OCHA IS GRATEFUL FOR THE FLEXIBLE CONTRIBUTIONS FROM THESE DONORS IN 2017 INCLUDED IN OCHA’S EXTRABUDGETARY BUDGET

CREDITS

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#InvestInHumanity
Foreword

In a year marked by record humanitarian need due to protracted complex crises, escalation of conflict in several countries, climate change-induced vulnerability and a series of natural disasters, OCHA’s work in 2017 helped bring life-saving relief to millions of people.

With 1,962 staff in 59 countries, OCHA brought together thousands of organizations, large and small, national and international, UN and non-UN, to deliver the most urgent humanitarian aid around the world. Our efforts, from information management and access negotiations to resource mobilization and relentless advocacy, demonstrated the critical importance of strong and effective coordination.

None of this would be possible without timely, predictable and, especially, unrestricted contributions from our donors.

This report explains how OCHA used US$106 million in unearmarked contributions and $24 million in softly earmarked contributions to its programme budget to coordinate the global humanitarian response in 2017, and deliver aid for millions of people facing the consequences of natural disasters and conflict.

This flexible funding allowed OCHA to be more agile, and it gave us the freedom to steer resources to the most critical parts of our operations to deliver our humanitarian mandate where and when it was needed the most.

Donors also entrusted OCHA with $1.3 billion in flexible funding channelled through the OCHA-managed country-based pooled funds and the Central Emergency Response Fund. During the year, OCHA ensured that strategic use of these funds helped partners deliver a stronger collective response, covering critical gaps and ensuring maximum impact of limited resources.

I thank our donors for their commitment to humanitarian action and their continued trust in OCHA.

MARK LOWCOCK
Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator
The importance of flexible funding

More than any other form of support, flexible funding is critical to OCHA’s ability to help humanitarian partners save and protect lives anywhere in the world, whenever needs arise.

In delivering its coordination mandate, OCHA relies primarily on almost 2,000 staff members who work with thousands of United Nations (UN), national and international non-governmental organizations (NGOs), Governments and regional organization partners in some 60 countries.

A high degree of predictability and flexibility in funding is critical to maintaining a stable workforce that can build and maintain relationships and deliver coordination services, especially in challenging and often dangerous environments.
**EARMARKED VS. UNEARMARKED**

Using the Grand Bargain funding categories (see box), OCHA defines contributions as flexible when they are unearmarked or softly earmarked by the donor.

Funds are considered unearmarked when they are not restricted for specific use, such as a particular field office or project. With unearmarked funds, OCHA has the flexibility to decide how a contribution is used. Softly earmarked contributions are typically reserved by donors for use in a geographic region, such as in response to a regional crisis. Earmarked contributions are assigned to a specific field office, headquarters or thematic project. OCHA does not accept tightly earmarked funding for specific activities or staff positions, because management and reporting costs for such contributions are too high.

**AGILITY AND VALUE FOR MONEY**

Flexible contributions allow OCHA to plan more strategically across its operations and to manage its resources efficiently and effectively. For instance, without unearmarked funding, it would be impossible for OCHA to operate at a global scale (see map overleaf), or to rapidly open and close offices or scale up or draw down operations according to coordination needs on the ground.

The bulk of flexible funding goes to operations in the field, but all OCHA offices and projects benefit from these contributions to some degree. Crucially, flexible contributions can be used numerous times across OCHA’s field and headquarters locations according to need and priority, multiplying operational impact and value for money. For example, unearmarked funds can be used to rapidly scale up operations in a field location when a crisis deteriorates. If earmarked funding is received later, the unearmarked funds can be moved to fund other critical operations or activities. As such, flexible funding allows OCHA to respond more quickly to sudden-onset emergencies. It also allows OCHA to respond impartially to all needs, including to overlooked or forgotten emergencies that may not attract much donor interest.

Unearmarked and softly earmarked funds are important to facilitate the financial management of OCHA. Flexible funds reduce transaction costs associated with having to deal with overlapping and/or cumulative restrictions and thereby enhance OCHA’s administrative efficiency. For example, when multiple donors want to earmark contributions for the same project, OCHA may need to negotiate to find a mutually agreeable use of earmarked funds.

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**The Grand Bargain**

The Grand Bargain (GB) is a set of reforms to improve the humanitarian financing system that was agreed during the 2016 World Humanitarian Summit. Since the summit, more than 50 aid organizations and donors signed on to the agreement.

GB commitments include providing more unearmarked money and increasing multi-year funding to ensure greater predictability and continuity in humanitarian response.

Under GB Workstream 8, Reducing Earmarks, donors commit to “progressively reduce the earmarking of their humanitarian contributions. The aim is to aspire to achieve a global target of 30 per cent of humanitarian contributions that is non-earmarked or softly earmarked by 2020.”
OCHA PRESENCE AS OF DECEMBER 2017

Regional Office coverage

1. AU - African Union
2. CAR - Central African Republic
3. DRC - Democratic Republic of the Congo
4. DPRK - Democratic People's Republic of Korea
5. OPH - occupied Palestinian territory
6. SYR - Syrian Arab Republic
7. IR - Iran - Islamic Republic of Iran
8. OCHA - Regional Humanitarian Coordinator's Office for the Syria Crisis, Amman, Jordan
9. The Regional Office for Southern and Eastern Africa maintains a sub-regional office presence in South Africa
10. Closed during 2017
11. Opened during 2017

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Date of creation: December 2017
Flexible income

In 2017, OCHA received $238.7 million in voluntary contributions for its extrabudgetary programme activities. Thanks to its strong relationship with the OCHA Donor Support Group members (see box on page 11)—who provide 98.5 per cent of programme income—OCHA continued to benefit from high levels of unearmarked funding. In 2017, $106.4 million (representing 45 per cent of OCHA’s programme income) was received from 30 donors as unearmarked. It was the highest amount since 2014.
As in previous years, the largest contributor of unearmarked funding was the United Kingdom, contributing $25.9 million, about 24 per cent of total unearmarked funding received. Sweden was the second largest donor, with $13.8 million in unearmarked funding. Qatar, a new and important donor to OCHA, signed a multi-year agreement for $10 million per year, fully unearmarked, putting that country in third place.

OCHA also received $24.5 million (10 per cent of total programme income) in softly earmarked funding from 15 donors in 2017. These contributions were for field offices and regional operations or crises, such as the Syria crisis and the response to the call for action for the four countries at risk of famine. This is a positive trend that demonstrates concrete outcomes of donors’ commitments to the Grand Bargain.

OCHA receives contributions throughout the year, but only 17 per cent of total contributions were received during the first quarter of 2017. Fortunately, half of the paid contributions in the first quarter, or $20 million, was fully unearmarked, giving OCHA greater flexibility to maintain critical operations in anticipation of additional funding. Most of this amount came from Belgium, Canada, Finland, Iceland, the Netherlands, New Zealand, the Republic of Korea and Switzerland, all of which have multi-year agreements with OCHA.

### Total unearmarked contributions to OCHA by year

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage of Total OCHA Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>51%</td>
</tr>
<tr>
<td>2013</td>
<td>47%</td>
</tr>
<tr>
<td>2014</td>
<td>46%</td>
</tr>
<tr>
<td>2015</td>
<td>42%</td>
</tr>
<tr>
<td>2016</td>
<td>42%</td>
</tr>
<tr>
<td>2017</td>
<td>45%</td>
</tr>
</tbody>
</table>

#### OCHA Donor Support Group

Created in 1998 with seven members, the OCHA Donor Support Group (ODSG) now includes 28 members, with the inclusion of Qatar in 2017. ODSG is the main forum for interaction between OCHA and key donor Governments on a range of issues related to policy, programmes and finance.

The criteria for ODSG membership includes the commitment to provide continued and substantial financial support to OCHA, and the willingness to provide political support to implement General Assembly resolution 46/182.

In 2017, ODSG members provided 98.5 per cent ($235 million) of OCHA’s income for its extrabudgetary programme.
<table>
<thead>
<tr>
<th>Donors</th>
<th>Contributions to OCHA</th>
<th>Total flexible funding</th>
<th>Percentage flexible funding</th>
<th>Total funding</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Unmarked</td>
<td>Softly earmarked</td>
<td>Earmarked</td>
<td></td>
</tr>
<tr>
<td>United Kingdom</td>
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<td></td>
<td></td>
<td>28.7 M</td>
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<tr>
<td>Sweden</td>
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<td>15.3 M</td>
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<tr>
<td>Qatar</td>
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<td></td>
<td></td>
<td>10.0 M</td>
</tr>
<tr>
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<td></td>
<td></td>
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<td>9.7 M</td>
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<tr>
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<td>9.4 M</td>
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<tr>
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</tr>
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<td>4.5 M</td>
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<tr>
<td>Denmark</td>
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<td>4.3 M</td>
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<tr>
<td>Germany</td>
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<td>3.8 M</td>
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<tr>
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<tr>
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<tr>
<td>New Zealand</td>
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<tr>
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<tr>
<td>Switzerland</td>
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<td>European Commission</td>
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<tr>
<td>France</td>
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<td></td>
<td>1.1 M</td>
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<tr>
<td>Spain</td>
<td></td>
<td></td>
<td></td>
<td>1.1 M</td>
</tr>
<tr>
<td>Republic of Korea</td>
<td></td>
<td></td>
<td></td>
<td>1.0 M</td>
</tr>
<tr>
<td>Malaysia</td>
<td></td>
<td></td>
<td></td>
<td>1.0 M</td>
</tr>
<tr>
<td>Luxembourg</td>
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<td></td>
<td></td>
<td>0.9 M</td>
</tr>
<tr>
<td>United Arab Emirates</td>
<td></td>
<td></td>
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<td>0.5 M</td>
</tr>
<tr>
<td>Russian Federation</td>
<td></td>
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<td>0.5 M</td>
</tr>
<tr>
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<td></td>
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<td>0.5 M</td>
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<tr>
<td>Turkey</td>
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<tr>
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<td></td>
<td>0.3 M</td>
</tr>
<tr>
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<td>0.2 M</td>
</tr>
<tr>
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<td></td>
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<td>0.2 M</td>
</tr>
<tr>
<td>Kuwait</td>
<td></td>
<td></td>
<td></td>
<td>0.1 M</td>
</tr>
<tr>
<td>Austria</td>
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<td></td>
<td>94,142</td>
</tr>
<tr>
<td>Bulgaria</td>
<td></td>
<td></td>
<td></td>
<td>55,991</td>
</tr>
<tr>
<td>Kazakhstan</td>
<td></td>
<td></td>
<td></td>
<td>50,000</td>
</tr>
<tr>
<td>China</td>
<td></td>
<td></td>
<td></td>
<td>30,000</td>
</tr>
<tr>
<td>Monaco</td>
<td></td>
<td></td>
<td></td>
<td>26,151</td>
</tr>
<tr>
<td>Singapore</td>
<td></td>
<td></td>
<td></td>
<td>20,000</td>
</tr>
<tr>
<td>Poland</td>
<td></td>
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<td></td>
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<tr>
<td>Greece</td>
<td></td>
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<td>-</td>
</tr>
<tr>
<td>Thailand</td>
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</tr>
<tr>
<td>Malta</td>
<td></td>
<td></td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>Argentina</td>
<td></td>
<td></td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>Azerbaijan</td>
<td></td>
<td></td>
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<td>-</td>
</tr>
<tr>
<td>Saudi Arabia</td>
<td></td>
<td></td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>Andorra</td>
<td></td>
<td></td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>Peru</td>
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<td></td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>130.9M</strong>*</td>
</tr>
</tbody>
</table>

* Includes $106.4 M in unearmarked contributions and $24.5 M in softly earmarked contributions

Total flexible funding in 2017 in US$ million: 238.6M
ALLOCATION OF FLEXIBLE FUNDING

During 2017, flexible funding was used to cover the full breadth of OCHA’s coordination tools and services around the world, with funding often moved, or re-allocated, multiple times to kick-start responses to new emergencies, scale up operations in deteriorating crises, fill temporary funding gaps and keep critical operations going, bolster activities in neglected humanitarian situations and/or support global programmes.

At the end of 2017, with all earmarked funding received, 47 per cent of flexible funding was allocated directly to field operations, with the balance spent on global headquarters programmes designed to support field operations.

Portion of cost plan covered from unearmarked funding allocations
at year’s end - in US$ million

* DRC - Democratic Republic of the Congo
oPt - occupied Palestinian territory
Impact of flexible funding in 2017
INCREASING AID EFFECTIVENESS AND EFFICIENCY

At the beginning of 2017, more than 128 million people needed humanitarian assistance in 33 countries. Coordination can only add value if it is delivered in a timely manner in the places where partners need it most.

During the year, the humanitarian aid system dealt with four Level 3 (L3) emergencies (the Democratic Republic of the Congo [DRC], Iraq, Syria and Yemen) and four corporate emergencies (the Rohingya crisis, Ethiopia, Nigeria and Somalia).

Humanitarians also responded to the UN Secretary-General’s urgent call to action to respond to and prevent famine in north-east Nigeria, Somalia, South Sudan and Yemen and a series of natural disasters. They included hurricanes in the Caribbean, and earthquakes in Mexico and along the Iran-Iraq border.

OCHA stepped up to the challenge, supporting humanitarian partners and helping to provide for vulnerable people and protect them in the face of famine, disease, hurricanes, conflicts and other disasters.

OCHA provided on-the-ground support to United Nations Resident Coordinators/Humanitarian Coordinators (RC/HCs) and/or humanitarian partners in 59 countries, with needs assessments, situational analyses, access negotiations, information management services and much more.

At the global level, OCHA mobilized resources and advocated on behalf of people facing crises, regardless of their location, and it deployed 217 coordination experts and specialized personnel—including 11 UN Disaster Assessment and Coordination (UNDAC) teams—to bolster emergency responses in 43 countries.

OCHA also ensured the most effective, life-saving use of more than $1.3 billion in funding channelled through the OCHA-managed humanitarian pooled funds (see box on page X), and it helped to coordinate $24 billion in humanitarian programming from 828 UN and NGO partners to ensure responses were prioritized and based on a thorough needs evaluation.

None of this would have been possible without access to flexible funding.

CORPORATE EMERGENCIES AND SYSTEM-WIDE EMERGENCY RESPONSE (L3)

Corporate emergencies are rapid-onset or rapidly escalating crises requiring OCHA’s highest level of response.

Inter-Agency Standing Committee (IASC) humanitarian system-wide emergency responses, more commonly referred to as L3 emergencies response, are activated when a humanitarian situation suddenly and significantly changes, and the required capacity to lead, coordinate and deliver humanitarian assistance and protection is not available on the ground.

In 2018, the IASC revised the L3 protocol to reinforce collective and time-bound emergency procedures. A new mechanism called Scale-Up is expected to be formally endorsed by IASC Principals during the fourth quarter of 2018. A separate mechanism to identify significant large-scale, protracted humanitarian emergencies which require sustained high levels of capacity to respond to protracted needs and vulnerabilities is also under development.
Humanitarian pooled-funds

OCHA-managed pooled funds are excellent ways to support humanitarian action with flexible funding. They allow Governments and private donors to pool their contributions into common, unearmarked funds to deliver life-saving assistance to people who need it most.

There are two types of pooled funds: CERF, which can cover emergencies anywhere in the world, and country-based pooled funds (CBPFs), which cover crises in specific countries.

In 2017, OCHA raised $513 million through CERF and $833 million through 18 CBPFs. It worked with hundreds of humanitarian partners in 42 countries (see map) to ensure that allocations contributed to principled, timely and coordinated humanitarian assistance for the most urgent humanitarian action.

For example, $240 million in coordinated allocations from CERF and CBPFs was critical to the scale-up of humanitarian action in north-east Nigeria, Somalia, South Sudan and Yemen, where more than 20 million people were facing famine. OCHA leveraged the funds’ comparative advantages (such as CERF’s disbursement speed and CBPFs’ direct funding for local NGOs), and its strategic use of these funds helped partners deliver a stronger collective response, covering critical gaps and ensuring maximum impact of limited resources.

For details on how flexible funding channelled through OCHA-managed pooled funds helped improve humanitarian responses in 2017, visit:


1 The CBPF in Turkey supports cross-border operations into Syria.
UNINTERRUPTED COORDINATION IN HIGH-PROFILE CRISES

OCHA’s operations in Iraq, Syria and Yemen were technically fully funded by earmarked contributions by the end of 2017. However, OCHA used flexible funding early on and throughout the year to maintain uninterrupted delivery of its coordination tools and services for humanitarian partners operating in those crises.

Flexible funding was also critical in the scale-up of operations in DRC, with the activation of an L3 response in October, and almost half of OCHA’s cost plan in that country had to be covered with flexible funding. Following the L3 activation, OCHA coordinated the scale-up of the humanitarian response to provide assistance to 4.2 million people throughout the country, including about 1 million people in the L3-designated areas.

**Funding gaps covered by unearmarked contributions in US$ million**

**DRC office**

**Syria office**

**Yemen office**
The Rohingya crisis escalated in August 2017, with massive displacements of members of the Rohingya community in Myanmar seeking refuge in Bangladesh. OCHA immediately declared a corporate emergency to support the response. By September, 12 staff from OCHA’s Regional Office for Asia and the Pacific had deployed to Dhaka and Cox’s Bazar to deliver inter-agency coordination, information management services and civil-military coordination. They also facilitated a $24 million allocation from CERF and prepared a Humanitarian Response Plan calling for $434 million to fund humanitarian action through to February 2018. The cost of these deployments, including travel and staff salaries, were fully covered by unearmarked contributions. When earmarked funding for the response started coming in at the end of September, the response was well under way. At a global level, OCHA raised awareness of the plight of the refugees and the remaining Rohingya in Myanmar, and it quickly organized, together with other UN partners and donors, a high-level pledging event that raised $360 million.

In early 2017, escalating food insecurity in north-east Nigeria, Somalia, South Sudan and Yemen caused the UN Secretary-General, António Guterres, to launch a call to action to help 20 million people who faced the risk of famine. Thanks to unearmarked funding received early in the year, OCHA quickly scaled up in-country operations to provide immediate support to the rapidly expanding responses in the four countries. By the end of the year, all offices except for South Sudan had received significant levels of earmarked funding. However, without early flexible funding, OCHA would not have been able to respond as quickly as it did.
 Throughout 2017, flexible funding allowed OCHA to deliver essential coordination services to humanitarian partners operating in forgotten and less visible crises, including its largest field operations in Afghanistan, DRC, Sudan and South Sudan. In the Central African Republic—where the humanitarian situation had deteriorated to an unprecedented level since the 2012-2013 crisis—OCHA was able to maintain a presence and deliver its services in 10 locations thanks to unearmarked contributions. These locations included the national office in Bangui; sub-offices in Bambari, Bouar and Kaga Bandoro; and satellite offices in Batangafo, Beberati, Bocaranga, Bria, Kouango and Paoua, with 83 staff (24 international, 59 national).

In 2017, flexible funding allowed OCHA to expand its reach to help ensure that assistance and protection reached the people who needed it most, regardless of their location. During the year, half of the total budgetary requirement for OCHA’s six regional offices (ROs) and 20 Humanitarian Advisory Teams (HATs) was funded from unearmarked contributions. OCHA’s ROs provide the first line of surge response to new emergencies, especially in countries without an OCHA presence. They lead OCHA’s emergency response preparedness work, analyse regional trends, and develop partnerships to improve humanitarian coordination and response. HATs support Governments, RC/HCs and Humanitarian Country Teams.

For example, unearmarked contributions to OCHA’s RO for Latin America and the Caribbean were used to anticipate emergency response needs and pre-position coordination experts and specialized personnel before two successive hurricanes (Irma and Maria) made landfall on several Caribbean islands in September, with devastating impact. OCHA deployed an UNDAC team to the region, and it surged staff to Haiti and other affected islands, including Barbados and Jamaica, to support humanitarian responses. Similarly, the RO for Asia and the Pacific was able to deploy 15 staff to Bangladesh to respond to the Rohingya refugee crisis and to eight crises in other countries, thanks to flexible funding.
Unearmarked contributions allowed OCHA to run centrally managed support programmes at headquarters that improve global field effectiveness and directly support coordination in the field, including information management services, standby response tools, such as UNDAC and the International Search and Rescue Advisory Group, and expert support, including civil-military coordination, needs assessments and humanitarian programme cycle management.

In 2017, centrally managed programmes at headquarters received just over half of all unearmarked funding. Below are some examples of the achievements made with this funding.

During 2017, OCHA supported 217 surge deployments to 43 countries through four surge mechanisms: Associates Surge Pool, Emergency Response Roster, Standby Partnership Programme and UNDAC. These surge missions (see pages 22 and 23), mainly related to complex emergencies, such as in DRC, Iraq, Nigeria and Syria, involved the swift deployment of experienced coordination experts and other specialized humanitarian personnel in the case of unforeseen emergencies and disasters, when a crisis deteriorates, or when a force majeure affects an office.

OCHA’s Operations and Advocacy Division (OAD) provides round-the-clock operational support for all of OCHA’s 36 field offices, including those supporting the largest and most complex humanitarian operations. During the year, OAD staff from Geneva and New York regularly deployed to field locations, including for extended support in South Sudan, Ethiopia, Mali, Nigeria and Sudan. OAD desk officers also served as the main conduits for operational analysis to support high-level ad-
vocacy, including Security Council briefings by the Under-Secretary-General/Emergency Relief Coordinator (ERC) and the Assistant Secretary-General and Deputy ERC. OAD's $15 million budget for 2017 was covered mainly from unearmarked contributions.

In 2017, with Member States and regional organizations, OCHA co-hosted high-level pledging events that triggered pledges for Syria ($6 billion for 2017 and $3.7 billion for 2018-2020); Yemen ($1.1 billion); Nigeria and the Lake Chad region ($458 million) and the Rohingya crisis ($360 million). Pledge fulfilment has been beyond 95 per cent. Pledging events are critical in raising awareness and additional funding for the international response to crises. OCHA’s work in organizing these events is financed almost entirely from unearmarked funding.

During the year, OCHA used flexible funding to advance the New Way of Working—a World Humanitarian Summit initiative that supports collective outcomes to bridge the humanitarian–development divide. For example, OCHA’s Policy Development and Studies Branch organized events in Dakar, Copenhagen, Washington, D.C., Istanbul and Entebbe, and during the ECOSOC Humanitarian Affairs Segment. It also published a New Way of Working policy paper to help policy uptake globally. Translating policy into practice, OCHA also worked at the field level to promote the New Way of Working. For example, it partnered with the Ethiopian Government to support the development of an Integrated National Food/Cash Plan, and it provided guidance to the humanitarian community in Chad to develop a multi-year response framework covering 2017 to 2019.
OCHA SURGE DEPLOYMENT IN 2017

CORPORATE SURGE MECHANISM DEPLOYMENTS

217 DEPLOYMENTS¹
77 FEMALE
140 MALE
43 COUNTRIES²

¹Does not include staff surge from Regional Offices or from other OCHA offices
²Includes the territories St. Maarten, Saint Martin, Anguilla, Saint Barthélemy, Turks and Caicos Islands
³Includes Antigua and Barbuda, St. Maarten, Saint Martin, Anguilla, Saint Barthélemy, Turks and Caicos Islands, Lesser Antilles
⁴Includes Islamic Republic of Iran (border earthquake)
⁵Democratic Republic of the Congo
⁶Central African Republic

Launched in 2000
SBPP
Standby Partnership Programme

Launched in 2013
UNDAC
United Nations Disaster Assessment and Coordination

Launched in 1993
UNDAC teams deploy within 48 hours of a sudden-onset emergency to support early coordination and needs assessments.

Launched in 2008
ERR
Emergency Response Roster

OCHA maintains agreements with 14 standby-partner organizations that provide gratis skilled external personnel for deployment to emergencies at short notice.

Launched in 2010
ASP
Associates Surge Pool

ASP members are experts who deploy for OCHA on temporary appointments to fill critical surge needs and/or bridge the gap until longer-term staff arrive. They can deploy for three to six months with the flexibility to extend for up to 364 days.

Launched in 2010
The Roaming Emergency Surge Officer (RESO) surge mechanism was discontinued in 2016. 23 deployments were undertaken in 4 years.

Launched in 2008
ASP
Associates Surge Pool

*In addition, 34 UNDAC support staff were deployed from the Americas Support Team, the International Humanitarian Partnership, MapAction and Télécoms Sans Frontières as well as experts from the European Union in 2017.
IMPACT OF FLEXIBLE FUNDING IN 2017

20,611
DAYS OF SURGE

| SBPP | 2,815 |
| ASP  | 8,119 |
| ERR  | 8,434 |
| UNDAC | 1,182 |

DEPLOYMENTS BY
TYPE OF EMERGENCY

| Complex Emergencies | 109 |
| Natural Disasters   | 98  |
| Others              | 10  |

DEPLOYMENTS
OVER 25 YEARS

3,080

*Includes RESO
The Roaming Emergency Surge Officer (RESO) surge mechanism was discontinued in 2016. 23 deployments were undertaken in 4 years.

ASP  
*Launched in 2010*

Associates Surge Pool
ASP members are experts who deploy for OCHA on temporary appointments to fill critical surge needs and/or bridge the gap until longer-term staff arrive. They can deploy for three to six months with the flexibility to extend for up to 364 days.

ERR  
*Launched in 2008*

Emergency Response Roster
OCHA’s internal surge mechanism, the ERR, consists of approximately 45 staff from a range of functional profiles and duty stations. They are placed on standby for a six-month period.

SBPP  
*Launched in 2000*

Standby Partnership Programme
OCHA maintains agreements with 14 standby-partner organizations that provide gratis skilled external personnel for deployment to emergencies at short notice.

UNDAC  
*Launched in 1993*

United Nations Disaster Assessment and Coordination
UNDAC teams deploy within 48 hours of a sudden-onset emergency to support early coordination and needs assessments.

In addition, 34 UNDAC support staff were deployed from the Americas Support Team, the International Humanitarian Partnership, MapAction and Télécoms Sans Frontières as well as experts from the European Union in 2017.
**CHANGING FOR THE BETTER**

To keep up with the changing world, OCHA continued its restructuring process in 2017 to align and focus efforts along its five core functions: advocacy, coordination, humanitarian financing, information management and policy development.

As part of this transformation, OCHA streamlined its headquarters with fewer organizational units, re-evaluated its global footprint, and focused on functional excellence, transparent and accountable governance, and enabling and decentralizing administrative services. OCHA created a Change Management Unit to manage and implement the reform process and ensure it is closely aligned with the Under-Secretary-General’s Vision for Change. OCHA received earmarked funding for this work from five donors in March, June and December, but flexible funding was also required throughout the year.

Overall, the change process has been about closing ranks, doing less but better, and bringing together the best of OCHA to help humanitarian partners save and protect lives.

A critical part of OCHA’s change process was a clear affirmation of its vision and mission.

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**Change Management Unit funding covered by unearmarked contributions**

in US$ million

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**OCHA VISION**

*OCHA coordinates the global emergency response to save lives and protect people in humanitarian crises.*

*We advocate for effective and principled humanitarian action by all, for all.*

**OCHA MISSION**

*A world that comes together to help crisis-affected people rapidly get the humanitarian assistance and protection they need.*

![Graph showing income (cumulative) over time with a legend for earmarked and unearmarked funding](image)
RECOGNIZING FLEXIBLE CONTRIBUTIONS

OCHA acknowledges the importance of giving its donors visibility and recognition for their flexible contributions.

OCHA publications, including annual reports, and its corporate websites show donor contributions and highlight the importance of flexible funding. OCHA employs various visibility options, from social media outreach and animation films, to web stories and donor posters in OCHA offices.

It is increasingly important for OCHA to acknowledge flexible contributions when they are received, but also to ensure due recognition for the results obtained thanks to flexible funding. This report is one way that OCHA aims to achieve this, but OCHA also seeks a deeper collaboration with its donors to develop joint approaches and produce visibility and recognition materials that resonate with their key audiences.

Ultimately, donors who provide flexible funding to OCHA understand the importance of such contributions, but they too need to show their key constituents—from Government representatives to their tax-paying public—how OCHA, and ultimately the people it serves, benefits from their generous contributions.
## Acronyms and abbreviations

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td>ASP</td>
<td>Associates Surge Pool</td>
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<tr>
<td>CBPF</td>
<td>Country-Based Pooled Funds</td>
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<tr>
<td>CERF</td>
<td>Central Emergency Response Fund</td>
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<tr>
<td>CRD</td>
<td>Coordination and Response Division</td>
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<tr>
<td>DRC</td>
<td>Democratic Republic of the Congo</td>
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<td>ECOSOC</td>
<td>United Nations Economic and Social Council</td>
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<td>ERC</td>
<td>Emergency Relief Coordinator</td>
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<tr>
<td>GB</td>
<td>Grand Bargain</td>
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<td>HAT</td>
<td>Humanitarian Advisory Team</td>
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<tr>
<td>L3</td>
<td>Level 3</td>
</tr>
<tr>
<td>NGO</td>
<td>Non-Governmental Organization</td>
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<tr>
<td>OAD</td>
<td>Operations and Advocacy Division</td>
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<tr>
<td>OCHA</td>
<td>United Nations Office for the Coordination of Humanitarian Affairs</td>
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<tr>
<td>ODSG</td>
<td>OCHA Donor Support Group</td>
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<tr>
<td>RC/HC</td>
<td>Resident Coordinator/Humanitarian Coordinator</td>
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<tr>
<td>RO</td>
<td>Regional Office</td>
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<tr>
<td>UN</td>
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MORE INFORMATION

unocha.org

HOW OCHA IS FUNDED
www.unocha.org/about-us/ocha-funded

WHERE WE WORK
www.unocha.org/where-we-work/all-countries

PUBLICATIONS
www.unocha.org/about-us/publications

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#InvestInHumanity