enhance the links between internal workplanning and implementation of recommendations by giving managers timely analysis of weak areas in organizational performance. OCHA will also formalize managers’ personal accountability for implementing recommendations.

**Translate policy into practice**

A comprehensive corporate-guidance system is essential for OCHA to be able to deliver humanitarian coordination services to a consistent and predictable standard. From 2014 to 2017, OCHA will continue to strengthen the link between internal policy and actual practice by ensuring that its guidance materials are up to date, concise and reflective of field realities. To achieve this, OCHA will provide staff with simple entry points and guidance summaries, complemented by more detailed documents that they can quickly and easily access as needed. OCHA will increasingly involve field staff in crafting guidance materials, and it will prioritize these products based on actual need and use, discontinuing them as necessary. OCHA will also implement a mechanism to embed guidance into staff-learning programmes, and it will hold managers and staff accountable for implementing it.
RESOURCES, STRUCTURE & MANAGEMENT

MANAGEMENT OBJECTIVE 5

OCHA secures the necessary resources and manages them efficiently.

For OCHA to function efficiently and demonstrate value for money, it must secure funding against planned needs, ensure the accountable stewardship of its resources and those under its management, and be resilient to risks or disruptions. As part of ensuring unity of purpose towards achieving its strategic objectives, OCHA must periodically adjust its structure and worldwide presence, and keep track of its global- and field-level performance in a fully measurable and transparent fashion. Over the next four years, OCHA will:

Further professionalize the management of pooled funds

OCHA will harmonize accountability processes across its portfolio of pooled funds to ensure that they deliver according to their stated mandates and objectives. OCHA will strengthen its capacity in pooled-fund management by building the skills of OCHA heads of offices, establishing a roster of skilled pooled-fund managers, improving guidance and tools, exploring expanded use of communities of practice, and scaling up its training programmes and initiatives. These initiatives will also strengthen implementing partners’ capacity to better use pooled funds and respond more effectively. OCHA will ensure the rapid and timely disbursement of funds by streamlining the funding cycle process. It will improve accountability and oversight by developing a grants-management system, and by establishing minimum standards for monitoring, reporting and managing risks. Evaluations and reviews will be undertaken regularly, and the implementation of recommendations for improvement will strengthen pooled-fund management. Key performance indicators and evaluative processes will provide information, both at the country office level and globally, on whether pooled funds successfully meet stated goals.

Broaden and diversify OCHA’s donor base

OCHA will broaden its donor base and ensure that financial contributions are provided in a way that enables seamless cash flow throughout the year. This will include reaching multi-year donor agreements, encouraging early payments and promoting unearmarked funding with flexible implementation dates. OCHA will continue to regularly engage donors to maintain their understanding of, and support for, OCHA’s budget priorities, and it will seek their support in the form of financial resources and associate experts.

Introduce a joint approach to planning across OCHA

Building on the lessons learned from the successes and challenges experienced in implementing the 2010–2013 Strategic
Framework, OCHA will introduce a simpler, more cohesive approach to planning and decision-making across the organization. To this end, the Senior Management Team will continue to serve, under the overall leadership of the Under-Secretary-General, as the decision-making forum in OCHA, and it will review OCHA’s progress in achieving its strategic objectives. OCHA will enhance its ability to assess and report on its value for money and impact. It will do this by implementing improved results frameworks to continue to keep track of global- and field-level performance and progress in implementing its Strategic Plan in a measurable, transparent and accountable way. OCHA division directors, supported by a cross-branch leadership team, will regularly review the targets set out in the strategic results and management results frameworks, and they will agree on biannual and annual priorities for the organization in line with operational demands and available resources. In addition, to reduce the reporting burden on field offices and allow heads of offices to focus on delivering results in the field, OCHA will streamline reporting requirements internally and with donors by introducing new operational planning-and-monitoring tools and guidance.
Realign OCHA’s presence and capacities to match its priorities

To ensure effective implementation of OCHA’s priorities and to better align the organization with its strategic objectives, OCHA must continually review its headquarters and field presence. Between 2014 and 2017, OCHA will aim to achieve the optimal configuration of its services, phasing out those that are not fully aligned with its strategic objectives. This will reflect efforts to eliminate duplication and overlap between units.

To ensure that resources are allocated according to the organization’s strategic programme priorities, OCHA will also put in place a more transparent, prioritized and streamlined budgeting process. To this end, it will implement a Budget Review Committee comprising senior OCHA managers to inform budget-allocation decisions based on jointly agreed priorities. These measures aim to improve OCHA’s operational flexibility while maintaining appropriate controls to ensure prudent financial management.

Maintain proper internal controls and standards

The UN Secretariat’s adoption of the International Public Sector Accounting Standards (IPSAS) in 2014 will enable OCHA to improve its financial monitoring and reporting, and to provide a more transparent account of its allocation of donors’ unearmarked contributions. OCHA will ensure compliance with reporting for the first IPSAS-compliant financial statements for the period ending in December 2014, and it will engage in post-implementation activities, including lessons learned.

OCHA will continue to enhance the effectiveness of its internal controls, including by ensuring the appropriate separation of responsibilities and increasing levels of delegation of authority, where appropriate. OCHA will imbue in its staff the culture of prudent and proper stewardship of and accountability for the organization’s financial, human and physical resources, as laid out in the principles, guidelines and instructions of its Internal Control Framework.

As part of improving transparency regarding its management of financial resources, OCHA will simplify its cash management by streamlining its trust funds, and it will clearly document its internal cash-management process. In addition, OCHA will make more information publicly available on its receipt and allocation of funds by publishing additional data through mechanisms established by the International Aid Transparency Initiative.

Manage risks systematically

OCHA will continue to take a systematic and proactive approach to risk management throughout the organization. It will institute a formal risk management policy, with clear responsibilities and a straightforward methodology for identifying and managing risks. OCHA will also maintain a corporate risk register that will explicitly designate risk owners among senior management who will be responsible for developing and implementing concrete mitigation strategies to reduce OCHA’s exposure to strategic risks. At the field level, context-specific risks and corresponding risk responses will be documented in OCHA’s field office strategies and be used to flag critical or widespread risks to headquarters.

To carry out its mandate and provide uninterrupted service to its partners, OCHA must better anticipate risks and be fully prepared to protect its staff and promptly resume its work after critical incidents or potentially disruptive events, whether at headquarters or in field locations. Over the next four years, OCHA will bolster its business continuity and crisis-management readiness by instituting clear responsibilities for business continuity and crisis-management planning across the organization. It will help OCHA field offices to focus on attaining adequate readiness levels by simplifying the planning process.