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.

OCHA wishes to thank Jan Egeland for more than three years of service as Under-Secretary-General and Emergency Relief Coordinator. Throughout his time with OCHA he provided a tireless example of advocacy and concerned engagement on behalf of all people, especially the most vulnerable. He remains an inspiration to us all.
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Looking back over my past three years as Emergency Relief Coordinator two things stand out most prominently in my mind. The first is that we as the humanitarian community in general, and OCHA specifically, are better prepared than ever before to respond to emergencies and disasters. We are more generously funded, we have more qualified staff than before and we have a more developed field structure and better surge capacity. Over the coming year, we will further develop our surge and field capacities to continue to build on our ability to immediately respond to crises and suffering.

The humanitarian reform process that I initiated in 2004 has better equipped us to deal with disasters and emergencies, and 2007 will see increasing gains. I feel certain that if we are again faced with an emergency or disaster such as those we faced in Darfur, Sudan, northern Pakistan or Aceh, Indonesia, areas with very limited access and few response structures in place, we would be able to deploy more predictably, faster and with more resources.

Unfortunately, despite our growing capacity to respond, too often we are restricted from using all of the response tools and personnel at our disposal by politics, by restricted access and, still, by limited resources. Even when we are successfully reaching and assisting people in need I have often felt, as ERC, that in our jobs we are working to create the perfect bandage for the wound but that we are far from doing what we must do to heal it. For example, we begin the year 2007 with access problems in Darfur that are similar to those we faced in 2004. Almost four years have passed, and although we have greatly improved our capacity to respond we are not allowed to do our work. Instead, we are forced to be increasingly passive bystanders to the growing violence and death because of inadequate conflict resolution, the national and international inability to provide protection and the national unwillingness to allow unimpeded access.

Our ability to respond adequately is also increasingly hampered by the targeting of our colleagues by those who do not agree with, and work to undermine, humanitarian principles, endangering civilians and aid workers alike. While we have made the technological and logistical advances necessary to send teams rapidly anywhere in the world, there has been no corresponding moral and ethical revolution by the global community to make it possible to assist and protect everyone everywhere in accordance with humanitarian principles and our agreed responsibility to protect.

Additionally, the growing global vulnerability to disasters has made us aware that slow on-set disasters are as crucial a focus for our attention as is conflict management. Disaster
risk reduction, pandemic preparedness, and strengthened support to regional disaster networks will continue to be areas of growing attention for OCHA in 2007.

More predictable and immediate humanitarian funding was one of our priority areas in 2006, and led to OCHA's establishment of the Central Emergency Response Fund. By December of 2006, the CERF had committed US$ 230 million for more than 320 projects in 30 countries, including for drought and floods in the Horn of Africa, rapid response in Afghanistan, Cote d'Ivoire and Timor-Leste and under-funded emergencies such as those in the Central African Republic and Haiti. 2007 will be the first full year of the CERF and, as we saw at the High Level Conference on the CERF in December 2006, we are entering it with increased commitments from more donors, representing a strong global commitment to improved flexibility of humanitarian financing and to OCHA as the fund manager.

This year will also see OCHA working toward further strengthening of the humanitarian system with the ongoing work of the Humanitarian Reform Support Unit toward strengthening Clusters and Humanitarian Partnership teams, the establishment of OCHA's Humanitarian Coordinator System Strengthening Project and the second NGO-recruited HC taking up her position in Kampala, Uganda.

Another element of the reform for OCHA in 2007 will be our emphasis on strengthening partnerships with NGOs. We are pleased with the growing role and increasing numbers of NGO actors in the humanitarian field, but also recognize that we need to engage them better as serious, predictable and long-term partners. 2006 saw a strong beginning with the July UN non-UN meeting, leading to an agreement to hold a yearly Global Humanitarian Platform meeting to provide a forum for strategic dialogue on urgent humanitarian issues.

Last year, one of OCHA's main internal priorities was strengthened operational and administrative support to the field, and this process is ongoing in 2007. This year, we are continuing to strengthen the administrative and financial capacity of our field offices as well as building on the increased information management capacity for the field that we put in place over the past year. We are also strengthening our Regional Offices with regional pandemic preparedness capacity for inter-agency support and surge capacity, including equipment for rapid deployment.

At headquarters, we will continue to strengthen our internal structures. Toward this end, we are re-aligning our headquarters field capacity and disaster management structures and are creating a permanent strategic planning capacity.

Looking back over my three years as ERC, what impresses me most about OCHA is the flexibility and willingness of the organization to meet challenges and solve problems. From Darfur to northern Uganda and from the eastern Democratic Republic of the Congo to Aceh, our OCHA staff has, with equal degrees of professionalism and enthusiasm, taken on new tasks and speedily and effectively met new challenges. At times this has led us to work at the outer limits of our mandate and capacity. But OCHA should not and will not become an operational agency.

We have now handed over protection and shelter responsibilities in Darfur to others and have looked to the UN Department for Political Affairs to take the lead in the northern Uganda peace process. However, it has been and will be good that OCHA is willing and able to jump start activities to help people in great need. It is equally important for us that our donors have always flexibly responded when we have needed funding for pioneering work.

It is with great pleasure that I welcome OCHA’s two new Directors, Rashid Khalikov and Kasidis Rochanakorn, and our new head of the Coordination and Response Division, David Kaatrud. We will not be without strong leadership as our ASG, Margareta Wahlstrom, is ideally placed to lead OCHA in the coming transition period when I return to Oslo. I welcome in advance our new USG and assure all of our partners that OCHA is looking forward to ever stronger working relationships with our donors and other partners in the coming year.

I would like to thank our colleagues, partners and donors for their continued support and commitment to the humanitarian reform and to OCHA’s work. Your contributions to the Office’s work in 2006 are much appreciated, as is your partnership and dialogue on how best to fulfil the goals of our shared mission of humanitarianism.

Jan Egeland
December 2006
United Nations Office for the Coordination of Humanitarian Affairs — Presence in 2007
Introduction

*OCHA in 2007* is used and read both by OCHA’s donors and its staff. For donors, it is an important way to understand the work we will be undertaking in the coming year and how it is linked to OCHA’s strategic vision and framework. For staff, it is a way to understand contextually what our colleagues – both at the field and HQ level – are doing, to situate our work within a broader context, and to reference the work and financial planning elements of the various sections and elements of OCHA. This document should help all readers, external and internal, donor and staff, better understand what OCHA is doing on a macro level and how that fits into its corporate strategy and policy. Through a focus on the key objectives, outputs and indicators for each element of OCHA, *OCHA in 2007* shows in detail how OCHA gets results and its plans for assessing and reporting on them.

*OCHA in 2007* is organized to generally reflect the structure of OCHA at both the branch and field level. Each branch, unit, project and field office has a narrative outlining its major functions and activities for the coming year, along with performance indicators and budgetary requirements. The structure of the document also reflects internal adjustments in the form of a re-alignment, which clarifies functions and relationships between OCHA New York and Geneva and removes any confusion in reporting lines that might have existed. The re-alignment has no immediate implications on OCHA’s costs or staffing; it is an internal clarification of functional responsibilities to make OCHA’s structure more responsive and strategic.

Highlights of the re-alignment include a consolidation of the Coordination and Response Division in New York, and the re-organizing of Geneva into three major groupings on a functional basis. The first group focuses on emergency capacity and resources and on support services to the field. The second group is the newly formed External Relations and Support Mobilization Branch, and the third group consists of sections whose main functions are of an inter-agency and coordination nature. The specific responsibilities and deliverables of each group can be found in their individual narratives.

Finally, *OCHA in 2007* provides examples of OCHA’s work in the field in a thematic sense through “OCHA at Work” chapters, highlighting the far-reaching implications of humanitarian reform, the responsiveness our regional offices bring to our work, the planning for disasters that is such an important component of humanitarian work today, and OCHA’s own internal planning process.

In 2006, OCHA undertook a strengthening of its strategic planning processes. As a result, OCHA’s new planning cycle and strategic framework has been developed and implemented and a Strategic Planning Unit will be formed in 2007 to significantly strengthen OCHA’s ability to monitor, manage and report on results. Readers will note that the objectives listed for each section and office of OCHA mirror the objectives of the strategic framework, a reflection of OCHA’s new dedicated strategic planning function. OCHA has also continued its work to improve its performance indicators, and the performance of each section and office of OCHA will be measured against progress made during OCHA’s new mid-year review in June 2007 and again at the time of the 2007 year-end review.

OCHA’s new planning process and Strategic Planning Unit will play several roles: coordinate the implementation of the strategic plan; coordinate the OCHA-wide work planning processes; ensure the incorporation of risk management into the planning process; monitor performance and risks and ensure that timely action is taken; evaluate performance and ensure that the results and recommendations of evaluations, reviews and audits are addressed and ensure a higher quality and results-orientation of reporting instruments such as the Annual Report and the Annual Plan. For complete details of the process, please see page 29.

*OCHA in 2007* illustrates how OCHA negotiates cycles of expansion and contraction in its field operations so as to be both fiscally responsible and flexible as field situations...
demand. In Sudan, for example, OCHA had expanded to meet the changing needs in Darfur and Southern Sudan and is now able to contract its operations in the South as development operations get underway. Yet as the effects from the Darfur conflict spill over regional borders, OCHA is responding by expanding operations in Chad and the Central African Republic in anticipation of increased need. Additionally in 2007, OCHA will further strengthen its ability to rapidly deploy to a new crisis with appropriately trained staff and essential operational support equipment, and also to have the ability to backstop escalating emergencies. OCHA’s Regional Offices will also be equipped with improved surge capacity and dedicated regional pandemic contingency planning capacity. To read details about OCHA’s regional offices at work, please turn to page 80.

**OCHA in 2007** lays out the total resource requirement for OCHA for the fiscal year 2007. The financial tables bring together amounts received from the regular budget with the amount requested for extra-budgetary activities. The actual amounts requested from donors are the totals represented as extra-budgetary and projects.

In order to meet our objectives for 2007, and fulfill our commitments, OCHA will require US$ 146.4 million in extra-budgetary resources, including US$ 58.6 million for headquarters and US$ 87.7 million for the field. This is in addition to the US$ 12.7 million that OCHA will receive from the regular budget of the United Nations.

OCHA’s extra-budgetary requirements include requests of US$3.5 million for support to inter-agency Avian Influenza and Contingency Planning, including US$ 1.4 million at headquarters and US$ 2.1 million for the field, US$ 2.2 million for a regional Emergency Preparedness Project for regional surge capacity, and US$ 2.8 million to support the Humanitarian Reform, with US$ 1.4 million for the Humanitarian Reform Support Unit and US$ 1.4 million for the Strengthening of the Humanitarian Coordinator System Project.

OCHA is also requesting US$ 14.5 million to support its Regional Offices, in addition to the US$ 2.1 million for Avian Influenza and Contingency Planning support. Out of a total budget for field operations of US$ 87.7 million, the Regional Offices comprise 16.5 percent of the field budget.

Over the past year, OCHA continued to generate a relatively stable income from the Programme Support Account. While the support account is normally used only for administrative support purposes OCHA, in 2007, intends to again use US$ 11 million from the Programme Support Account to finance part of its extra-budgetary requirements. Thus, while OCHA will require US$ 146.4 million for its overall extra-budgetary requirements in 2007, OCHA will only request from donors a net amount of US$ 135.4 million.

OCHA continues to work toward securing a larger share of the UN regular budget to be able to meet its core needs and to most flexibly and effectively fulfil its mandate. Additionally, while OCHA is very grateful for its strong donor support, it remains challenged by pledges which are delayed and by the earmarking of contributions. In order to be flexible and responsive, we need predictable and unearmarked funding to effectively cover expenditures across different activities and field offices and to avoid cash flow difficulties. While OCHA is appreciative of the downward trend in earmarked contributions, it remains concerned with the imbalance in overall finding due to earmarking, with some activities being generously funded while others suffer from severe funding shortfalls. Accordingly, OCHA continues to invite donors to increase the proportion of their unearmarked contributions and to continue the trend towards less rigid earmarking.

OCHA also asks donors to continue to support the US$ 30 million Budgetary Cash Reserve Fund (BCRF), which in 2006 received US$ 11 million, to help meet critical cash requirements at the end of each year for statutory and management obligations. The BCRF is critical to enable OCHA to extend staff contracts for one year and to cover the first three months of operations requirements.

OCHA remains deeply grateful to its donors for their ongoing support. OCHA knows that budgets are constrained and fiscal accountability requires a strong focus on results. It also knows that emergencies and disasters aren’t predictable and that humanitarian need is overwhelming. OCHA strongly believes that the way to get results is by working together with its donors and other partners in all aspects of operations.

As the humanitarian world, and indeed the globe itself, changes, OCHA is responding. To help meet the needs of the millions of people around the world who must have our support, OCHA will continue to respond as speedily and flexibly as possible, in concert with its partners, on our shared mission of humanitarianism.
**Goal 1**
Consolidated humanitarian reform that ensures adequate and relevant humanitarian response

- **Objective 1.1** Properly functioning and supported CERF
- **Objective 1.2** Fully deployed, functioning and funded cluster system
- **Objective 1.3** Greater engagement and coordination with national and international NGOs
- **Objective 1.4** Strengthened in-country coordination
- **Objective 1.5** Improved tools and services (to adapt to humanitarian reform outcomes)
- **Objective 1.6** Strengthened consolidated appeals processes
- **Objective 1.7** Proactive follow-up and action on UN reform

**Goal 2**
Recognized leadership role in humanitarian advocacy and policy

- **Objective 2.1** Improved, and publicly profiled, analysis of global and country humanitarian trends and issues
- **Objective 2.2** Greater adherence to principled funding by donors
- **Objective 2.3** More coherent and sharpened advocacy on humanitarian issues and principles
- **Objective 2.4** Shared policy positions (in pursuit of a common humanitarian understanding and messaging)
- **Objective 2.5** Greater incorporation of risk reduction objectives into humanitarian strategies
- **Objective 2.6** Improved coordination and monitoring of IDP issues

**Goal 3**
A more effective and efficient organization

- **Objective 3.1** Improved management practices
- **Objective 3.2** Enhanced organisational structures
- **Objective 3.3** Strengthened accountability mechanisms based on measurable indicators and results
- **Objective 3.4** Effective human resource planning and management
- **Objective 3.5** Strengthened administrative support
- **Objective 3.6** Strengthened internal communication and transparency
- **Objective 3.7** More predictable and adequate funding
## Budget Requirements 2007

<table>
<thead>
<tr>
<th></th>
<th>Headquarters Activities</th>
<th>Field Activities</th>
<th>Total</th>
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<tbody>
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<td></td>
<td>Regular Budget</td>
<td>Extra-budgetary</td>
<td>Projects</td>
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<tr>
<td>Executive Management</td>
<td>4,733,292</td>
<td>20,257,831</td>
<td>2,441,852</td>
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<tr>
<td>Emergency Response Coordination</td>
<td>5,845,824</td>
<td>10,237,440</td>
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<td>Policy Development</td>
<td>831,020</td>
<td>3,357,433</td>
<td>1,411,954</td>
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<tr>
<td>Advocacy and Information Management</td>
<td>1,310,340</td>
<td>5,819,972</td>
<td>6,004,781</td>
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<tr>
<td>IRIN (Integrated Regional Information Networks)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Regional Offices</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Field Offices</td>
<td>-</td>
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<td>-</td>
</tr>
<tr>
<td>TOTAL REQUIREMENTS</td>
<td>12,720,476</td>
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<th></th>
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<tbody>
<tr>
<td>Programme Support Income*</td>
<td>(11,000,000)</td>
<td></td>
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**NET EXTRA-BUDGETARY Requested (US$)** 135,359,163

* In 2007, OCHA anticipates income from the Programme Support Account in the amount of approximately US$12 million. Therefore, in 2007, OCHA has decided to absorb US$11 million of its XB requirements from these funds.

### Staffing 2007

<table>
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<th></th>
<th>International</th>
<th>Local/National</th>
<th>Total</th>
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</thead>
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<tr>
<td>Headquarters Staff Funded from Regular Budget</td>
<td>49</td>
<td>17</td>
<td>66</td>
</tr>
<tr>
<td>Headquarters Extra-budgetary Staff</td>
<td>101</td>
<td>104</td>
<td>205</td>
</tr>
<tr>
<td>Headquarters Project Staff</td>
<td>47</td>
<td>21</td>
<td>68</td>
</tr>
<tr>
<td>Field Office Staff</td>
<td>220</td>
<td>450</td>
<td>670</td>
</tr>
<tr>
<td>IRIN Staff (Integrated Regional Information Networks)</td>
<td>25</td>
<td>30</td>
<td>55</td>
</tr>
<tr>
<td><strong>TOTAL OCHA Staff in 2007</strong></td>
<td><strong>442</strong></td>
<td><strong>622</strong></td>
<td><strong>1,064</strong></td>
</tr>
</tbody>
</table>
In support of OCHA’s mission to mobilize and coordinate effective and principled humanitarian action in line with resolution 46/182, executive management’s main role and mission is to provide leadership to, and strategic direction for, OCHA and also serve as the main communications link between OCHA and the Executive Office of the Secretary-General and other UN departments, agencies, funds and programmes. The USG/ERC will provide leadership to the International Strategy for Disaster Reduction (ISDR), the Inter-Agency Standing Committee (IASC) and the Executive Committee for Humanitarian Affairs (ECHA).

OCHA’s USG/ERC, ASG and Directors work in concert with OCHA’s senior management team (SMT) to ensure implementation of the USG/ERC’s strategic vision and the corporate strategic plan. The SMT is also an advisory body to the USG/ERC, providing guidance on critical coordination, policy, advocacy, information management, and internal management issues. Within this overarching framework, the SMT is guided by OCHA’s strategic framework for 2007-09 and will support the USG/ERC in translating OCHA’s strategic vision into reality.

The strategic framework outlines an ambitious agenda for the coming three years. The first of OCHA’s two goals are externally-oriented, reflecting OCHA’s role in servicing, motivating and leading the broader humanitarian community. The first goal is to consolidate humanitarian reform to ensure a more adequate and relevant humanitarian response. The second goal is to establish and affirm OCHA as a recognized leader in humanitarian advocacy and policy. The third goal is more internally-oriented, recognizing that internal reform must go hand-in-hand with external reform, and focuses on creating a more effective and efficient organization.

OCHA’s executive management will achieve these goals by providing:

**Proactive leadership on humanitarian reform**: OCHA’s leadership will provide strategic stewardship internally but also externally on all issues related to humanitarian reform. This will be done in close collaboration with the relevant partners through such mechanisms as the IASC/ECHA and other new fora. A key objective for 2007 will be to consolidate the achievements made regarding the Central Emergency Response Fund by ensuring the Fund delivers on its potential and develops into a critical and
timely humanitarian funding tool. Senior management will work with senior officials in the agency and donor community to promote the appropriate application, added-value and funding of this mechanism. Regarding the newly introduced cluster system, this approach will be fully tested in a set of pilot countries, and applied more systematically in new emergencies. OCHA will work through the IASC to ensure that the approach is continuously fine tuned and adapted in line with field experiences. A second pillar of humanitarian reform involves strengthening the Humanitarian Coordination (HC) system. OCHA senior management is committed to providing strong support for the leadership role of the HC, ensuring systematic training for, and broadening the pool of Humanitarian Coordinators. Greater engagement and coordination with NGOs is another critical element of humanitarian reform. The initiative of the Global Humanitarian Platform intends to strengthen the partnership between the UN and the NGOs, and the Red Cross/Crescent movement for cooperation in humanitarian action. OCHA senior management also seeks to play a proactive role to ensure that humanitarian reform efforts and experiences are synchronized with the overall UN reform efforts of the Secretary-General.

**Recognized leadership role in humanitarian advocacy and policy:** This second goal reflects a critical core role of OCHA as embodied by UN resolution 46/182. Recognizing gains made in previous years in overall leadership, advocacy and policy, OCHA senior management will focus on a few essential areas. A key element is the need for improved analysis of global and country humanitarian trends and issues in order to build the foundation for better informed early action, needs assessment, decision-making and humanitarian financing. Under the leadership of the SMT, a number of studies will be conducted in-house, and are meant to translate into a much stronger, evidenced-based decision-making platform supported by appropriate information technology. The USG/ERC and senior managers will also provide leadership on key humanitarian principles and issues, including more equitable and principled funding; more attention to under-funded and neglected emergencies and vulnerable groups; and more predictability in the way the broader humanitarian community responds to the plights of millions of men, women and children affected by disasters and complex emergencies. Such advocacy will be undertaken through broadened outreach to media world-wide, including managers speaking out on behalf of the humanitarian community, in-depth interviews, special features on key concerns, and by increasing dialogue with traditional and non-traditional partners, including the private sector. OCHA senior management is also committed to ensuring follow-up to the Kobe World Conference on Disaster Reduction. Additionally, it will ensure that OCHA headquarters and field managers promote the incorporation of disaster risk reduction into their own work as well as into the work of partners. In this regard, senior management has decided to strengthen the early warning, preparedness, capacity building and contingency planning capacity of OCHA.

**Turning OCHA into a more effective and efficient organization:** OCHA’s role in recent years has expanded, and so has its field presence, staffing and financing. Yet, the humanitarian reform agenda has not been matched by a full internal realignment to ensure capacity for its full support above and beyond OCHA’s regular work. The recent realignment between and within the New York and Geneva offices is designed to provide better synergies and develop this capacity. Senior management is committed to ensuring full implementation of the 2006 self-evaluation, the 2006 comprehensive enterprise risk management exercise and a series of audits and evaluations. Key recommendations made by these reviews have been incorporated into an internal “road map” which allocates a lead implementation role to each relevant senior manager. The SMT will be guided by a risk management framework and will focus its work on a number of vital internal risk areas. The SMT will ensure the strengthening of OCHA’s administrative and management capacity, including a more effective human resource planning and management system, enhanced organizational structures and improved internal communications. Special attention will be given to stronger administrative capacity in the field offices. Beyond strengthening administration and management, the establishment of a strategic planning and reporting service with an embedded risk management function, will also pave the way for a more accountable and results-oriented SMT. With the support of this service, the SMT will use the newly introduced mid-year and end-of-year reviews to systematically monitor, assess and adjust performance and priorities, and use the results from these exercises to inform its strategies and funding for the coming year. SMT also plans to use a set of corporate performance indicators to exercise its broader oversight role. The adoption and implementation of a corporate performance plan will be one of the key SMT outputs for 2007. A more systematic discussion and use of audit and evaluation findings and recommendations will be another element of an improved accountability mechanism, involving also a newly strengthened mid-level management forum. In terms of funding, the SMT will strive for more predictability and adequacy and will seek to achieve this through a strengthened external relations branch in Geneva. In **OCHA in 2007** the Regional Offices are featured as a more central part of OCHA’s management. These offices will be assuming central tasks that contribute to the overall delivery of the OCHA objectives in 2007-2009.
In early 2007 the Inter-Agency Internal Displacement Division (IDD) will be transformed into a Displacement and Protection Support Section (DPSS) reporting to the Director, OCHA Geneva. This strategic change builds on efforts made to strengthen and make more predictable the inter-agency collaborative response to internal displacement begun in 2005-2006. DPSS will aim to enhance OCHA’s ability to meet its strategic goals, while strengthening inter-agency collaboration and response, in line with humanitarian reform objectives.

DPSS will focus on: supporting the mandate of the ERC to monitor and strengthen the inter-agency response to internal displacement; supporting the implementation of OCHA’s Policy Instruction on protection at international and field levels; and strengthening OCHA’s capacity to incorporate protection into core functions and coordination response. Additionally, DPSS will focus on augmenting and maintaining inter-agency capacity to respond to protection crises, particularly situations of internal displacement, through management of the ProCap initiative. This initiative is scheduled to remain under OCHA auspices until March 2008.

DPSS will continue to provide field-level support to Humanitarian Coordinators and OCHA field offices in fulfillment of OCHA’s General Assembly and IASC-mandated responsibilities on internal displacement and protection coordination in complex emergencies and natural disasters. The Internal Displacement Division has a three-pronged strategy: 1) to advocate systemic level changes in the way agencies respond to internal displacement 2) to provide field-level technical advice, support and advocacy on protection and displacement issues; and 3) to build an inter-agency protection standby capacity. DPSS aims to follow through on many initiatives started under IDD’s auspices, while continuing to provide technical support to the field on cross-cutting protection issues and internal displacement concerns from a more integral position in OCHA.

Against this background, DPSS’s key objectives for 2007 are as follows:

**Fully deployed, functioning and funded cluster system (in new emergencies and countries selected by IASC):** DPSS will provide technical advice and support on cross-cutting displacement and protection issues to HCs and field teams. Field-level lessons learned exercises/reviews on protection and displacement issues will be facilitated.

**Strengthened in-country coordination:** The Section will develop new displacement and protection components for HC/RC and EFCT/ UNDAC training/induction modules along with accompanying guidance for the OCHA policy instruction on protection, which will be developed and systematically disseminated in the field and at HQs. Short-term emergency protection and displacement experts will be deployed from DPSS to field offices.

**Strengthened tools and services:** Senior Protection advisors will be deployed to the field (through management of the ProCap Project). ProCap standby partners and UN agencies will be trained on protection field craft and IASC protection policies and the deployment of protection-trained standby personnel will be coordinated and facilitated through the launch and maintenance of ProCap Online. The number and diversity of protection profiles in partners’ standby rosters will be increased. Displacement and protection concerns also will be fully integrated in workplans for HQ Cluster Working Groups for Early Recovery, Shelter and Camp Coordination Camp Management (CCC).
Shared policy positions in pursuit of a common humanitarian understanding and messaging: An inter-agency multi-year road-map outlining a strategy to improve protection responses will be agreed through the IASC, and the Handbook on Housing and Property Restitution for Refugees and Displaced Persons (Pinheiro Principles) will be finalised and disseminated.

Improved coordination and monitoring of IDP issues: Remaining gaps in the inter-agency response to internal displacement will be identified and solutions proposed; an inter-agency IDP profiling tool will be adopted and rolled out; partnership modalities between CRD, OCHA field offices and the Norwegian Refugee Council’s (NRC) Internal Displacement Monitoring Centre (IDMC) to ensure improved IDP information sharing will be clarified and advocacy on forgotten or ignored IDP situations by the ERC, RSG, IASC or ECHA will be undertaken.

Key Indicators for 2007

- Number and percent of humanitarian emergencies with clearly defined cluster leads for IDP protection, shelter and camp coordination/camp management
- Number of UNDAC Emergency Field Coordination Trainings (EFCT) using modules which incorporate field best practices on protection and displacement
- Number and percent of PROCAP deployments of Senior Protection Officers against requests from protection-mandated agencies or HC/UNCTs; increase in percent of stand-by personnel with non-European and non-North American nationality in existing rosters
- Adoption of inter-agency road map by the IASC
- Percent of recommendations on how to deal with remaining gaps addressed in the interagency response to internal displacement addressed by IASC

From a more integral position in OCHA, DPSS will continue to provide technical support to the field on cross-cutting protection issues and internal displacement concerns.
Recent large-scale disasters, such as the Indian Ocean Tsunami in December 2004, Hurricane Katrina in August 2005 and the South Asia earthquake in October 2005 underline the need to strengthen disaster preparedness activities. For OCHA to better monitor evolving trends in high-risk countries, improve disaster response capacities, and follow up on preparedness gaps we must better understand the causes of disaster risk. Being prepared in an emergency can significantly reduce loss of life, alleviate human suffering and contribute to developing more resilient communities. OCHA has been making efforts to work with the United Nations Country Teams (UNCT), the wider humanitarian community, and governments in disaster-prone countries to identify potential disaster risks and improve overall preparedness levels.

OCHA’s work in the area of disaster preparedness, particularly at headquarters, has lacked dedicated capacity. At the regional level some preliminary preparedness work has been carried out, although it has been uneven in terms of scope and quality. During the Global Management Retreat in June 2006, the need for stronger OCHA involvement in the area of disaster preparedness was recognized and managers agreed to devote more attention and resources to this critical area of concern.

Furthermore, in the context of the Hyogo Framework for Action, OCHA is accountable for disaster preparedness in support of governments.

For these reasons, a dedicated Emergency Preparedness Section (EPS) has been created. EPS will play a catalytic role for sudden-onset and slow-onset disaster preparedness within and outside OCHA, providing necessary tools, guidance, policy and the overall promotion of disaster preparedness, including through Early Warning and Contingency Planning, particularly with respect to natural disasters. In carrying out its work, EPS will work in close coordination with CRD as well as with OCHA’s branches and Regional Offices, RC/HCs and UN Country Teams.

Working with the Coordination and Response Division (CRD), the EPS will focus on high-risk low-capacity regions, assisting OCHA to identify where and when there is a risk of sudden-onset and slow-onset disasters, ensuring that key risk factors are monitored, sharing timely and meaningful information on trends in risk, mapping out and testing response capacity and following up on preparedness gaps, including by mainstreaming preparedness within OCHA.

OCHA is responsible for the follow-up on the implementation of Priority 5 of the Hyogo Framework for Action (Strengthened Disaster Preparedness for Response at all Levels). As such, OCHA will work to develop synergies among UN Agencies and other actors, assuming a greater role in supporting International Strategy for Disaster Reduction (ISDR) activities and its global, regional and thematic platforms, and international/regional organisations and UN Country Teams as well as reporting to the GA and ECOSOC. OCHA will also work with, and strongly support, the IASC Sub-Working Group.

### EMERGENCY PREPAREDNESS SECTION

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on Preparedness and Contingency Planning in the area of natural disasters.

The EPS will focus on supporting disaster preparedness work in a coherent and systematic manner at all levels, in particular through OCHA's Regional Offices and Regional Disaster Response Advisors (RDRAs). The Section will work closely with all OCHA branches, in particular those charged with emergency response, the Early Warning and Contingency Planning Section (EWCP) and CRD Desk Officers. The EPS will assess OCHA's preparedness activities and propose ways to improve them using where appropriate, existing information, analysis and tools. A program of action to facilitate the internal coordination and monitoring of activities will be developed. Through its participation in the Capacity for Disaster Reduction Initiative (CADRI) initiative, EPS will support capacity building in disaster preparedness by supporting training related activities.

Against this background, EPS's key objectives in 2007 will be as follows:

**Enhanced organisational structures:** EPS will enhance work among Regional Offices by ensuring consistent policy and procedures related to disaster preparedness and emergency response planning. Lessons learnt exercises will be conducted periodically between Regional Offices to share experiences in Early Warning. EPS will support monitoring activities at regional level with the concerned Desk Officers and ROs. EPS will also support the improvement of Contingency Planning guidelines, leading to more effective contingency planning and emergency simulations at field and regional level.

**Improved, and publicly profiled, analysis of global and country humanitarian trends and issues:** EPS will maximise the use of existing in-house preparedness tools and assist in improving their quality through needs assessment and feedback analysis of the end-users community. EPS will support Desk Officers and ROs to maintain up-to-date thematic, geographic and cyclical Disaster Risk Profiles. The section will also ensure that the underlying disaster risk factors are monitored by OCHA, and will share timely and meaningful information on risk and response factors with partners.

**More coherent and sharpened advocacy on humanitarian issues and principles:** The Section will collect, analyse and disseminate information related to disaster preparedness and disaster risk reduction. Disaster Risk Profiles and trends will be made available for advocacy. EPS will document the issues and processes that are essential to understand and work in the context of disaster risk reduction and its advocacy.

**Greater incorporation of risk reduction objectives into humanitarian strategies:** Preparedness work will be based on disaster risk – the probability of a hazard occurring crossed with the extent of population vulnerability. This work will draw on existing analysis and tools where possible. The Section will also improve organisational learning by compiling lessons learned and best practices and translating this information into recommendations that will allow the integration of disaster risk reduction objectives into OCHA's activities and strategic planning. In contributing to the training of staff, it will disseminate innovative approaches and mainstream disaster preparedness issues. The Section aims also to raise donors' awareness and gain support for disaster preparedness projects. To these ends, EPS will work closely with existing tools and initiatives, including the UNDP Global Risk Identification Programme (GRIP), the World Bank Global Natural Disaster Hotspots project and the CRED/EM-DAT International Disaster Database.

**Increased and strengthened partnerships for humanitarian action:** The Section will allow OCHA to engage in constructive and continued dialogues with its partners at the headquarters level, and to participate in the overall promotion of priority five of the Hyogo Framework for Action. This partnership will seek to achieve harmonized strategies and enhanced planning for preparedness activities and joint action plans. EPS will also strongly support the work of the IASC Sub-Working Group on Preparedness and Contingency Planning, particularly in the area of natural disasters.

**Key Indicators for 2007**

- Number of Contingency Planning and Simulation exercises supported.
- Number of up-to-date Disaster Risk profiles maintained in database.
- Number and percent of EPS recommendations translated into action.
- Number of staff trained in disaster risk reduction issues; percent of increase in donor contributions toward OCHA's disaster preparedness projects.
- Number of functioning partnerships in the area of disaster risk reduction.
The Executive Office of OCHA is responsible for the administrative functions of OCHA, and comprises the Executive Office (EO) in New York and the Administrative Office (AO) in Geneva. The Executive Office assists the Under-Secretary-General/Emergency Relief Coordinator, programme managers and staff members in carrying out their financial, personnel and general administrative responsibilities. The office also provides administrative support services to OCHA’s core and project activities in New York, Geneva and the field.

The Executive Office in New York serves as the seat of administrative authority. It provides authoritative advice on policy issues, interpretation of UN Staff and UN Financial Regulations and Rules, and provides overall guidance on related administrative instructions and procedures. The Executive Office supports OCHA Senior Management in formulating various managerial development initiatives, including training and development strategies, succession planning, staff mobility/rotation, rostering and other methodologies designed to enhance OCHA’s capacity and effectiveness. It coordinates the formulation of the departmental programme budgets and presentations before the legislative bodies, and manages the Trust Fund for Strengthening of OCHA and the Special Account for Programme Support that funds administrative activities in New York. It also provides administrative support services to the New York Office as well as the Integrated Regional Information Network, (IRIN) and its offices in the field.

The Administrative Office in Geneva manages the Trust Fund for Disaster Relief Assistance which serves as the main funding source for field activities, the Trust Fund for Tsunami Relief and the Special Account for Programme Support which funds administrative activities in the Geneva office. It provides dedicated administrative support to all of OCHA’s field offices through its Field Support Section (FSS). The Administrative Office provides financial support by managing the receipt and expending of funds, management and donor reporting, guidance to field staff and desk officers on the availability and use of funds, support in the procurement of goods and services and the recruitment, deployment and administration of field staff. In addition to providing administrative support services to the Geneva Office, it provides support to the International Strategy for Disaster Reduction (ISDR).

Administrative support services provided by both offices includes: general human resources management such as
vacancy management, recruitment, administration of staff and consultants; budgeting, cost planning, financial recording and reporting; and the management of common support and logistical services such as office space, acquisition of office equipment, procurement and other operational requirements.

In 2007, the Executive and Administrative Offices will focus on developing guidance and training to both headquarters and field staff on administrative issues that will assist them in meeting the objectives of their work plans; and will provide dedicated administrative support to all of OCHA's field offices through its Field Support Section.

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Against this background, EO/AO’s key objectives in 2007 will be as follows:

**Effective human resource planning and management:** EO/AO will establish tools to facilitate systematic tracking of and reporting on management targets, including gender, geographical balances, filling of vacancies, and staff management dialogue. It will ensure the development of a comprehensive training and succession planning strategy to prepare high potential staff for leadership roles, and a roster system to improve management of field recruitments and minimize the time taken for deployment of recruits to field.

**Strengthened administrative support:** EO/AO will improve guidance on financial planning and administration in field offices, including cost plan guidelines on staff and non-staff components, and ensure the development of Human Resources field guidelines and an administrative manual for headquarters operations. It will establish mechanisms for systematic dissemination of relevant administrative instructions and practices and design a global financial management system in field offices.

**Strengthened accountability mechanisms based on measurable indicators and results:** EO/AO will establish mechanisms to track and enforce compliance with audit recommendations and evaluations in the area of administration.

**Key Indicators for 2007**
- Percent of timely field requests and accurate cost estimates for budget and planning
- Percent of recruitments completed within three weeks of closing of vacancy announcement
- Number of field offices having access to UN regulations, rules and practices
- Percent of compliance rate and audit reports reflecting improved administrative controls and practices

### FIELD SUPPORT SECTION

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|                           | Staff costs (US$) | - 1,915,038 | -             | -       | 1,915,038 |
| Non staff costs (US$)     | -                | 69,721       | -             | -       | 69,721   |
| Total costs (US$)         | -                | 1,984,759    | -             | -       | 1,984,759 |

**Total requested (US$)** 1,984,759
Staff Development and Learning Section

The goal of the Staff Development and Learning Section (SDL) is to strengthen the coordination skills of OCHA staff, at headquarters and in the field, in their mission to carry out principled, effective and accountable humanitarian action. The section designs, develops, and implements specific training programmes, all of which aim to strengthen the linkages between the various parts of OCHA. The section mainstreams OCHA strategies, policies and guidelines into all aspects of its training programmes, thereby enhancing organizational learning.

The Staff Development and Learning Section intends to increase its resources, and ability, to more proactively meet the training needs of OCHA staff, and enhance their capacity to implement the humanitarian reform priorities effectively.

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

Against this background, SDL’s key objectives for 2007 are as follows:

**Strengthened in-country coordination:** The section will provide customized training programmes to newly established or expanded field offices, while supporting ongoing Emergency Field Coordination Training.

**Improving tools and services:** The section will revise all training programmes to reflect humanitarian reform priorities, and design a tool accessible for developing e-learning programmes on demand.

**Improved management practices:** The section will facilitate the participation of OCHA senior staff in management development courses, and initiate a specialized training programme for OCHA Heads of Offices.

**Effective human resource planning and management:** The section will introduce and manage an OCHA-wide Learning Managers System. An OCHA-wide annual training plan will be established with participation of Learning Managers, who will also contribute to coordinating learning activities within OCHA to meet the organizational needs and priorities in a systematic and comprehensive way. The section will continue to identify and disseminate information about internal and external training opportunities, while maintaining and updating training history of all staff. In addition, the orientation CD-Rom will be fully incorporated into the standardized briefing process for new staff, and its useability will be monitored and its content updated.

**Key Indicators for 2007**

- Number of changes made to existing SDL training programmes to reflect the humanitarian reform priorities
- Number of other e-learning programmes developed in-house using the existing content management authoring tool
- Number of Learning Managers identified, established and trained
- Number of staff surveyed six months post workshop that confirmed learning is being applied effectively in their day-to-day work
- Number of staff who have used the Orientation CD

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Total requested (US$) 1,140,740
The Staff Development and Learning Section promotes equitable learning opportunities for all OCHA staff, improving the linkages between desired competencies and learning activities of individual staff members.
The Inter-Agency Standing Committee (IASC) was established in 1992 to shape humanitarian policy and ensure coordinated and effective humanitarian response. This was in response to General Assembly Resolution 46/182, calling for strengthened coordination of humanitarian assistance. Under the leadership of the Emergency Relief Coordinator (ERC), the IASC is a unique inter-agency forum for humanitarian dialogue and decision-making involving a range of UN and non-UN humanitarian partners.

The Executive Committee on Humanitarian Affairs (ECHA) is one of four Committees created by the Secretary-General in the framework of the United Nations reform. Under the leadership of the Under-Secretary-General (USG) for Humanitarian Affairs, the primary aim of ECHA is to bring together political, peacekeeping, and security departments of the UN Secretariat to address critical policy and operational matters concerning humanitarian issues and/or crises.

A joint IASC/ECHA Secretariat has the essential role of facilitating the work of the IASC and ECHA as effective, action-oriented and well-coordinated decision-making bodies. The IASC/ECHA Secretariat has a strategic role in supporting the USG/ERC as Chair of both Committees, and the Director of OCHA-Geneva as Chair of the IASC Working Group.

In 2007, the IASC/ECHA Secretariat will continue to focus on key aspects of humanitarian coordination, policy and reform and continue to strengthen the dialogue between UN and non-UN humanitarian agencies. It will support the improvement of the outreach capacity of the IASC in order to ensure an efficient consultative and inclusive process among all members as well as with field stakeholders. The ECHA Secretariat will support the USG and ECHA in ensuring continued coordination among UN Secretariat departments and UN Agencies on humanitarian policy and operational matters and will continue to strengthen and monitor its follow-up on the Committee’s decisions and action points.

Against this background, IASC/ECHA’s key objectives for 2007 are as follows:

**Fully deployed, functioning and funded cluster system (in new emergencies and countries selected by IASC):**

The IASC Secretariat will play a supporting role toward the implementation of the Cluster Guidance Package (to be endorsed by the IASC Principals in December 2006) and the development of an IASC training module for cluster leads.
Greater engagement and coordination with national and international NGOs: The IASC Secretariat will focus on improving the linkages and synergy of IASC’s work by participating in and helping facilitate an annual platform meeting of UN humanitarian agencies and NGOs; establishing pilot humanitarian community partnership teams in selected countries and encouraging greater participation of NGOs in IASC Working Group meetings, Subsidiary Bodies and other IASC initiatives.

Strengthened in-country coordination: The IASC Secretariat will help achieve better coordination at the field offices level by supporting the implementation of the IASC Action Plan to Strengthen the Humanitarian Coordinator’s System; the establishment of inclusive humanitarian country teams; and the management of the IASC Pool of Humanitarian Coordinators for rapid deployment to the field.

Shared policy positions (in pursuit of a common humanitarian understanding and messaging) on all issues: The IASC Secretariat will act as a catalyst among IASC member agencies and ensure increased dissemination of IASC products by: facilitating the endorsement and monitoring of IASC agendas, action points and conclusions of all meetings; facilitating the dissemination strategies of specific IASC policy tools, such as the Guidelines for Gender-Based Violence Interventions in Humanitarian Settings and the Guidelines on Human Rights in Natural Disasters; and improving information management systems to facilitate strategic and timely exchange of humanitarian information through the improved IASC Website.

The ECHA Secretariat will support ECHA in its role of providing strategic advice to the Secretary-General and UN leadership on humanitarian policy issues as a UN inter-agency and inter-departmental forum by: assisting ECHA in preparing background information on humanitarian issues and/or crises and ensuring follow-up on ECHA decisions and action points; and ensuring the efficacy of the interface between ECHA and other inter-agency and inter-developmental bodies, such as the Executive Committee on Peace and Security (ECPS) to strengthen the linkages among humanitarian, peacekeeping and political actors in advocating for and strategizing on humanitarian issues.

Key indicators for 2007

- Number of new situations where the humanitarian country teams are implementing the cluster approach; number of IASC agencies using the training module for cluster leads
- Number of agencies participating in the annual UN and NGO Platform Meeting at the Principal or CEO level; number of pilot humanitarian community partnership teams established in selected countries; number of NGOs presenting in IASC Working Group Meetings and number of NGOs actively participating in IASC Subsidiary Bodies and other IASC initiatives
- Number of RCs and HCs trained; number and percentage of field operations with inclusive humanitarian country teams; greater gender and geographic balance in the HC pool than in 2006
- Percentage of IASC and ECHA action points acted upon and monitored; number of IASC developed tools (or services) aligned with humanitarian reform priorities that have a dissemination strategy; percentage of ECHA meetings attended by senior level executives
Implementation of the Humanitarian Reform Initiative

Humanitarian Reform Support Unit

The Humanitarian Reform Support Unit (HRSU) was established in July 2006 to support implementation of all aspects of the reform. The Humanitarian Reform Agenda aims to dramatically enhance humanitarian response capacity, predictability, accountability and partnership. It is an ambitious effort by the international humanitarian community to reach more beneficiaries, with more comprehensive, needs-based relief and protection, in a more effective and timely manner.

OCHA has a unique role to play in driving forward the process of Humanitarian Reform at both the field and headquarters levels. The HRSU focuses on: working with relevant stakeholders to clarify and develop needed policy and operational guidance; managing an effective communications and outreach campaign to all stakeholders; supporting practical field implementation through outreach and training for OCHA field staff, HC/RCs, and agency colleagues; and working closely with other humanitarian reform initiatives, including the CERF Secretariat and Strengthening of the HC System Project.

In addition, HRSU continues to provide the IASC WG and Principals with substantive updates on reform implementation and to identify strategic issues that require decisions and actions.

Following a July 2006 ‘UN-non UN’ meeting, it was agreed that a Global Humanitarian Platform take place annually for three years, and a ‘Steering Committee’ is working to formulate principles of partnerships and to pilot Humanitarian Community Partnership Teams in three selected countries. Key partners for the HRSU include Humanitarian Coordinators, Country Teams, the NGO community both at field and global level, Global Cluster Leads, the IASC and the donor community.

The diversity within the humanitarian community makes it challenging to conduct outreach to key partners while maintaining momentum, soliciting continued engagement of partners, and ensuring that OCHA takes on the ‘stewardship’ role initially outlined by the ERC.

Against this background, HRSU’s key objectives for 2007 are as follows:

**Fully deployed, functioning and funded cluster system:** HRSU will facilitate a review of global capacity building in 2006 and ensure the launch of the new Global Cluster Appeal for 2007; regional workshops will be organized based on requests and the results of workshops conducted in 2006. HRSU will deploy support missions to countries upon request, as well as to new emergencies to guide implementation of the cluster approach. Training programmes will be adapted and new ones developed in line with the reform, and practical guidance will be provided to OCHA colleagues, especially regarding implementation at the field level.

**Strengthened in-country coordination:** HRSU will provide guidance both through missions and from headquarters on the establishment of inclusive humanitarian country teams, as well as on the realignment of coordination structures for countries that are implementing or have yet to implement the cluster system. HRSU will also ensure that

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**HUMANITARIAN REFORM SUPPORT UNIT**

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| Staff costs (US$) | 1,185,201       | 1,185,201       |
| Non staff costs (US$) | 270,409       | 270,409         |
| Total costs (US$) | 1,455,610       | 1,455,610       |

Total requested (US$) 1,455,610
training for Humanitarian Coordinators and cluster leads is adjusted in line with humanitarian reform developments, provide advice to senior management on coordination issues, and work within the IASC to resolve issues that may impede the successful implementation of humanitarian reform.

**More coherent and sharpened advocacy on humanitarian issues and principles:** HRSU will ensure the functioning of a Humanitarian Reform Website and the production of regular newsletters and other communication products. The Unit will also ensure that progress on humanitarian reform is communicated to all stakeholders.

**Increased and strengthened partnerships for humanitarian action:** HRSU will have adequate measures in place to ensure follow-up to the ‘UN-non UN’ dialogue meeting of July 2006, including additional preparatory meetings/gatherings to ensure a successful outcome to the second annual meeting to be held in 2007.

### Key Indicators for 2007

- Number of regional and country level cluster workshops conducted; percent of Global Cluster Appeal funded; number of new emergencies responded to by utilizing cluster approach
- Number of training programmes incorporating new reform elements; extent to which recommendations made by HRSU missions are implemented; percent of field operations with inclusive humanitarian country teams; number of Cluster Coordinators trained
- Number and average duration of daily hits to HRSU website
- Number of agreements achieved during 2007 Global Humanitarian Platform

The Humanitarian Reform Support Unit supports the implementation of the Humanitarian Reform, which aims to dramatically enhance humanitarian response capacity, predictability, accountability and partnership.
There is a strong consensus among the humanitarian and donor communities that the humanitarian response system needs to be strengthened. Coordination structures need to be improved to support the more effective delivery of humanitarian assistance during emergencies, stronger strategic planning and better execution of transition and recovery programs. All humanitarian actors agree that the role of the Humanitarian Coordinator (HC) is essential to the success of a humanitarian operation and there is a need to ensure the HC has the necessary knowledge and experience for the task.

A long-term Action Plan on Strengthening the Humanitarian Coordinator System was approved at the IASC Principles Meeting in April 2006. The work necessary in this area was agreed upon by all IASC Members and a group has been established within the IASC to ensure progress in this area. As work on the Action Plan progresses, it has become clear that a more structured support system within OCHA is required to facilitate the IASC dialogue and implement the Action Plan, including the components of induction, training and selection, and to manage the Pool of Humanitarian Coordinators.

Therefore, a Humanitarian Coordinator Support Secretariat (HC Secretariat) will be established to support the evolution and management of the HC Pool and to facilitate other HC strengthening functions at headquarters level. The staff of the HC Secretariat will work in close cooperation with the IASC Secretariat, the OCHA Staff Development and Learning Section (SDLS) and the Humanitarian Reform Support Unit (HRSU). It is envisaged that the staff of the HC Secretariat will be based both in Geneva and in New York and that the HC Secretariat will be of an initial three-year duration.

Against this background, the HC Secretariat’s key objective for 2007 is as follows:

**Strengthened in-country coordination:** The HC Secretariat will focus on selection, induction training and support to HCs and field-based coordination structures through developing and delivering training for HCs and organizing workshops specifically geared toward Resident Coordinators (RCs) on humanitarian and emergency relief issues. The Secretariat will also support a cluster/sector lead component of the training program, to be managed by the HRSU in close consultation with IASC partners and with support from SDLS.

**Key Indicators for 2007**

- Number of Resident Coordinators participating in humanitarian and emergency response tools workshops
- Number of trained HCs in pool; number of HCs ready to deploy
- Number of people completing coordination training program for HCs, RCs and senior humanitarian and emergency response staff

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**STRENGTHENING OF THE HC SYSTEM**

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Toward A More Strategic Approach To Planning & Performance Management

Ensuring external reform is matched by internal reform

Over the past two years, OCHA has been successfully promoting reform of the broader humanitarian sector. This has resulted in significant changes regarding how the humanitarian assistance is coordinated and funded. This was not matched, however, with an internal reform process to ensure that OCHA can meet the demands of humanitarian and UN reform. Recognizing inherent weaknesses in OCHA’s internal workings, senior management commissioned two external reviews in early 2006 to help determine how to realign the organization to respond to the changing external environment. Both reviews urged OCHA management to focus on strengthening OCHA’s administration, performance management and strategic planning and address structural anomalies in OCHA’s HQ structure. In response to the reviews, OCHA’s Senior Management Team (SMT) introduced an improved annual performance management and reporting system and confirmed SMT’s commitment to formulating a new strategic planning process.

Creating a new planning & reporting system

OCHA’s planning system revolves around seven key elements, with direct linkages and built-in performance progress measurement and reporting. The system follows an annual planning and reporting cycle that starts with a strategic planning process in June (for the following year) and ends with an Annual Report in April (for the previous year). What is new is the introduction of two performance monitoring and management events, the mid-year review and the end-of-cycle review. Both these reviews will feed into the planning cycle: the end-of-cycle review will be used to write the Annual Report while the mid-year review will allow staff members to critically review progress, propose changes to the cost plans, and to incorporate any changes or new risks into the design of next year’s planning framework. The annual Global Management Meeting, an OCHA senior management meeting that includes all heads of field offices, will take place immediately following the mid-year review so performance data, trends and risks can be jointly discussed.

OCHA expects this new planning framework will significantly strengthen its ability to monitor, manage and report on results. For this reason, OCHA will create a dedicated strategic planning function to support the implementation of the new planning process. The new function will play several roles: coordinate the implementation of the strategic plan; coordinate the OCHA-wide work planning process; ensure the incorporation of risk management into the planning process; monitor performance and risks and ensure that timely action is taken; evaluate performance and ensure that the results and recommendations of evaluations, reviews and audits are addressed; and ensure a higher quality and results-orientation of reporting instruments such as the Annual Report and the Annual Plan (OCHA in 200X).
Setting out a common vision and strategy

The strategic framework for 2007-09 was developed by a small internal planning task team in May and built on the strategic framework for 2002-2005. The framework establishes three corporate goals for OCHA for the next three years:

**Goal 1:** Consolidated humanitarian reform that ensures adequate and relevant humanitarian response

**Goal 2:** Recognized leadership role in humanitarian advocacy and policy

**Goal 3:** A more effective and efficient organization

The goals are transformed into action through annual objectives. For 2007, OCHA determined seven objectives or key priority areas for each of the goals (see page 11). The strategic framework confirms on the one hand OCHA’s commitment to humanitarian reform and to playing a critical leadership role in humanitarian advocacy and policy, and on the other hand recognizes the need to balance external efforts with an internal drive towards a creating a more effective and efficient organization.

A joint vision for all of OCHA

The result is a joint vision for OCHA globally and in the field. *OCHA in 2007* reflects this joint vision and will show, office by office, how the vision is translated into concrete action. A coherent and joint programme will now allow OCHA to more systematically track performance and achievements and allow for a greater focus on results. This poses new planning and reporting challenges. In order to implement the new planning framework, OCHA will need to test and fine-tune this system over the next two years. Corporate-level indicators are being developed, but their applicability will need to be tested for at least one year.

Lessons learned from this year’s work planning process will help to adjust the strategic planning framework during the mid-year review in June 2007. A series of strategic workshops with field and headquarters staff will lead up to the mid-year review and will ensure the full participation of OCHA staff in defining vision, priorities and strategies for the future. The Global Retreat will review the strategic framework and the results from the strategic workshops and decide on priorities for 2008. Unlike past processes, the discussion will now benefit from a broad consultative process and interim performance information and feed-back. The first end-of-year review on the 2007 work programme will be another opportunity to critically assess performance and feed-into the 2007 Annual Report.
Emergency Response Coordination
Coordination And Response Division (CRD)

The Coordination and Response Division (CRD) has three major responsibilities: 1) to provide direct support to the Emergency Relief Coordinator (ERC) in the role of principal adviser on humanitarian issues to the Secretary-General and coordinator of the international humanitarian response; 2) to provide support and guidance to UN Resident and Humanitarian Coordinators in the field on complex emergency and natural disaster matters; and 3) to provide support to the field, including through the management of OCHA’s Field Offices (including Regional Offices) and other supporting mechanisms, such as the support to the Humanitarian Reform, including the cluster approach and CERF grants.

CRD is also responsible for coordinating all country level humanitarian strategies both in natural disasters and complex emergencies, and to be the working level interface with partner humanitarian organizations and donors on country-related issues. CRD is the main OCHA interface with partner agencies involved in natural disasters preparedness as well as those involved in early recovery and reconstruction.

The role of CRD, and the functions of CRD-New York and Geneva are evolving to meet current challenges related to humanitarian reform and OCHA’s coordination role worldwide. This continues the process begun in 2005 when the former Humanitarian Emergency and Response Coordination Branches merged. In its current form, CRD-NY will provide timely operational decision-making in the field. CRD-GVA, working within the Emergency Preparedness Section, will provide daily support to governments and UN Resident Coordinators in countries where OCHA lacks a presence in the field of early warning and preparedness, both for natural disasters and complex emergencies. CRD will also continue to spearhead OCHA’s efforts in planning and coordinating Avian and Human Influenza and Pandemic Preparedness in the field.

Key challenges
In 2007, CRD will strive to structurally improve the day-to-day work of the Division within the overall context of the strategic goals of OCHA. CRD’s key challenges will include effectively absorbing additional responsibilities related to the Humanitarian Reform agenda, particularly supporting the CERF, clusters, Humanitarian Coordinators and partnerships; re-defining the analytical and operational desk functions and coordinating those with regional and field office responsibilities, re-balancing them between New York and Geneva, and harmonizing this with the overall UN system.

Emergency Response Project
Throughout 2005 and 2006, OCHA was called to respond to large emergencies resulting from the crises in Darfur, Lebanon, the Indian Ocean Tsunami and the South Asia Earthquake. Evaluations of these responses have highlighted the need for OCHA to further strengthen its ability to rapidly deploy to a new crisis with appropriately trained staff and essential operational support equipment, and also to have the ability to backstop escalating emergencies. In 2007, OCHA’s Regional Offices will be expanded to further improve surge capacity and become depots for critical emergency kits and equipment that can be used by all OCHA Field Offices and in situations where an immediate presence is required.
Another challenge will be to enhance OCHA’s inter-agency role in enabling and supporting multi-sectoral assessment and analysis and preparedness planning activities. CRD will strive to strengthen its focus on linking disaster response and preparedness with both Disaster Risk Reduction, working with ISDR and partner agencies, as well as Transition to Early Recovery, working with UNDP and the Agencies in the UNDG.

CRD will take the lead role in determining OCHA’s operational planning parameters for all emergency response, and ensuring that an improved internal Information Management system is fully aligned with OCHA’s corporate approach. Additionally, CRD will work to systematically link early warning to early action and to mitigate the ongoing challenge of ensuring field security in an increasingly risky environment.

**Consolidated humanitarian reform:**

CRD will continue to work together with other parts of OCHA in strengthening the humanitarian system by working towards the more effective implementation of three pillars of the humanitarian reform.

In support of the CERF, CRD will provide improved analysis and recommendations on the use of the CERF and assist RC/HCs and country teams to ensure that inputs and project proposals fall in line with the CERF guidelines. CRD will also play an active role in strengthening the role of the HC, both through participation in trainings and courses at the HQ-level, and by guiding the field offices in their support of the HC on the ground.

CRD will work together with HRSU in assisting HCs, Field Offices and newly established Humanitarian Partnership Teams (HPTs) in implementing and strengthening the cluster approach and providing advice on inter-cluster coordination.

**Recognized humanitarian leadership in humanitarian advocacy and policy:**

Within OCHA HQ, CRD takes a lead role in consolidating and shaping both OCHA and inter-agency positions on country/emergency specific issues. In 2007, CRD aims to improve the way it does this by enhancing analysis of global and country humanitarian trends, working closely with OCHA Regional and Field Offices and IASC humanitarian partners, and using the field and regional offices to reach out to new countries, regional organizations, inter-governmental bodies as well as the private sector to get the best possible information. In addition, CRD will make a specific effort to bridge the gap between risk reduction and preparedness (particularly in the context of the ISDR process as well as working with UNDP’s CADRI), and the coordination of disaster response. Conversely, CRD will put special emphasis this year on working most effectively with UNDP and UNDG on transitioning emergencies into the early recovery and reconstruction phases.

CRD will, in collaboration with relevant partners both in OCHA, CRD the IASC and DPKO, improve analysis of country humanitarian trends, issues, and level of response, driving the process of producing timely and decision-oriented information for OCHA’s Senior Management. CRD will encourage the regional offices to take a greater role in facilitating and guiding information exchange, analysis and dissemination supporting regional and country coordination, preparedness, and response initiatives as well as management of regional and country specific information resources.

Through the Emergency Preparedness Section in Geneva, CRD will promote a greater incorporation of risk reduction into humanitarian strategies together with ISDR, UNDP-BCPR and all field and regional offices. CRD shall provide substantive guidance to the efforts undertaken regional and field offices to strengthen disaster response preparedness in vulnerable regions/countries and support to regional actors and HPTs.

In 2007, CRD will strengthen its collaboration with UNDP and with UNDGO to better coordinate transition strategies from humanitarian emergency to the early recovery phase. A CRD Officer will be embedded in a Joint UNDP/UNDGO/OCHA Unit on Early Recovery specifically to look at the practical and normative aspects of this.

Through its Early Warning and Contingency Planning Section, CRD will also be more active in forecasting
Due to the realignment and the 2005 humanitarian reform, the work of the CRD desk officer has been evolving. A review has already started of the work undertaken by desk officers with a view to prioritizing core tasks and re-partitioning non-core tasks to other branches/units, field offices and regional offices where appropriate. CRD is also spearheading the effort to strengthen regional offices as part of an effective infrastructure for preparedness and improved humanitarian response. At the same time, regional offices will bolster their capacity to provide support to field offices in their respective regions as functional extensions of headquarters to reduce response time.

On the human resource planning and management side, CRD will promote measures to ensure that all posts are filled in CRD and staff are professionally equipped through training in various areas of competence. Proactive action will be undertaken to ensure that RCs/HCs and IASC Country teams are adequately provided with the surge capacity and backstopping support from within and outside OCHA as required.

Security of OCHA staff, and humanitarian workers in general, will continue to be a focus area for CRD. Work with the UN Department of Safety and Security (UNDSS) will intensify to try to ensure a more concerted and dedicated support to OCHA and the humanitarian community. The OCHA Security Focal Point will also work closely with field offices to ensure MOSS/MORSS compliance in field offices with security phases. CRD will also work closer with NGOs in coordinating with them on security issues.

A more efficient and effective organization:

The realignment of OCHA HQs will also affect CRD, with CRD-NY taking over the responsibility for operational decision making for all emergencies and all field and regional offices. This consolidation will allow for more timely, better planned and more consistent support to humanitarian operations.

CRD will aim to improve its performance in carrying out the Performance Appraisal System (PAS), strategic planning process, and developing a Gender Action Plan. Additional emphasis will be placed on strengthening transparency and coordination between CRD and other key branches, particularly those involved in disaster response in Geneva. In 2007, CRD will start approaching planning through an Enterprise Risk Management framework looking at the internal and external risks that could affect the achievement of OCHA’s objectives, particularly focusing on OCHA’s high staff turnover, irregular and limited funding, and multiple and simultaneous new crises that exceed capacity.

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At the end of 2006, OCHA’s Early Warning Unit and Contingency Planning functions in New York were merged to form an Early Warning and Contingency Planning Section (EWCP) within the Coordination and Response Division (CRD). By combining these two functions, and placing them in the response side of the organisation, OCHA will be better able to respond with more targeted and timely preparedness actions, both internally and through its partners.

In 2007, EWCP will aim to mainstream an Early Warning – Early Action (EW-EA) culture within OCHA. This will be achieved by identifying best practices and the improved sharing of EW-EA practices, tools, and systems, and by developing a system that better links Information Management with Early Warning and Emergency Preparedness.

Particular emphasis will be placed on sensitising the Regional Offices and CRD desk officers to the latest developments in EW-EA. This will be done through the provision of training and support through workshops, training sessions and other exercises both in headquarters and in the field.

The existing EW-EA methodology, which provides guidance to OCHA field and HQ colleagues on how to use humanitarian early warning indicators to assess risks, evaluate trends and write early warning analyses, will be enhanced to produce a multi-sectoral and multi-hazard methodology that measures human vulnerability to potential crises.

To ensure that early warning drives early action at senior levels within OCHA, the Section will play an important role advising OCHA management on potential emergency scenarios and preparedness actions that can be pursued at a strategic level. The Section will also work closely with the Emergency Preparedness Section in Geneva (EPS) and the Regional Offices (ROs) to develop a common approach to vulnerability assessment, risk analysis, emergency preparedness, contingency planning and training.

The Section will also coordinate its work closely with other partners both inside and outside the UN system to identify ways in which the UN can mitigate risks and threats in order to prevent crises and enhance system-wide humanitarian preparedness.

Although the concept of early warning and emergency preparedness has become increasingly mainstream among Member States, it remains a sensitive political issue which sometimes makes it difficult for HC/RCs and IASC Country teams to fully engage in and support programmes related to early warning, crisis prevention and emergency preparedness.

The Section is also challenged by the lack of standard operating procedures that clarify roles and responsibilities in the EW-EA process, including an uninhibited flow of early warning and preparedness-related information to and from OCHA field/regional offices and other HQ entities.

Against this background, EWCP’s key objectives for 2007 will be as follows:

**Strengthened in-country coordination:** EWCP will work with Regional Offices, Country Offices and EPS to ensure better and more consistent policy and procedures on early warning, contingency planning and emergency preparedness. It will sensitise OCHA and other UN staff at regional and country level to key emergency preparedness tools, such as the Inter-agency Contingency Planning guidelines, and other analytical tools. The Section will organise an EW-EA workshop with relevant HQ sections and regional offices as a follow-up to the workshop held in Nairobi in June 2006.

**Improved tools and services (to adapt to humanitarian reform outcomes):** EWCP will review existing tools and systems in the field of early warning, preparedness and contingency planning which have been developed at country, regional and HQ level. It will liaise with external and internal partners, including the EPS, to develop a variety of tools and services including: a Multi-sectoral/ hazard Early Warning-Early Action Information Management system to improve the timeliness and design of humanitarian interventions, and the allocation of resources; an updated
and relevant EW intranet site to be ultimately integrated into the EW-EA Information Management system that is accessible and used by OCHA staff; a multi-sectoral and multi-hazard methodology which will reflect the most recent thinking on humanitarian reform and can be used as a tool to facilitate analysis of the causes of human vulnerability among populations at risk.

**Improved, and publicly profiled, analysis of global and country humanitarian trends and issues:** EWCP will liaise with partners both inside and outside the UN system to identify future global trends and issues that may have an impact on the future global humanitarian environment. The Section will work closely with OCHA’s Regional and Country offices, as well as EPS, to develop and refine existing early warning and emergency preparedness products and systems.

**Increased and strengthened partnerships for humanitarian action:** In collaboration with EPS, the Section will work with the IASC SWG on Preparedness and Contingency Planning to revise existing normative guidance on early warning, contingency planning and emergency preparedness to reflect the most recent developments in the humanitarian reform process. EWCP will continue to work closely with its agency partners to develop Newsweb as a single web-based resource for accessing and exchanging high quality, timely, and actionable information and tools related to global multi-hazard Early Warning and Emergency Preparedness. The Section will continue to review at risk countries with the Inter-Departmental Framework for Coordination on Early Warning and Preventive Action (Framework Team) to ensure the humanitarian perspective is reflected in system-wide strategies to mitigate and prevent conflict. In its capacity as OCHA’s focal point for the Integrated Mission Planning Process (IMPP), the Section will work with DPKO on overall policy, planning and lessons learned related to integrated missions and will ensure that humanitarian concerns are fully reflected in the mission planning process. EWCP will develop a strengthened network with key partners in the UN Secretariat, including DSS, DPA, DPKO, as well as with UNDP.

**Key indicators for 2007**

- Percentage of emergencies that were flagged up to four months in advance of their occurrence
- Frequency with which inter-agency contingency plans are updated in countries/regions covered by an OCHA office
- Number of times the preventive impact of humanitarian action is highlighted in inter-agency preventive strategies developed by the Framework Team
- Completion of the multi-sectoral/multi-hazard Early Warning – Early Action Information Management system by end 2007
Experts at the World Health Organization (WHO) believe the world to be closer to an influenza pandemic than at any time since 1968, when the last pandemic occurred. Experience with the HIV/AIDS and SARS pandemics demonstrate that robust multi-sector support is needed to reduce vulnerability and humanitarian consequences. To support pandemic preparedness, OCHA will need to implement activities at all levels, including bringing together key partners, acting as secretariat for task forces, managing information products, and reporting where necessary. Standard coordination challenges will need to be addressed to ensure gaps are filled and duplication is avoided.

The Pandemic Influenza Contingency Support Team is responsible for ensuring OCHA’s contribution to UN system preparedness in the event of a pandemic; it works with the UN System Influenza Coordinator (UNUSIC) to ensure the UN system functions to best effect in support of national, regional, and global efforts to address threats posed by avian influenza (AI) and to prepare for a possible pandemic. The Team manages and coordinates OCHA internal communications on avian influenza and pandemic threat, staff safety and security measures, and business continuity plans, ensuring all are relevant and up-to-date. The Team provides support to OCHA Regional and Field Offices in the implementation of the UN Pandemic Planning and Preparedness Guidelines to: 1) plan and prepare for a pandemic; 2) maintain and sustain operational capacity; and 3) support national preparedness and response.

In 2007, OCHA will help to create a Pandemic Influenza Contingency Support (PICS) Team, comprised of Regional Planning Officers in OCHA Regional Offices (RO) and an inter-agency team based in Geneva. Under the UN Avian and Human Influenza Consolidated Action Plan, OCHA is the lead responsible for maintaining continuity under pandemic conditions, ensuring that pandemic plans and strategies build upon existing mechanisms for disaster management, and that the contingency plans are tested, reviewed, and revised periodically.

Regional platforms have been established in Bangkok, Nairobi, Dakar, and Johannesburg, with additions to follow in the Middle East, Eastern Europe, and the Americas. Together with the Support Team, they will ensure that: UN Agencies at the country level have the capacity to support national preparedness efforts through access to guidance, templates and exercises; technical support is mobilized from within agencies in response to identified needs; gaps are identified and filled in national plans, and overlaps are reduced; and systems for intra-governmental and inter-agency communication and action during a pandemic are put in place and tested.

While the focus is on pandemic threat, these activities will help strengthen emergency preparedness and coordination overall. They will have an impact on the coherence of the UN system and the response capacity of national authorities, representing an investment towards OCHA’s mission to promote preparedness.

Against this background, the Team’s key objectives for 2007 are as follows:

**Strengthened in-country coordination through regional platforms:** The Team will strengthen regional pandemic preparedness platforms in all six OCHA regional offices through the placement of Regional Planning focal points. These platforms will identify the most at-risk countries in their regions and support coordination of preparedness activities including contingency planning, joint procurement, training, and simulations.
Experience with the HIV/AIDS and SARS pandemics demonstrate that robust multi-sector support is needed to reduce vulnerability and humanitarian consequences. To support pandemic preparedness, OCHA will need to implement activities at all levels.

**Greater incorporation of risk reduction objectives:** The team will work to strengthen UN Disaster Management Teams as well as national disaster management authorities. Simulation and testing of UNCT pandemic contingency plans will be conducted in at least one priority country within each region. Gaps and constraints in preparedness will be identified and addressed by appropriate agencies.

**Improved management practices:** The team will ensure compliance with UN Pandemic Preparedness Guidelines. All OCHA offices will have the necessary personal protection equipment, medical supplies, and will fully participate in the UNCT Pandemic Contingency plans.

**Key indicators for 2007**

- Number of regional pandemic preparedness platforms created and new partners participating
- Number of simulations organised/supported at regional/country level
- Number of pandemic contingency plans reviewed and updated; number and percent of OCHA offices in compliance with UN Pandemic Preparedness Guidelines
Emergency Services Branch

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 five major projects: the Field Coordination Support Services (FCSS) Project; the Civil-Military Coordination Section (CMCS) Project; the Logistics Support Unit (LSU) Project; the Environmental Emergencies Section (EES) Project; and the Surge Capacity Section (SCS) Project; each with distinctive mandates and tools for disaster response. ESB also oversees three Units dealing with information management and technology.

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), and for the International Humanitarian Partnership and Asia-Pacific 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 secretariat function for INSARAG has led to a more coherent international search and rescue capacity worldwide.

The Civil-Military Coordination Section (CMCS) is responsible for ensuring appropriate coordination between civilian and military actors and the efficient mobilisation of Military and Civil Defence Assets (MCDA) for use in humanitarian emergencies. CMCS manages the UN Civil-Military Coordination (UN-CMCoord) training programme and coordinates UN Agency participation in major military exercises. It manages the OCHA Central Register of Disaster Management Capacities, with specific maintenance of the MCDA Directory. CMCS 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.

The Logistics Support Unit (LSU) contributes to inter-agency discussions related to the logistical aspects of emergency relief other than military, such as customs facilitation, emergency sheltering, tracking of in-kind contributions, the setting up of common warehousing and other services, and the provision of in-kind assistance by governments or private donors. LSU is responsible for the timely mobilisation and delivery of emergency relief goods, mainly through the Humanitarian Response Depot (UNHRD) in Brindisi. During large-scale emergencies and disasters, LSU monitors logistics relief operations, issues regular reports on logistics bottlenecks, and provides advice or support on a number of logistics-related issues, in close interaction with UNJLC and the Logistics Clusters established during these emergencies.

The Environmental Emergencies Section (EES) is a collaborative arrangement between OCHA and the United Nations Environment Programme (UNEP). EES is responsible for the rapid mobilization and coordination of emergency assistance to countries affected by disasters including chemical and oil spills, floods, forest fires, hurricanes and earthquakes, and complex emergencies with the potential for significant damage to human life, welfare and the environment. It assists countries to increase their environmental emergency response capacity and serves as Secretariat for the international Environmental Emergencies Partnership.

EMERGENCY SERVICES BRANCH

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Non staff costs (US$) 103,300 402,280 2,142,255 2,647,835
Total costs (US$) 1,219,732 1,533,550 5,405,891 8,159,173
Total requested (US$) 6,939,441
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. It manages five major projects: Field Coordination Support; Civil-Military Coordination Section; Logistics Support Unit; Environmental Emergencies Section; and the Surge Capacity Section.

The Surge Capacity Section was transferred to ESB from CRD during the OCHA realignment exercise in late 2006. The Section mobilizes and coordinates the deployment of OCHA surge capacity resources to countries affected by major disasters/emergencies. It does this when response capacities of OCHA field structures, and those of the UN IASC Country Teams, are exceeded or specialized expertise is required. During the Section’s transition, it inherited additional responsibilities, including the management of OCHA’s Stand-by Partnership Program, Central Emergency Response Roster and relevant resource coordination and mobilization duties.

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.

In 2006, all Sections and tools (FCSS/UNDAC, CMCS/UN-CMCcoord, LSU, EES, SCS) were mobilized and deployed in response to humanitarian emergency operations and as part of preparedness efforts. The UNDAC and UN-CMCcoord training and exercise programmes expanded their world-wide regional partnerships. ESB also ensured full integration into the Cluster Approach during field deployments and with LSU as OCHA focal point for the Logistics and Emergency Shelter Clusters. Various ESB guidelines were updated and widely disseminated and a new Virtual OSOCC internet page with links to the Global Disaster Alert and Coordination System (GDACS) was launched.
The Field Coordination Support Section (FCSS) strengthens the mobilization and coordination capacity of OCHA during the emergency phase that follows a disaster and contributes to OCHA’s role in boosting response preparedness in developing countries.

FCSS has four major functions: 1) to manage the UN Disaster Assessment & Coordination (UNDAC) system of international emergency management experts, with regional teams in Africa/Europe, the Americas and Asia-Pacific. UNDAC teams can be deployed within 12-48 hours following a sudden-onset disaster to assist governments in coordinating the international humanitarian response; 2) to act as secretariat for the International Search and Rescue Advisory Group (INSARAG), with regional groupings in Africa/Europe, the Americas and Asia-Pacific, coordinating all international urban search and rescue activities involving collapsed structures. This leads to a more coherent international search and rescue capacity worldwide; 3) to act as secretariat for the International Humanitarian Partnership (IHP) providing technical support modules for humanitarian missions, as well as the Asia-Pacific Humanitarian Partnership (APHP) which provides similar support in that region; and 4) to maintain the Virtual On-Site Operations Coordination Centre (V-OSOCC) which allows for real-time information exchange for emergency managers and provides the platform for the Global Disaster Alert and Coordination System (GDACS), integrating international on-line disaster information management systems under one umbrella.

FCSS maintains the UNDAC system as a primary tool for disaster response coordination, placing particular emphasis on capacity building in disaster-prone countries. FCSS works closely with OCHA Regional Disaster Response Advisors, Regional and Field Offices, and with government and non-governmental partners, to develop the UNDAC system, building awareness of its functions and capabilities, particularly amongst disaster-prone countries, and increasing the quality and diversity of the three regional teams in Africa/Europe, the Americas and Asia-Pacific. Annual induction courses in the three regions bring together emergency managers from different countries and backgrounds with a broad-range of experience and specializations, to be trained in the common methodology of the UNDAC system. Annual refresher courses update their skills. With technical support from the International and Asia-Pacific Humanitarian Partnerships and specialized NGOs such as MapAction and Telecoms sans Frontières, teams can be deployed within 12-48 hours to assist governments of disaster-affected countries to coordinate the international humanitarian response to a major sudden-onset disaster. The value-added component of the UNDAC system has increasingly been recognised by governments and responders alike, resulting in an increasing number of missions and high expectations. FCSS’s challenge is to ensure the UNDAC system continues to deliver and is able to meet increasing demands placed upon it as a disaster response coordination tool.

The INSARAG network brings together urban search and rescue teams worldwide to develop common guidelines and methodologies in collapsed structure disasters. The UNDAC system is mandated to provide coordination during such emergencies and the on-line Virtual-OSOCC (On-Site Operations Coordination Centre) provides the primary real-time information exchange among responders. As the secretariat of INSARAG, FCSS strives to ensure adherence to the agreed international guidelines and procedures for deployment and, to that end, organizes international meetings, exercises and training activities within the three regional groupings. These activities have already led to more coherent international search and rescue capacity worldwide. FCSS’s challenge is to build both awareness and adoption of the INSARAG guidelines and methodologies among regions, to share lessons learned and adapt practices accordingly, leading to improved response and coordination during international disasters involving collapsed structures.
Against this background, FCSS's key objectives for 2007 are as follows:

**Improved tools and services (to adapt to humanitarian reform outcomes):** FCSS will ensure the UNDAC system continues to develop in-line with Humanitarian Reform, while also strengthening in-country coordination in sudden-onset disasters so that it is recognised as a value-added component of the international humanitarian response system. Particular emphasis will be on strengthening OCHA’s preparedness to respond to sudden-onset disasters and emergencies. UNDAC Standard Operating Procedures and training curriculum of the UNDAC Team will be revised to reflect the cluster approach. Capacity building for disaster prone countries will be emphasized and trainings will be designed to ensure the competent leadership of the UNDAC team on missions. FCSS will continue working on development of the INSARAG network and common standards for international search and rescue with the modification of the virtual OSOCC to serve as a platform for standardized information exchange. GDACS procedures and standards will be developed for disaster information exchange between affected countries and responders and GDACS network of stakeholders will be strengthened, building on the INSARAG network, with priority given to the inclusion of disaster-prone countries.

**Increased and strengthened partnerships for humanitarian action:** Awareness of the UNDAC and INSARAG systems will be increased, particularly in developing countries. Standby partnerships with new and non-traditional partners will be developed. FCSS will enhance its relationship with the International Humanitarian Partnership (IHP), as well as support the development of the Asia-Pacific Humanitarian Partnership (APHP) and the FCSS partnership with technical NGOs such as Map-Action and Telecoms Sans Frontières. FCSS will ensure increased availability of support modules from the IHP and APHP for technical and human resources to support OCHA in the field in sudden-onset disasters or humanitarian emergencies.

**Key indicators for 2007**

- Number and percent of tools (or services) aligned with humanitarian reform priorities
- Number of potential UNDAC team leaders that have completed the UNDAC Team Leaders training
- Number of international urban search and rescue (USAR) and humanitarian response actors making use of V-OSOCC for exchange of operational information and coordination of response activities. Use of GDACS and V-OSOCC by international responders and affected countries during disasters and on-line simulation exercises
- Number and percent of developing countries that are members in UNDAC and INSARAG mechanism; number of stand-by partnerships in place for the provision of temporary personnel; number of IHP/APHP support modules and staff deployed in support of OCHA

The Field Coordination Support Section strengthens the mobilization and coordination capacity of OCHA during the emergency phase that follows a disaster. It manages the UNDAC system, with teams around the world that can be deployed within 48 hours of a sudden-onset disaster.
The Surge Capacity Section (SCS) was created initially in the OCHA Coordination Response Division Geneva, to strengthen OCHA’s internal ability for rapid deployment to crisis situations and to provide timely support to the OCHA field structures and IASC Country Teams. This decision was taken in response to a steady rise in humanitarian emergencies in numbers, size and complexity, which had often overstretched OCHA’s and the international humanitarian system’s field capacities, and in response to expectations of and in close consultation with OCHA’s main stakeholders. Originally, the main role of the SCS was to support OCHA field structures, Humanitarian/ Resident Coordinators and Country Teams at the sudden onset or intensification of disaster/crisis, which was beyond the capacity of the IASC humanitarian country team, and to provide internal support within OCHA and UN humanitarian agencies headquarters as needed.

The capacity of OCHA and the international humanitarian community to respond quickly and professionally to both disasters and emergencies has been severely tested recently during, for example, the Indian Ocean Tsunami, the food crisis in the Sahel and the Horn of Africa, conflict in DRC, the ongoing Sudan crisis, exceptional hurricane season in the Caribbean region, the South Asia earthquake, Lebanon crisis, and Ethiopia floods. This proliferation of crises required a frequent deployment of the Surge Capacity Section staff to fill key coordination positions (including Indonesia, Niger and surrounding countries, Nepal, South Asia earthquake, Zimbabwe, DRC, Chad, Guinea Bissau); assist in establishing OCHA field offices and hubs or filling critical gaps (Eritrea, Indonesia, Nepal, Sahel countries, Pakistan, Lebanon, Niger, DRC); providing substantive advice to H/RC and UNCT on enhancing coordination mechanisms (Laos, Guinea Bissau, DRC, Zimbabwe, Lebanon, Timor-Leste, Ethiopia); promoting protection work (Sudan, DRC and Côte d’Ivoire); updating and drafting contingency plans (Iran, Nepal, Guinea Bissau, Laos, the Great Lakes Region, Pakistan, Serbia and Montenegro, Kosovo, Zimbabwe); preparing CAP documents (Liberia, Chad, Lebanon) and of course, providing support to CRD geographical desks at headquarters.

Within the framework of the OCHA realignement exercise in late 2006, a decision was taken to strengthen OCHA’s surge and emergency response capability. The Surge Capacity Section was transferred from the Coordination Response Division to the Emergency Services Branch alongside OCHA’s emergency response services. The Surge Capacity Section took on additional responsibilities, including: OCHA’s Stand-by Partnership Programme, Central Emergency Response Roster and relevant response coordination and mobilization.

In 2007, the Surge Capacity Section’s emergency officers will continue to be deployed to provide expert humanitarian response mobilization and coordination support for OCHA field structures, UN RC/HCs and IASC Country Teams, to facilitate emergency and preparedness needs assessments, to review capacities of the IASC CT to respond to the emergency, support the development of CAP or Flash Appeals and to provide experienced skills in contingency planning. In addition, the Section will take new responsibilities related to management of OCHA Stand-by Partnership Programmes, OCHA Central Emergency Response Roster and Emergency Response Fund. The Surge Capacity Section aims to address two critical challenges – strengthening in-country coordination and improving the coherence of a single OCHA-wide surge capacity system, including tools and services.
Against this background, the Surge Capacity Section’s key objectives in 2007 are as follows:

**Strengthened in-country coordination:** SCS will focus on strengthened support for the Resident/Humanitarian Coordinators and OCHA field offices. Through the provision of rapid and professional advice, SCS will increase response and preparedness coordination capability of HC/RCs and UNCTs and promote the filling of gaps at the onset of a new crisis or the intensification of an existing crisis.

**Improved coherence of surge capacity tools and services (to adapt to humanitarian reform outcomes):** SCS will develop procedures and tools to increase the capacity for more uniformed OCHA response capacity that can scale up quickly. SCS will address key issues including the unpredictable and episodic nature of funding, the low priority given to such capacity by some stakeholders, the lack of prescreened qualified personnel, and insufficient preparedness. OCHA needs to review periodically its surge capacity (ideally, after each major crisis). SCS will ensure that OCHA has the capacity for rapid deployment of

**Key indicators for 2007**
- Number of urgent crises in which SCS staff are deployed within 72 hours
- Number of requests met by SCS staff in regard to filling critical staffing gaps in OCHA field offices
- Number of staffing gaps filled through OCHA’s Stand-by Partnership Programs

The Surge Capacity Section aims to address two critical challenges – strengthening in-country coordination and improving the coherence of a single OCHA-wide surge capacity system, including tools and services.
The Civil Military Coordination Section (CMCS) 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 as well as 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. In view of the steady increase in military involvement and use of MCDA in humanitarian emergencies, CMCS ensures broader universal knowledge of UN-CMCoord by advocating for awareness and use of the Oslo and MCDA Guidelines, Field Handbook and IASC Reference Papers in all undertakings, with the UN-CMCoord Training and Exercise programmes as the main conduits.

CMCS works for the full implementation of the UN-CMCoord Officer Deployment Plan to ensure rapid and efficient deployment of well-trained and committed personnel to field operations, to demonstrate its added value as a humanitarian common service and secure further contributions of MCDA in case of emergency.

Against this background, CMCS’s key objectives for 2007 are as follows:

**Improved tools and services:** CMCS will identify, mobilize and deploy MCDA in support of humanitarian operations and seek to increase the number of Member States contributing to the Central Register of Disaster Management Capacities/MCDA Directory. It will implement the UN-CMCoord Officer Deployment Plan with the establishment and use of a roster of qualified, trained and experienced candidates, to ensure timely response to requests for UN-CMCoord Officers in humanitarian field operations. It will undertake an internal audit of the Central Register of Disaster Management Capacities to assess user satisfaction, and ensure a formal assessment of UN-CMCoord missions through an established feedback mechanism of field operations and military exercises.

**Shared policy positions on civil military coordination:** CMCS will seek to ensure adherence to and full use of UN civil-military coordination guidelines, handbooks and reference documents by the humanitarian community in general and by UN-CMCoord Officers in particular.

**Increased and strengthened partnerships for humanitarian action:** CMCS will strengthen the UN-CMCoord concept through the development of a broader support base for UN-CMCoord training courses and military exercises (regional and national partners).

**Key indicators for 2007**

- Number and percent of MCDA requests issued within three hours of receipt
- Number of additional countries providing MCDA at the disposal of the United Nations through the Central Register of Disaster Management Capacities/MCDA Directory
- Number and percent of UN-CMCoord Officers deployed within 48 hours of request to natural disasters and complex emergencies, as a Humanitarian Common Service
- Number and percent of deployed UN-CMCoord Officers that are fully conversant in the use of existent UN civil-military coordination guidelines, handbooks and reference documents
- Number and percent of regional and national partners participating in UN-CMCoord training courses and military exercises

### CIVIL MILITARY COORDINATION SECTION

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<td><strong>9</strong></td>
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| Staff costs (US$) | 1,470,948 | 1,470,948 |
| Non staff costs (US$) | 391,715 | 391,715 |
| **Total costs (US$)** | **1,862,663** | **1,862,663** |

**Total requested (US$)**: **1,862,663**
The Logistics Support Unit (LSU) coordinates logistics by closely interacting with the United Nations Joint Logistics Centre (UNJLC), and contributes to inter-agency discussions related to the non-military logistical aspects of emergency relief, such as customs facilitation, emergency sheltering, tracking of in-kind contributions, establishing common warehousing and other services, and the provision of in-kind assistance by governments or private donors. As OCHA’s focal point for suppliers, it provides logistical support to the field and headquarters, particularly on transport issues. LSU is also responsible for the timely mobilisation and delivery of emergency relief goods, mainly through the management and immediate dispatch of the OCHA stock of basic non-food, non-medical relief items held at the Humanitarian Response Depot (UNHRD) in Brindisi, Italy. Although these stocks are not designed to provide relief in all emergency situations, they can, thanks to the support of the Governments of Italy, Norway and Luxembourg, facilitate the provision of emergency assistance and contribute to filling some of the most outstanding gaps.

During large-scale emergencies and disasters, LSU monitors logistics relief operations, issuing regular reports on logistics bottlenecks and other issues of concern, providing advice and support on logistics-related issues, including necessary relief items, customs concerns, and possible routes for deliveries. This is done in close interaction with UNJLC and the Logistics Clusters established during these emergencies.

Key challenges for LSU in 2007 will include enhanced implementation of the humanitarian reform in the field of logistics and emergency shelter; the development and enrichment of the services provided by LSU and an improved interaction with concerned partners within and outside OCHA. Given the small size of the unit, LSU is heavily dependent on external actors and partners such as UNOG for the procurement of relief items, WFP for the management of the OCHA stocks in the UNHRD and related dispatch arrangements, and UNJLC for the gathering and analysis of logistics information at field level. It is hoped that by early 2007, two additional approved posts will be in place and contribute to alleviating the unit’s heavy workload.

Against this background, LSU’s key objectives for 2007 are as follows:

**Fully deployed, functioning and funded cluster system:**
LSU will ensure that OCHA is represented in Logistics and Emergency Shelter Cluster discussions.

**Improved tools and services (to adapt to humanitarian reform outcomes):**
Cooperation with concerned partners on common inter-agency logistics projects will be enhanced. LSU will promote awareness on major logistics issues, particularly potential bottlenecks, during major emergencies and facilitate the provision of emergency relief.

**Shared policy positions:**
LSU will work to ensure that common guidelines for emergency shelter assistance are developed.

**Strengthened internal communication and transparency:**
The full structure of LSU will be implemented and awareness about LSU’s services will be improved.

**Key indicators for 2007**
- Number of countries aware of the “Model Agreements for Customs Facilitation”
- Number of “Model Agreements” signed with interested Governments
- Number of complaints received from the field or from donors
- Number of requests for support for logistics issues received (from within or outside OCHA)
- Number of policies agreed upon in the revision of the “Shelter after Disaster Guidelines”

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**Logistics Support Unit**

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<td>Total costs (US$)</td>
<td>430,196</td>
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Total requested (US$) 430,196
The Environmental Emergencies Section (EES) is the integrated United Nations emergency response mechanism that provides assistance to countries facing environmental emergencies or natural disasters that have significant environmental impacts. EES is a collaborative arrangement between OCHA and the United Nations Environment Programme (UNEP).

The Section mobilizes and coordinates urgent assistance to affected countries when specialized expertise is required or national or local capacities are exceeded. The EES assists countries affected by disasters including chemical spills, floods, forest fires, hurricanes, earthquakes, complex emergencies and other crises with the potential for significant damage to the environment, human life and welfare. The EES project focuses in particular on the most urgent and life-threatening environmental aspects of such disasters.

The EES also supports national level response preparedness by helping countries to increase their environmental emergency response capacity. It does so through multi-stakeholder missions, working with countries to assess capacity, provide training and technical advice, and mobilize additional support where needed. Finally, EES provides a secretariat for the international Environmental Emergencies Partnership, which is a catalyst for practical projects that improve dialogue and collaboration between stakeholders.

Lack of internal capacity is the single biggest challenge for EES. The section operates on a skeleton staff of three professionals and has not grown sufficiently to meet increased demands from national governments for its services, nor is it adequately prepared to respond to the increase in multi-country emergencies such as the 2004 hurricanes, the Indian Ocean tsunami, or the Pakistan earthquake.

In the event of a major crisis like Lebanon, or during multi-country emergencies, EES can focus on only one emergency, and activities not related to the disaster must effectively cease. Moreover, a single large emergency can completely exhaust all financial resources. This does not allow for any flexibility or the continuation of important non-emergency projects, nor does it allow for a prudent margin of error in the event of multiple concurrent emergencies. EES is undertaking several initiatives to improve its effectiveness, including the Flash Environmental Assessment Tool. Although these are designed to achieve positive results, they do not address the fundamental need for more staff to enable EES to be fully prepared.

Against this background, EES’s key objectives for 2007 are as follows:

**Improve tools and services:** In collaboration with partners, EES will develop and pilot the Flash Environmental Assessment tool. This tool will be made available to national governments to help identify the environmental impacts of disasters.

**Improve response preparedness:** EES will develop and pilot a methodology for enhanced environmental emergency capacity building missions. The missions will strengthen the ability of the international system to
The Environmental Emergencies Section assists countries affected by disasters including chemical and oil spills, floods, forest fires, hurricanes, earthquakes, complex emergencies and other crises with the potential for significant damage to the environment, human life and welfare.

respond to environmental dimensions of disasters by expanding the number of environmental experts. These experts will be available to assess and act upon the acute environmental impacts of natural disasters.

**Improved, publicly profiled analysis of global and country humanitarian trends and issues**: EES will ensure that international dialogue related to environmental emergencies is strengthened by the meeting of the international Advisory Group on Environmental Emergencies, a key EES accountability mechanism.

**Key indicators for 2007**
- Flash Environmental Assessment tool has been field tested in at least one disaster and results/lessons learned incorporated into tool design by September 2007
- Number of countries in which the tool for response preparedness has been tested by June 2007
- Number of additional environmental experts nominated by governments for UNDAC roster who have received induction training
- Level of satisfaction as expressed through a survey with tools and services provided by EES
ERSMB will strengthen OCHA’s ability to dialogue and develop effective partnerships with Europe-based humanitarian actors, including UN Agencies, the Red Cross and Crescent movement and NGOs, as well as Member States, regional organisations, parliamentarians, the private sector, the media, and the general public. It will also provide the media – and by extension – the public, with accurate, timely, and relevant information on OCHA’s activities and priorities, and – more broadly – with topical issues of humanitarian concern. The Branch will focus on OCHA’s first and second strategic goals: consolidated humanitarian reform and recognized leadership role in humanitarian advocacy and policy.

Against this background, ERSMB’s key objectives for 2007 are as follows:

**Improved, and publicly profiled, analysis of global and country humanitarian trends and issues:** The
Branch will develop and maintain an in-depth and up-to-date analytical understanding of the humanitarian, political and economic situation and trends, as well as of the humanitarian strategy, in countries of humanitarian concern. It will identify and analyze chronically under-funded crises, research global trends in humanitarian financing and pro-actively provide briefings to the media. It will carry out public outreach activities and brief the general public upon request.

Greater engagement and coordination with national and international NGOs: The Branch will strengthen the Consolidated Appeals Process (CAP) as a tool for inter-agency strategic planning, programming and coordination, reaching out to NGOs at field and headquarters levels to encourage their participation in the CAP. It will develop a strategy for forging effective partnerships at all levels with key Member States (particularly the G77), regional organisations and parliamentarians, and ensure that the strategy is implemented in a coherent and sustained manner. The Branch will engage donors in a strategic dialogue on OCHA priorities and develop strategic partnerships with key donors, as well as forge effective partnerships with the private sector.

Key indicators for 2007

- Number of analytical papers drafted on chronically under-funded crises and global trends in humanitarian financing; extent to which media products based on OCHA inputs reflect key OCHA concerns
- Number of consultations with Europe-based humanitarian partners and Member States on strategic and operational humanitarian issues in countries of humanitarian concern
- Number of strategic partnership framework documents developed with key donors; number of strategic dialogues initiated with new private sector actors

The External Relations and Support Mobilization Branch will be established as of 1 January 2007, consolidating the Geneva-based units whose primary responsibility is to engage with external partners.
The Don or an d External Relations Section (DERS) is responsible for mobilizing adequate resources for all of OCHA’s extra-budgetary requirements. The Section has staff in Geneva and New York and will continue to play a pivotal role advocating for broader support from humanitarian partners toward the achievement of the humanitarian reform and to enable OCHA to more effectively deliver against its mandate.

DERS is responsible for managing and strengthening relationships with humanitarian donors, including the OCHA Donor Support Group (ODSG) and the Humanitarian Liaison Working Group (HLWG). The Section will also serve as the hub for partnership building, and enhancing support from all Member States, regional organizations, parliamentarians, non-governmental organizations (NGO), foundations and the private sector.

DERS assists the Senior Management Team (SMT) to maintain existing and form new partnerships with a wide range of humanitarian actors. In Geneva, external relations, previously located in the Advocacy and External Relations Section, will be fully integrated with donor relations, becoming the Donor and External Relations Section. The DERS in Geneva will be housed in the newly established External Relations and Resource Mobilization Branch; the DERS in New York will continue to be located in the Office of the Director.

The Sections in Geneva and New York will work closely together, complementing each other’s work. Geneva will focus on managing activities related to resource mobilization and donor reporting for OCHA, and the Section in New York will focus on fundraising for the Central Emergency Response Fund, (CERF) in close cooperation with the CERF Secretariat.

Against the background of the Humanitarian Reform initiative, the Section will ensure regular consultation with Member States. It seeks to establish new partnerships in humanitarian action, create a more thorough understanding of OCHA’s mandate and the tools and services it manages on behalf of the wider humanitarian community. In addition to advocating for increased funding for the CERF, the Section will also continue to assist in mobilizing resources for other elements of the humanitarian reform, and will keep Member States abreast of progress on the Cluster Approach, strengthening the Humanitarian Coordinator System and cooperation with NGOs.

Various initiatives to engage with emerging economies, representatives and partners from different regions, including efforts to enhance partnerships with Islamic States, have produced some concrete results. The Section will work to strengthen existing relationships and also to forge more systematic collaborative arrangements and increase the number of new partners, working with OCHA’s Regional Offices and other branches, sections and units to do so. DERS will also intensify its efforts to support the SMT to develop and strengthen partnerships with NGOs.

Engaging with the private sector is a priority for DERS. In 2007, it will develop a clear outreach strategy to broaden the UN donor base for the humanitarian sector, focusing on large foundations active in international development and disaster relief. Also in 2007, existing partnerships with corporate partners such as DHL, UN Foundation, Ericsson, and WorldCheck will be

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**DONOR AND EXTERNAL RELATIONS SECTION**

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| Staff costs (US$) | 163,104 | 1,320,084 | - | 1,483,188 |
| Non staff costs (US$) | 131,453 | 131,453 | 131,453 |
| Total costs (US$)   | 163,104 | 1,451,537 | - | 1,614,641 |
| Total requested (US$) |         |          | 1,451,537 |
strengthened. OCHA and the World Economic Forum will collaborate on plans to launch a humanitarian relief initiative that streamlines and coordinates private sector participation in relief activities and is based on the cluster architecture.

The DERS will intensify efforts to ensure adequate capacity and resources. This will entail greater lobbying with current members of the ODSG as well as new partners to bring greater predictability and increased financial capacity. Work will continue to deepen the existing donor base, encouraging OECD member countries to deliver on their commitment to shoulder a more equal burden with OCHA’s top ten donors, who currently provide some 83 percent of the extra-budgetary requirements. Focus will be placed on promoting multi-year commitments to obtain more predictable funding and more balanced support for field offices by increasing unearmarked or loosely earmarked contributions. While the Section will advocate with Member States for more stable funding through a larger share of the UN Regular Budget, efforts will continue to obtain increased support for the Budgetary Cash Reserve Fund (BCRF).

The year 2006 confirmed the expansion of the global donor base for humanitarian action. The donor diversification trend observed in the wake of the Indian Ocean tsunami was repeated with 63 percent of CERF contributors being non-traditional donors, and the remaining from OECD countries. All efforts will be made to achieve an even greater geographical and economic balance as well as a balance between bilateral and multi-lateral funding. Together with other units in OCHA, the Section will develop regional fundraising strategies.

Engagement with the Good Humanitarian Donorship (GHD) initiative will continue with focus placed on harmonization and simplification of donor reporting and management demands, strengthening donor coordination at country level, and achieving greater adherence to principled funding by donors, resulting in a reduced number of under-funded emergencies and sectors. The focus will be expanded to include adequate support for the implementation of the global cluster appeal 2007 before it is fully incorporated into country appeals the following year.

Against this background, DERS’s key objectives for 2007 are as follows:

**Properly functioning and supported CERF:** The Section will advocate for increased funding for the CERF from Member States, and make use of the agreement with the UN Foundation to continue its activities raising funds for the CERF from private individuals online. A fundraising strategy will be implemented in late 2006 and in 2007.

**More predictable and adequate funding:** The DERS will promote increased support for the Budgetary Cash Reserve Fund (BCRF) in order to realize its target of US$ 30 million early in the year, and allow for 12-month contracts to be issued to all eligible OCHA staff in the field. In 2007, the DERS will enhance relations with emerging donors with support to and in cooperation with the Chair and Troika of the ODSG. This should result in a broadened donor base for OCHA, including additional member states who are meeting the requirements for membership of the ODSG.

**Improved management practices:** The OCHA Contributions Tracking (OCT) system developed in 2006 will provide an online tracking facility and keep all staff informed of the relevant details pertaining to donor contributions. Related reporting duties will be further improved for full implementation and utilization by all units and offices. The OCT will be able to reflect indications of pledges in the pipeline not yet formalized. This will allow for efficient planning and timely reporting to donors, and provide full transparency and accountability in the allocation and utilization of voluntary contributions to OCHA.

**Key Indicators for 2007**

- Number of additional Member States contributing towards the goal of the CERF resource mobilization to be achieved in the course of 2007; fiduciary for private donations established by end of year
- Target for Budgetary Cash Reserve Fund reached early in the year, and funds allocated as advances in 2006 replenished
- The amount and percentage of contributions received from new donors and private partners; the number of countries meeting requirements of ODSG membership
- Number of OCHA staff that have accessed the OCHA Contributions Tracking System in first half of 2007
OCHA is the custodian of the Consolidated Appeals Process (CAP), the IASC’s major instrument for humanitarian strategising and fundraising. Since 1992, 240 consolidated and flash appeals have raised US$29 billion. The purpose of consolidated appeals is to streamline the sometimes overwhelming structure of the humanitarian system’s implementation side by bringing organisations together into a common analysis, strategy and action plan. The CAP combines what would be overlapping, competing single-agency appeals for each crisis into a comprehensive compendium of priority projects. This prevents both gaps and overlaps, and serves as a meaningful funding barometer for each crisis. More than 100 organisations list project proposals in CAPs and flash appeals each year, including the UN, IOM, NGOs, and occasionally the Red Cross and Crescent movement.

OCHA’s CAP Section leads policy development on the CAP and develops inter-agency tools such as the Needs Analysis Framework and strategic monitoring, and chairs the IASC CAP Sub-Working Group. The Section also trains facilitators from various agencies to run CAP workshops in the field and supports OCHA field offices and desk officers in appeal development and review. The Section manages the CAP editorial process, editing some 40 appeal documents – or 5000 pages of text – per year (including flash appeals and quasi-CAPs) making sure they get into the right hands in the right format at the right time. The Section provides a data management function by recording humanitarian funding data item by item and maintaining a database and website which tracks humanitarian aid to 400 implementing organisations in 100 countries from 500 donor governments and organisations. The Section prepares frequent special funding analyses for stakeholders; trains OCHA field and HQ staff on use of the Financial Tracking Service for advocacy and coordination; maintains a website containing appeal documents, guidelines, policy papers, best practices, and a workshop facilitation toolkit. Additionally, it organises the annual CAP launch chaired by the Secretary-General, plus numerous other high-level meetings. For the Central Emergency Response Fund (CERF), the Section analyses and identifies chronically under-funded crises and provides inputs on the development of CERF policy and practice.

Against this background, CAP’s objectives for 2007 will be as follows:

**Strengthen the CAP as a tool for strategic planning, programming, and coordination:** The Section will support the country teams to ensure the adoption of the Needs Analysis Framework. It will support PDSB in developing the strategic monitoring tool piloted in oPt in 2006 and improve guidelines and related documents for consolidated and flash appeals. It will improve project vetting and selection so as to reduce the presence of inappropriate and unfunded elements in CAPs and reach out to NGOs at field and headquarters levels to obtain maximum participation in the CAP. The Section will incorporate Humanitarian Reform (clusters, CERF, strengthened Humanitarian Coordinator system) into CAP policy and practices and support country teams to achieve coordinated humanitarian action and fundraising in situations where affected country government policy necessitates a quasi-CAP.

**Properly functioning and supported CERF:** The Section will ensure contributions to CERF policy, practices, templates, guidelines, criteria, specific decision-making on applications, development of CERF administrative software, visibility, analysis of under-funding, and training OCHA field and HQ staff on all of the above. (One position of the CERF Secretariat is located in the CAP Section.)

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**CONSOLIDATED APPEALS PROCESS**

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<tr>
<th>Planned Staffing</th>
<th>Regular Budget</th>
<th>Extra-budgetary</th>
<th>Projects</th>
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</table>
The purpose of consolidated appeals is to streamline the sometimes overwhelming structure of the humanitarian system’s implementation side by bringing organisations together into a common analysis, strategy and action plan. This prevents both gaps and overlaps, and serves as a meaningful funding barometer for each crisis.

**Improved tools and services**: The section will implement improvements in the Financial Tracking Service (FTS), making its online tables and database more powerful and more user-friendly, obtaining (through active research if necessary) ever-more comprehensive data on humanitarian funding, providing FTS training to key donors, HCs, OCHA and IASC agency staff, and NGOs, researching donor behavior, and investigating the development of FTS into a platform for broader accountability and measures of impact.

**Key indicators for 2007**

- Percent of CAP countries that publish Needs Analysis (separately or as part of CAP document); percent of decrease in the number of unfunded CAP projects in 2008 appeals from the number in 2007; percent of appeals that include NGO projects
- Percent of CAP guideline documents that provide information on interaction of CAP and Reform elements
- Desks, CAP Section, and IASC CAP SWG identify all potential ‘quasi-CAP’ countries by means of field reports, humanitarian funding data, and early warning analysis, and familiarize the OCHA FO on how to proceed with CAP methods
- FTS website offers user-tested advanced features including advanced and keyword searches, personalisation options, and user aids; FTS database contains, and website displays, funding data for 90% of ODA-eligible countries that receive international humanitarian aid per FTS definition
A key feature of the OCHA re-alignment is the consolidation of the desk structure into one location. Desk functions from Geneva will be transferred to New York during the first quarter of 2007 and a focal point will be established in Geneva for interface with the Coordination and Response Division (CRD) on country and region-specific humanitarian issues. As the consolidation takes hold, the new Geographical Coordination and Monitoring Section (GCMS) is expected to have three main functions. It will act as OCHA Geneva focal point for substantive information on country and region-specific humanitarian coordination issues; respond, as appropriate, during first phase to large-scale sudden onset emergencies and disasters; and represent OCHA and reinforce dialogue on geographical coordination issues with the humanitarian community in Europe.

While the Section will report to the Chief of the External Relations and Support Mobilization Branch, it will maintain a functional link and work in close coordination with the Coordination and Response Division. The Section will contribute to OCHA’s first and second strategic goals: consolidated humanitarian reform and recognised leadership role in humanitarian advocacy and policy.

Against this background, GCMS’s key objectives for 2007 are as follows:

More coherent, sharpened advocacy in Europe on country and region-specific issues and strengthened partnerships for humanitarian action: GCMS will
support system-wide advocacy and coordination efforts related to humanitarian coordination issues by promoting strategic dialogue on country and region-specific issues with key humanitarian partners in Europe, including the IASC and Member States. In close collaboration with the Donor and External Relations Section, GCMS will provide information to permanent missions in Geneva and join donor field visits and evaluations.

**Strengthened in-country coordination:** In close collaboration with CRD, GCMS may serve as focal point – as appropriate – for response during the initial phase of a large-scale sudden onset emergency or disaster on matters related to OCHA response management, inter-agency coordination, briefings, messaging and information. It may also support response coordination directly in the field through missions or deployments. On humanitarian situations overall, GCMS will maintain up-to-date information and analysis of coordination issues, facilitate the sharing of information on trends and policy among agencies and Member States, in the field and at headquarters, in pursuit of common humanitarian understanding and messaging.

**Key indicators for 2007**

- Level of satisfaction with quality of reporting as expressed by key partners through surveys
- Number of OCHA-initiated country/region-specific discussions with interested HLWG and IASC members held quarterly or more often as may be required
- Number of deployments and missions

GCMS will act as Geneva focal point for substantive information on country and region-specific humanitarian coordination issues; respond, as appropriate, during first phase to large-scale sudden onset emergencies and disasters; and reinforce dialogue with the humanitarian community in Europe.
The way in which societies are organized largely determines the extent to which they are susceptible to disasters. Thus, prevention and mitigation measures to reduce the risk associated with natural hazards are rightly understood as a major concern for development agencies and processes. Some 85 percent of the people exposed to earthquakes, hurricanes, cyclones, floods and droughts do not live in high-income countries where investment in risk reduction has had a big impact in reducing disaster losses.

In poor and medium-income countries, where resources to invest in risk management are often limited, disasters pose a significant threat to lives and livelihoods as well as the achievement of the Millennium Development Goals. For many at-risk populations, disasters are a cyclical nightmare that exacerbate and contribute to a vicious dynamic of increased vulnerability and reduced coping capabilities. Thus, while disasters associated with natural hazards are, to a large extent, an outcome of, and a factor in, the pursuit of different development models, it is also apparent that humanitarian actors have a vital role to play in reducing exposure to risk before, during, and immediately after the onset of a disaster.

OCHA, in collaboration with humanitarian and other partners including, in particular, ISDR and IASC members, is committed to supporting efforts to translate the Hyogo Framework for Action (HFA) into policies and programmes geared to the reduction of risk. In this context, it is increasingly acknowledged that humanitarian organizations should re-orient their disaster focus from the delivery of goods and services to the strengthening of indigenous capabilities to cope with hazards and the possibility of catastrophic events.

The Hyogo Framework is widely seen as an essential guide for all action concerned with improved disaster management. OCHA is, therefore, taking specific measures to mobilize a coherent, corporate, and concerted approach to the reduction of risk in terms of natural hazards and other events. Cognizant of the importance of a holistic approach to reducing threats to human survival, including in the context of chronic vulnerability and slow-onset disasters, OCHA is also exploring ways in which indigenous disaster preparedness capabilities can be strengthened in areas where governance systems are weak or armed conflict restricts the possibility of sustained interventions.

OCHA, conscious of the need to strengthen its internal structures to better engage in efforts to enhance disaster preparedness, is in the process of developing a dedicated Emergency Preparedness Section to play a catalytic role within and outside OCHA. This will include the provision of tools and guidance to support the overall goal of improved preparedness. The Emergency Preparedness Section will focus on high-risk, low-capacity settings and on issues such as the formulation or strengthening of monitoring systems concerned with critical risk factors, sharing timely and meaningful information on risk trends.
In poor and medium-income countries, where resources to invest in risk management are often limited, disasters pose a significant threat to lives and livelihoods as well as the achievement of the Millennium Development Goals.

and their potential humanitarian implications, and the provision of support for the application of the Hyogo Framework in relation to disaster preparedness.

Currently, OCHA is supporting or is in the process of developing specific measures to strengthen disaster preparedness structures. This includes the development of a field-level consultation between OCHA and core partners to identify a dedicated risk reduction agenda and strategic measures that can be taken to sharpen and enhance the focus of interventions at the regional and national level taking into account priority humanitarian concerns. In close consultation with IASC members and a cross-section of NGO, government and regional-level actors, OCHA and the ISDR secretariat are spearheading the development of a Guidance and Indicator package to help give effect to HFA priorities concerned with disaster preparedness.

OCHA is also committed to participating actively in defining the concept of CADRI (Capacity for Disaster Reduction Initiative) within the context of a tri-partite relationship between UNDP, ISDR and OCHA. Subject to availability of resources, OCHA is ready to assist in establishing and developing CADRI (formerly DMTP, Disaster Management Training Programme) by providing staff dedicated to furthering the CADRI mandate, in particular the objective related to disaster preparedness and response.

OCHA will also continue to support its ongoing commitments, including its support for the ISDR Governance structure as a member of the Management Oversight Board and of the Programme Advisory Committee and its participation in the International Recovery Platform (IRP), which UNDP, ISDR and OCHA agreed to establish during the World Conference on Disaster Reduction in January 2005 in Japan. The IRP seeks to contribute to the strategic goals of the Hyogo Framework for Action by functioning as an international repository of knowledge and a networking mechanism to support recovery activities. OCHA, a member of IRP’s Steering Committee, plans to strengthen its participation in this endeavour.
The Policy Development and Studies Branch (PDSB) has as its main role and mission to provide policy guidance and clarity on humanitarian issues; support effective humanitarian action by being operationally relevant and practical; and support OCHA’s role in the broader humanitarian community, particularly its mission to mobilize and coordinate effective and principled humanitarian action in partnership with national and international actors.

In 2007, PDSB will focus on three key areas: developing a humanitarian policy agenda; fostering strategic and operational coherence; and improving accountability and effectiveness.

To develop a humanitarian policy agenda, PDSB identifies emerging 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 UN bodies including the Economic and Social Council (ECOSOC), the General Assembly and the Security Council, and humanitarian and academic partners in order to promote greater recognition and application of humanitarian principles.

To foster strategic and operational coherence, PDSB crafts practical policies, guidance and analytical 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 staff and other actors in emergencies are aware of key humanitarian policies and methodologies and are able to apply them flexibly, and 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 internal and sector-wide learning and accountability. Evaluation reports are broadly disseminated and incorporated into new policies, lessons learned documents 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.
Against this background, PDSB’s key objectives for 2007 are as follows:

**Strengthened humanitarian reform through policy guidance:** PDSB will provide policy support and guidance materials to the cluster working groups (IASC) and the CERF Secretariat and Advisory Board as well as a guidance note on the modalities of the Humanitarian Community Partnership teams. PDSB will ensure standardized training for OCHA staff and peacekeepers, and the establishment of a roster/surge capacity for policy expertise.

**Strengthened in-country coordination:** PDSB will ensure the following: two country level protection workshops, four country reviews of integrated missions in relation to humanitarian presence and principles; a review of the effectiveness of the HC training; a mapping study of humanitarian and human rights action to enhance protection; an internal review of OCHA’s policy on civil-military coordination and a review paper to enhance relief-development synergies in slow-onset disasters. In support of the CAPs, PDSB will produce new guidelines and training, provide analysis on the reflection of critical policy issues in CAPs, and develop standardized appeal projects for critical issues such as gender and M&E.

**Improved, and publicly profiled, analysis of global and country humanitarian trends and issues, including those relevant to IDPs:** PDSB will promote the roll-out of the protection information mechanism in three pilot countries, a POC database, and the development of an internal global IDP monitoring and reporting instrument and three country-specific POC/IDP strategies.

**Shared policy positions through strengthened partnerships:** PDSB will develop policy papers on under-funded crises, targets for low-profile crises, contribute to developing IASC policies on gender, the elderly, and on HIV/AIDS. PDSB will support improved policy dialogue on disasters within existing inter-governmental and inter-agency processes, work with regional organizations on POC; develop country-specific civil military/civil policy guidance, and review the use of military assets.

**Greater incorporation of risk reduction into humanitarian strategies:** PDSB will develop disaster preparedness indicators and provide policy guidance in this area.

**Key Indicators for 2007**

- Percent of PDSB-developed policy recommendations incorporated into humanitarian reform programmes
- Degree of satisfaction (survey) expressed by key stakeholders with guidelines developed by PDSB
- World Humanitarian Report concept endorsed by key stakeholders by end 2007
- Number and percent of partners agreeing to adopt proposed policy positions
- Adoption of disaster preparedness indicators by IASC by end 2007

**OCHA’s work on HIV/AIDS in humanitarian action**

75% of the global burden (38.8 million) of HIV infection is found in countries affected by complex and protracted crises. OCHA is focusing on mainstreaming into humanitarian programmes actions that address HIV, concentrating on three areas of concern:

- **Complex Emergencies:** Advocating for, and providing coordination support to help ensure that populations in emergency settings are able to access HIV prevention, care and treatment services.
- **Protracted Emergencies:** Ensuring linkages between humanitarian action to address *acute* needs and development programs to address *chronic* needs.
- **Sudden onset disasters:** Integrating HIV considerations, as required, in emergency response to reduce risk of increased HIV susceptibility and AIDS vulnerability.

In late 2006, OCHA engaged its first HIV/AIDS Advisor to help define OCHA’s role in the global fight against HIV and to develop policies and tools to guide OCHA HQ, regional and country activities. In 2007, OCHA and UNAIDS are committed to developing a strategic framework for the coordination of HIV support in emergency settings. OCHA will also develop an HIV workplace program for OCHA staff.
The protection of civilians in armed conflict remains a central part of the Policy Development and Studies Branch (PDSB) efforts to support the humanitarian policy agenda and foster strategic and operational coherence within the Secretariat, the IASC and Member States.

Increasingly, many crises around the world can be described as protection crises, characterized less by dire emergency need and more by violations of human rights and attacks against civilian populations. The protection of civilians in armed conflict is a ‘humanitarian imperative’ that remains a principal international concern. On behalf of the humanitarian community, the Emergency Relief Coordinator continues to brief the Security Council on a six month basis with a Secretary-General’s report submitted every 18 months. In 2006, a third thematic resolution on the protection of civilians in armed conflict was adopted by the Security Council, complementing two prior resolutions and strengthening the overall protection framework. In 2007, the Protection of Civilians Project will focus on strengthening the implementation of these resolutions and enhancing protection response to safeguard civilians caught in conflict. The Ten Point Platform of key issues of concern, presented to the Security Council in December 2003, remains relevant today and will continue to provide a solid basis on which to promote the protection of civilians in armed conflict. The Project will also engage more closely with the Member State Support Group and members of the Security Council to develop a clearer strategy for engaging Member States to advance the protection agenda.

In 2007 the project will continue to encourage broader participation and support for the humanitarian protection of civilians in armed conflict by reaching out to new constituents, principally regional and other intergovernmental organizations, and developing guidance and tools to ensure more effective field support.

A workshop is planned for early 2007, to consolidate the consultative network of regional organizations already established, and set the agenda for establishing a common set of standards for regional organizations on the protection of civilians in armed conflict. In collaboration with other partners and country teams, work will also continue on strengthening field response through country level workshops. In 2006 a roundtable session on the peacekeeping mission in Côte d’Ivoire was convened, followed by a protection of civilians workshop. This approach will continue to be applied in 2007 with a possible focus on Afghanistan. The country workshops aim to bring together national authorities, representatives of civil society, international NGOs, UN Agencies, peacekeeping missions, regional organizations, and donors. With a country focus, the workshops aim to define country policies and strategies to strengthen the protection of civilians in post-conflict situations as well as provide participants with tools to enhance their capacity to respond to protection needs and integrate protection considerations into all aspects of their work.

Against this background, the Protection of Civilians Project’s key objectives for 2007 are as follows:

Shared policy positions (in pursuit of a common humanitarian understanding and messaging):
Emphasis will be placed on strengthening protection response and implementation of already developed protection frameworks. A policy instruction on protection has been formulated for OCHA field offices and efforts will be made to ensure that all OCHA offices receive sufficient guidance and have the capacity to support the work of the protection cluster at the field level.
Many crises around the world are characterized less by dire emergency need and more by violations of human rights and attacks against civilian populations. The protection of civilians in armed conflict is a ‘humanitarian imperative’ that remains a principal international concern.

**More coherent and sharpened advocacy on humanitarian issues and principles:** The project will work with DPKO and IASC colleagues to develop clearer guidance on the role of peacekeepers and other actors in peacekeeping missions. It will also work closely with Member States to strengthen the implementation of the protection of civilians Security Council resolutions by mobilizing the Member States Support Group on the Protection of Civilians in Armed Conflict. Emphasis will also be placed on updating and promoting the use of existing tools such as the Aide Memoire.

**Improved, and publicly profiled, analysis of global and country humanitarian trends and issues:** The project will continue developing an enhanced information mechanism on the protection of civilians in armed conflicts. Stronger links will be made with academic institutions and the focus will be placed on rolling out a basic methodology to enhance information gathering on protection related issues. This will complement existing mechanisms already established at the field level and will be developed in line with IASC’s information management strategy.

**Key Indicators for 2007**

- Number of advocacy events on the protection of civilians in armed conflict held in collaboration with NGOs & Member States
- Number of Regional Organisations engaged in the Protection of Civilians Consultative Network
- Number of OCHA field offices with established protection of civilians reporting mechanisms
The Evaluation and Studies Section Project (ESS) is responsible for the management of a portfolio of evaluations and reviews, including lessons learned. These are undertaken on cross-cutting, thematic and country-specific issues and, at times, are conducted in collaboration with other UN agencies and members of the IASC. The ESS also contributes to corporate reporting (e.g. Annual Report, UN report, ECOSOC reporting) and is the depository for institutional learning.

The Section strives to balance the systematic planning of on-going evaluation initiatives which are expected to contribute to OCHA-wide learning and increased organizational effectiveness, with the ad-hoc planning of unforeseen initiatives that require a timely response, such as real-time evaluations. The work plan therefore must remain flexible to allow for additional evaluation activities and the re-prioritization of activities when necessary. The ESS also seeks to strengthen OCHA-specific and system-wide monitoring and evaluation (M&E) systems capacity but faces major challenges related to field and headquarter capacity and lack of effective data coming out of emergency settings. This challenge can only be addressed by a system-wide effort and collaboration, which ESS is spearheading. Finally, institutional knowledge learning and sharing is not systematized and easily accessible to all staff. The ESS therefore needs to work in collaboration with other parts of OCHA as well as agency partners to build internal and external knowledge sharing networks.

Against this background, ESS’s key objectives for 2007 are as follows:

**Strengthened implementation of humanitarian reform:** ESS will conduct two external reviews of the CERF and the cluster approach, an internal review of UNDAC and two inter-agency evaluations; a consolidated appeal with focus on tools and humanitarian reform issues; and participation in a system-wide evaluation by the UN Evaluation Group (UNEG) on the overall UN’s performance in Uganda. OCHA’s role here will be to ensure that humanitarian issues, including those related to the reform, are addressed by this system-wide evaluation.

**Improved tools and services:** ESS will focus on the development of a standardized M&E component for flash appeals and consolidated appeals, the setting-up of an M&E surge capacity; the piloting of the CAP strategic monitoring and evaluation tool in three countries, and a CAP evaluation.

**More coherent and sharpened advocacy on humanitarian issues and principles:** ESS will ensure the recommendations made in the synthesis report of the Tsunami Evaluation Coalition (TEC) are promoted and discussed at the appropriate fora, leading to implementation. Together with IASC partners, ESS will be co-organizing a West African meeting of ALNAP (Active Learning Network for Accountability and Performance in Humanitarian Action) to bring together various partners to discuss critical issues for the region.

**Improving management practices:** ESS will organize at least two systematic and focused internal lesson learning reviews (LLRs) of new large-scale emergency responses. It will conduct follow-ups and trend-reviews on the implementation of previous LLRs.

**Key indicators for 2007**

- Number and percent of evaluation recommendations that are implemented
- Number and percent of new CAPs and Flash Appeals that contain the new standardized M&E component
- Number of agencies that have agreed to implement TEC recommendations
- Percent of lesson learning review implementations that are implemented

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### EVALUATION AND STUDIES SECTION

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<th>Plannned Staffing</th>
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The Section balances the systematic planning of on-going evaluation initiatives with the ad-hoc planning of unforeseen initiatives that require a timely response, such as real-time evaluations. The ESS works in collaboration with other parts of OCHA as well as agency partners to build internal and external knowledge sharing networks.
The Gender Advisory Team of OCHA (GAT) is responsible for mainstreaming gender concerns into OCHA’s core mandate and supporting the implementation of OCHA’s Policy on Gender Equality and its supporting Plan of Action. Facilitating gender mainstreaming throughout the IASC, including in all aspects of the humanitarian reform, is a major area of concentration for OCHA’s Gender Equality Project.


In 2007, OCHA will report on progress made implementing its gender action plan 2005-2006, and will put together a 2007-2008 plan encompassing OCHA’s field and headquarters offices. This new gender action plan will place particular focus on strengthening OCHA’s support to mainstreaming gender issues as a cross-cutting theme in cluster approach as well as enhancing partnership building between and among all humanitarian actors.

Against this background, GAT’s key objectives for 2007 are as follows:

**Improved tools and services:** The GAT will ensure that the Handbook on gender standards is rolled out to the field. It will be translated into Arabic, French, Russian and Spanish and accompanied by a CD-Rom with related resource materials. The Handbook will provide indicator checklists to measure the implementation of gender mainstreaming in an emergency. The GAT will also promote the deployment of gender advisors in emergencies. This initiative will develop a ready pool of trained gender experts to be deployed to a humanitarian crisis on short notice. These experts could be deployed as an “inter-agency” gender advisor providing gender expertise to Humanitarian Coordinators or as agency specific gender advisors. The gender pool will be trained on how to facilitate gender mainstreaming in a humanitarian situation.

**Greater engagement and coordination with national and international NGOs:** The GAT will promote capacity building of humanitarian actors on gender issues through the development of an e-learning interactive training course similar to the UN Basic Security Training. Because a majority of humanitarian actors never receive training or are deployed to an emergency with short start-up times, a CD-Rom or internet-based learning course on gender would enable staff to learn gender basics and how to operationalise gender concerns in emergencies. The Gender Learning Programme could be used by all partners as a basic entry-level training. The Gender Handbook will provide the foundation for this effort. The GAT will also build partnerships for increased predictability of gender programming in crisis. When Flash Appeals or CAPs are prepared gender issues are not always included. More concerted effort is needed to create a programmatic approach which includes projects that incorporate gender concerns and in some cases are specific efforts to support women/girls. Consultations with NGO partners will be held to prepare project “templates” and agree on standards to incorporate gender activities in funding appeals.

**Strengthened in-country coordination:** The GAT will promote the use of sex & age disaggregated data for...
decision-making. Many Security Council and Economic and Social Council (ECOSOC) resolutions call for the disaggregation of data by age and sex, although this does not often happen. A more convincing argument is needed as well as more practical guidance to decision-makers at field and HQ levels in order to demonstrate how data disaggregated by age and sex is more effective in understanding populations affected by crisis and to what degree women’s, men’s, boys’ and girls’ needs are being met in an emergency. A thorough review of recent emergency responses will be undertaken to determine the use of sex and age disaggregated data for decision making. This combined with solid examples of how data – both disaggregated and not – makes a difference in the way a humanitarian situation is understood, will be presented in a user-friendly tool for Humanitarian Coordinators and others.

Facilitating gender mainstreaming throughout the IASC, including in all aspects of the humanitarian reform, is a major area of concentration for OCHA’s Gender Equality Project.

Key Indicators for 2007

- Percentage of OCHA field offices with gender action plans and report on annual implementation
- Percentage of OCHA offices supporting the creation of gender networks in the field and supporting them to use and roll out the IASC Gender Handbook
- Establishment of the Gender Roster in 2007; number of gender advisors deployed
The Advocacy and Information Management Branch (AIMB) supports OCHA’s overall mission to mobilize and coordinate effective and principled humanitarian action in partnership with international and national actors. The branch advocates on behalf of people in need, including on rights related to key humanitarian issues at the global, regional and national levels. The branch provides timely, relevant and reliable information services to the humanitarian community to strengthen coordination and inform decision makers, and it maximises the use of information and communications technology to provide these services both internally and to external partners.

The Advocacy and Public Information Section (APIS) assists and supports the USG/ASG and the Senior Management Team, Humanitarian Coordinators and OCHA colleagues by developing and providing comprehensive media tools and services, including press releases, media alerts, interviews, public briefings, Op Eds, crisis communication and advocacy strategies. APIS promotes key humanitarian issues and works for the inclusion of humanitarian concerns in UN decisions and communications, as well as with UN Member States in their decision-making. It also highlights forgotten emergencies and natural disasters by issuing information to the national and international media and the Office of the Spokesman of the Secretary-General, including via OCHA Online and by working with NGOs, civil society groups and academic institutions.

The Information Analysis Section (IAS) ensures that information support to humanitarian decision makers meets strategic and operational planning needs for OCHA and that the information collected and disseminated adds value for all humanitarian actors, both globally and in the field. Information services include:

- **ReliefWeb**: strengthens the response capacity of the humanitarian relief community by disseminating information to all partners responding to natural disasters and complex emergencies. Information includes time critical reports, maps and financial contributions, as well as links to partners’ resources. 24 hour coverage is ensured by having ReliefWeb operations located in three duty stations: New York, Geneva and Kobe.

- **The Field Information Services Unit (FIS)** supports information management in existing or new OCHA field offices and the deployment of Humanitarian Information Centres (HIC) or small information management teams to sudden-onset emergencies.
Working with UN Agencies, local governments, NGOs and donors, FIS develops and implements information products and tools that improve the co-ordination of humanitarian assistance, including by developing common inter-agency approaches to information management support to the humanitarian reform process.

OCHA’s Information Technology Section (ITS) is responsible for providing Information and Communications Technology (ICT) support within the Office, including the development and maintenance of applications (web sites and databases); the provision of internal information management support (advice, guidance, standards and policies) and coordination of inter-agency emergency ICT activities.

Highlights of AIMB activities for 2007:

To consolidate humanitarian reform, AIMB will lead the building of inter-agency consensus through the IASC to define a new framework for the management of humanitarian information and data to support the reform process, including helping to define the analytical scope. Further, AIMB will continue to coordinate the Emergency Telecommunications Cluster mechanism.

To build a more coherent international community of practice around humanitarian information management issues, principles and practices, AIMB will host the global “Symposium Plus 5 on Best Practices in Humanitarian Information Management and Exchange” building on regional workshops held in Bangkok, Panama and Nairobi. Further, the Symposium will act as a forum to endorse an inter-agency and humanitarian community-wide approach to information exchange to support the humanitarian reform process.

To strengthen regional and field capacity for humanitarian advocacy, including for sudden onset emergencies, AIMB will collaboratively develop strategies and finalize guidelines on field based advocacy and crisis communications, supported by training, and will offer public information surge capacity as required.

To support a fully functioning CERF, AIMB will provide advocacy and public information services, including supporting advocacy campaigns, developing success stories and preparing online content to raise awareness and international support for the CERF mechanism. AIMB will further reinforce the CERF by utilizing OCHA Online, ReliefWeb and IRIN as platforms to raise awareness.
The primary function of OCHA’s Advocacy and Public Information Section (APIS) is to assist and support the USG/ASG and Senior Management Team, Humanitarian Coordinators and OCHA itself to advocate for effective and principled humanitarian action at the global, regional and country levels. APIS highlights forgotten emergencies and natural disasters by reminding national and international media of their existence and impact and working with the Office of the Spokesman of the Secretary-General to ensure relevant messages are included in UN communications. Additionally, APIS advocates independently and jointly with NGOs, civil society groups and academic institutions to highlight humanitarian crises. The Section provides numerous services to strengthen OCHA’s overall humanitarian advocacy, including comprehensive media outreach, crisis communication, and advocacy strategy and design. Major challenges in advocacy will be linked to highlighting the critical importance of safety and security for humanitarian workers, and encouraging greater adherence to humanitarian principles. Increased media coverage of and funding for forgotten emergencies, natural disasters, complex emergencies and emerging crises, including in the Middle East and Africa, will remain a crucial challenge in 2007.

As the humanitarian reforms proposed by the Secretary-General are implemented, the challenge of ensuring effective advocacy for the CERF and the cluster approach, and for strengthened humanitarian coordination on the ground will be paramount. Given the coming changes in UN senior management in 2007, it will be important for OCHA to remain focused, build upon its strengths, and maintain its role and profile as an effective advocate for humanitarian action and a voice for the voiceless.

Against this background, APIS’s key objectives in 2007 will be as follows:

**Properly functioning and supported CERF:** APIS will provide public information support through the development of success stories, press releases, Op Eds, and other services, including that of information management, to further the development of the CERF website, and expand knowledge of the CERF and its importance for humanitarian action. Public information support will also be provided for the CERF donor conference.

**Strengthened in-country coordination:** Advocacy, crisis communication and strategic communications strategies will be developed for UNCTs. Public information support will be provided to ensure that surge deployment is in place. Training will help strengthen advocacy and PI capacities for improved coordination.

**Improved tools and services to adapt to humanitarian reform outcomes:** APIS will provide advocacy support to OCHA ROs/field offices, ensure the OCHA Intranet reflects the humanitarian reform process, and develop a media database for editors and journalists in the Middle East. PI and advocacy manuals will be prepared, along with templates and guidelines for crisis communication strategies.

**Improved, and publicly profiled, analysis of global and country humanitarian trends and issues:** Public information/advocacy will be undertaken through press releases, media interviews/interactions/story pitching, public briefings, ensuring media coverage of missions of senior management, Op Eds, articles, campaigns and other PI products.
Increased and strengthened partnerships for humanitarian action: Public information/advocacy will be undertaken through Op Eds, articles and other PI products, advocacy meetings with IASC and other NGO fora and organizations. Support will be provided to OCHA regional offices in the mobilization of donors.

Key indicators for 2007
- Number of Op Eds, press releases, success stories and other PI products produced
- Percent of increase in number of PI surge missions
- Media database for editors/journalists in Middle East functioning by end 2007
- Number of requests for advocacy meetings with the IASC and other NGO fora and organizations
- Number of requests for support from RSOs mobilizing non-traditional donors

Given the coming changes in UN senior management in 2007, it will be important for OCHA to remain focused, build upon its strengths, and maintain its role and profile as an effective advocate for humanitarian action and a voice for the voiceless.
OCHA’s Information Management comprises two sections: the Information Analysis Section (IAS) and the Information and Communications Technology Section (ICT). The sections work together to provide timely, relevant and reliable information services to the humanitarian community, maximising the use of information and communications technology in developing and providing information tools, platforms and communications, both internally and with external partners.

In 2007, IAS will conduct a comprehensive review of its information management role and functions to develop a more comprehensive information management strategy and multi-year implementation plan that more fully supports OCHA’s goals, including implementing humanitarian reform, strengthening advocacy and ensuring more effective management and internal communications.

The information management review will look at OCHA’s information management culture, practices and systems to assess the effectiveness and cohesiveness of the information tools, platforms and systems and the IT support capacity required to develop and maintain these systems, particularly in the context of humanitarian reform and the need for a dynamic systems infrastructure capable of supporting the latest technologies for future growth. Finally, there are ever more strident calls for principled IM practices to inform sound analysis, knowledge management and organizational learning.

The review will be undertaken with key focal points from the Information Analysis Section, including representatives from ReliefWeb and the Field Information Projects, and the Information & Communications Technology Section.

### ReliefWeb Project

ReliefWeb strengthens the response capacity of the relief community through the timely dissemination of reliable information on humanitarian response to natural disasters and complex emergencies. ReliefWeb provides guaranteed access around the clock to time-critical reports, maps and financial contributions, as well as links to multiple relevant sources. The ReliefWeb project is operated from three duty stations with teams in New York, Geneva and Kobe, ensuring 24-hour coverage for decision-makers at headquarters and relief teams in the field.

The site received an average of seven million page views per quarter during 2006 and is viewed by up to 400,000 individual users per month. More than 160 new documents and maps are posted daily from among more than 2,500 providers. These are viewed online or received via email by some 80,000 subscribers. ReliefWeb will continue to provide 24-hour weekday coverage of disasters and emergencies, consistently encouraging information exchange among more than 2,500 providers and will host the global “Symposium Plus Five” on best practices in humanitarian information management and exchange where cluster lead information requirements and the context of humanitarian reform will be addressed.

In the final phase of its 2-year technical infrastructure upgrade, ReliefWeb will continue to improve the stability of its online platform to ensure reliable information services to partners. This includes strengthening connectivity and underlying systems and more automation of content management tasks. The complete overhaul of search and information collection systems will continue and further technical enhancements will be informed by recommendations from the comprehensive, independent evaluation of 2006.

Challenges also identified by the evaluation include building on staff editorial competency to focus attention...
on critical humanitarian issues and response priorities building staff technological capacity to enhance the site’s technical systems, automated partner services and automated content retrieval and posting. Additionally, an important challenge is to reinvigorate liaison and outreach at the regional and field levels with partners to provide more representative, linguistically relevant and comprehensive ReliefWeb services at all levels.

Against this background, ReliefWeb’s key objectives for 2007 are as follows:

**Improved tools and services for humanitarian reform:** ReliefWeb will host the global “Symposium Plus Five” on information management and exchange, ensure 24-hour coverage of complex emergencies and natural disasters and promote site management stability through new features, bug fixing, replication and quality control. A technical design upgrade will enhance information collection capacity.

**Improved, and publicly profiled, analysis of global and country humanitarian trends and issues:** Humanitarian trends highlighted will be made more meaningful by “issue framing”, and visualization tools and metrics packages will be installed. Access to site content will be facilitated through “sketch” versions of maps, lighter pages and enhanced email services.

**More coherent and sharpened advocacy on humanitarian issues and principles:** ReliefWeb will build internal links to draw attention to underfunded emergencies, reorganize the home page to reflect the changing humanitarian agenda and begin designing multi-lingual content capacity.

**Increased and strengthened partnerships for humanitarian action:** A communications strategy will be developed to encourage information submissions from partners and increased collaboration with OCHA websites at global, regional and country levels. Content partnerships will be bolstered through publication of editorial policies, personalized content portfolios, and accompanying metrics.

**Improved management and internal communication:** Strategic planning cycle will be observed and risk analysis undertaken. Staff competencies will be strengthened with implementation of a training plan. ReliefWeb will ensure the timely observation of performance appraisal cycles and knowledge management systems will be conceptualized including proactive participation on intranet to enhance internal communications.

### Key indicators for 2007
- Percentage increase in e-mail subscriptions and in posting of trainings and vacancies
- Number of days for which site functions at optimum level
- Degree of satisfaction recorded in feedback from user testing sessions on accessibility and utility for decision-making
- Number of editorial policies updated and published online
- Number of content partnerships established

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Field Information Services Unit

The Field Information Services Unit (FIS) focuses on supporting and improving information management in existing or new OCHA field offices and deploying Humanitarian Information Centres (HIC) or small information management teams to sudden-onset emergencies. Working with UN Agencies, local governments, NGOs and donors, FIS develops and implements information products and tools to improve the coordination of humanitarian assistance. In the context of the humanitarian reform process, FIS is also active in inter-agency initiatives to develop common approaches to information management. FIS serves as the secretariat for the Geographic Information Support Team (GIST), a corps of information specialists from UN, NGO and donor agencies that develop and promote the use of geographic and data standards in humanitarian relief.

Key challenges for FIS in 2007 will relate to providing leadership to the humanitarian community in adapting its information management practices in light of humanitarian reform. Ensuring a system wide approach to allow for managing information across clusters will require building consensus among cluster leads and their implementing partners to standardize and adapt IM processes and tools. Their willingness, participation and agreement to implement and follow up will be critical.

OCHA is challenged internally to better integrate and mainstream information management practices to support analysis for advocacy and coordination in the new reform environment. Meeting this key challenge will require cross functional team approaches – from headquarters to the field and across all branches – and must include reaching agreement on ways forward, implementation and follow up.

Against this background, FIS’s key objectives in 2007 will be as follows:

**Fully deployed and functioning cluster system:** FIS will build inter-agency consensus through the IASC to define a new framework for managing humanitarian information and data. This includes clarification of information management roles of both OCHA and the HIC; a stock-taking of inter-agency information management tools, products, and capacities; working with partners to establish agreements on information exchange practices, standards and principles and on shared data preparedness measures. This will require agreement and clarity on the analytical scope and expectations within and between clusters.

**Improved tools and services to adapt to humanitarian reform outcomes:** FIS will adapt information management tools and services, including the humanitarian information centre, on the basis of the above mentioned inter-agency process, thereby strengthening OCHA’s capacity to provide information management support in emergencies.

**Strengthened in-country coordination:** FIS will mainstream field information management tools into strategic planning and decision-making processes in OCHA regional and field offices; provide RC/HCs with access to relevant, timely information to inform decision-making through the humanitarian information centre, including building awareness of information management and humanitarian information centre roles in cluster coordination.

**More coherent and sharpened advocacy on humanitarian issues and principles:** FIS will work with partners to revalidate the 2002 agreed Principles of Humanitarian Information Exchange at the global “Symposium Plus Five”. FIS will also support regional and field offices to ensure information management tools, systems and products, including encouraging the integration of ReliefWeb, IRIN and FTS on field web sites to support advocacy strategies.

### FIELD INFORMATION SERVICES

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Improved management and internal communications:
FIS will ensure that the strategic planning cycle is observed and risk analysis is undertaken; staff and management competencies are strengthened with the implementation of a training plan, and the timely observation of performance appraisal cycles. FIS will develop policy materials and standard operational procedures per OCHA standards and conceptualize a knowledge management system including proactive participation on the intranet to enhance internal communications.

OCHA is challenged internally to better integrate and mainstream information management practices to support analysis for advocacy and coordination in the new reform environment.

Key indicators for 2007
• Using the South Asia earthquake operation as a baseline, the degree to which stakeholders (in a survey) consider information management has improved in the cluster system
• Number of information management surge staff deployed within 72 hours of a new crisis
• Number of field office work plans that incorporate information management components
• Number and percentage of international humanitarian organisations participating in the Humanitarian Information Network and submitting outputs to OCHA’s information dissemination portals
• Number of SOPs, policies and guidelines developed and percentage approved by the Branch Chief/SMT
OCHA's Information Technology Section (ITS) is responsible for providing Information and Communications Technology (ICT) support, including the development and maintenance of applications (websites and databases); the provision of internal information management support (advice, guidance, standards and policies), including improvement of internal communication (e.g. through the OCHA Document Management System and the Intranet); and coordination of inter-agency emergency ICT activities.

OCHA is challenged to provide adequate ICT support to the field and headquarters due to an increase in service expectations. This relates to the implementation of its field information management capacity globally and an increased demand from headquarters for web and applications development services, as well as the need to strengthen internal communications tools. Matching ICT service provision to the expanded need for support first requires a strategy to provide cost effective service delivery. This will include defining appropriate levels and allocations of resources at headquarters, in the regions and in field offices.

A further challenge exists in maintaining the right balance between flexibility and standardized approaches. While innovative and entrepreneurial IM initiatives reflect well on the character of OCHA, it is important that resources are managed in a sustainable manner and that innovation contributes to OCHA's goal of strengthening information management and exchange internally and within the humanitarian community. Building on best practices and standards in existing systems while integrating new tools, systems and services to leverage latest technologies will result in a more strategic and coherent ICT delivery.

In 2007, OCHA will conduct an information management review to tackle these challenges, developing a strategy and plan to guide OCHA in implementing its vision for more effective information service delivery.

Against this background, ITS’s key objectives for 2007 are as follows:

**Fully deployed and functioning cluster system:** The ICT section, as emergency telecommunications (ET) cluster process owner, will coordinate the deployment and management of emergency telecoms in new emergencies and will provide global support to the ET cluster mechanism. ICT will also provide technology infrastructure and communications support to the inter-agency information management processes.
Improved tools and services to adapt to humanitarian reform outcomes: The ICT section will manage and/or develop, upgrade and integrate IM tools, web services and database applications to ensure compatibility with, and support to, humanitarian reform. These will include the financial tracking database (FTS), the CERF, the HRSU, ProCap and OCHA Online, its field web site templates and the intranet.

Strengthened in-country coordination: The ICT section will undertake needs assessments and provide ICT support to provide required infrastructure and communications to underpin IM coordination activities of OCHA field offices and HICs. Further, to build awareness it will provide orientation on the use of ICT for coordination in HCs/RCs in training.

Proactive follow up and action on UN reform: The ICT will engage the UN ICT Board to consider the specifics of humanitarian and field requirements in UN reform related to ICT.

Matching ICT service provision to the expanded need for support first requires a strategy to provide cost effective service delivery.

More coherent and sharpened advocacy on humanitarian issues and principles: ICT section will undertake advocacy in support of the Tampere Convention, including in its application and implementation with governments and local authorities, and other humanitarian partners.

Key indicators for 2007

- Number of new emergencies in which ET Cluster has been deployed within one week
- Number of OCHA field offices reporting well functioning telecommunications connectivity
- Number of emergencies in which Tampere Convention has been invoked/applied
- Percent of increase in number of agreements with telecommunications service providers (agencies, private sector, NGO’s)
- Percent of increase in number of references to humanitarian aspects in ICT initiatives
Currently, OCHA has a presence in 40 countries, maintaining nearly 50 field offices, six Regional Offices (RO) and eight Regional Disaster Response Advisers (RDRA). Field offices provide direct support to the United Nations, IOM, non-governmental organizations and the larger humanitarian community by coordinating humanitarian action and analysis and disseminating information related to humanitarian crises. OCHA opens its offices to respond to natural and human-made emergencies, and continues to provide services and meet needs until the situation has entered the recovery phase. Clear indicators, such as the return and resettlement of refugees or the engagement of development actors, are used to determine when an office will be closed and coordination responsibilities handed over to other actors.

The single focus of OCHA in the field is to facilitate and support the coordination of humanitarian assistance by governments, UN Agencies, NGOs and the Red Cross/Crescent Movement, through direct support to the office of the UN Resident/Humanitarian Coordinators. This support is designed and configured based on the scale of need, the existing capacity of other actors, and existing coordination mechanisms. OCHA field staff develop and sustain coordination mechanisms at both capital and local levels, develop and disseminate information products, coordinate needs assessments and resource mobilization activities, manage access negotiations with local actors, and advocate on behalf of the humanitarian community for the most vulnerable.

OCHA saw major expansion in 2005 in response to large emergencies including the Darfur crisis in Sudan, the Indian Ocean tsunami and the South Asia earthquake. 2006 was a year with more variance, as some operations increased in size and some wound down, particularly those related to the tsunami and South Asia earthquake. In 2007, OCHA will consolidate and spread its resources more evenly across emergencies while placing a major emphasis on strengthening the roles and functions of the Regional Offices to enhance response capacity.

OCHA has six Regional Offices (ROs) currently based in Nairobi, Johannesburg, Dakar, Dubai, Bangkok and Panama. ROs act as regional centres of excellence, complementing HQ support to OCHA field offices, and providing support on disaster preparedness and response to countries where OCHA does not have a presence. The Regional Offices take the lead in analyzing developments with cross-border and regional implications in addition to enhancing regional partnerships and initiatives both within and outside the UN system.

During 2007, all but one Regional Office will increase in size to accommodate new responsibilities, including the support of core functions such as information management, advocacy, policy, administration, surge capacity and coordination. This includes the establishment of a regional humanitarian network and website (RED-HUM) in the
Latin America and Caribbean Region, enhanced support to humanitarian coordination in Myanmar in the Asia Region and increased surge capacity and administrative backstopping to OCHA Field Offices from all ROs. Regional Offices will also play a greater role in regional contingency planning, ensuring that early warning signs of humanitarian needs are translated into early action.

OCHA has Regional Disaster Response Advisers (RDRA) in each Regional Office, (except Johannesburg), and in Fiji, with a new adviser to be established in 2007 to cover Central Asia. RDRA provide technical, strategic and training expertise, assistance with contingency planning and preparedness, and advice on monitoring and responding to natural disasters. They also assist affected governments, UN Country Teams and the non-governmental community through direct support in the response and post-crisis phases.

During 2006, as the crisis related to the Indian Ocean Tsunami moved from emergency relief to the early recovery and reconstruction phase, OCHA began gradually handing over its coordination responsibilities in the tsunami-affected areas of Indonesia to the joint Office of the UN Recovery Coordinator (UNORC) and UNDP office structure. This transition process in Aceh, while not without challenges, has resulted in a coherent structure at headquarters level between OCHA, UNDP and the United Nations Development Group Office (UNDGO) to look at the practical aspects of the handover of coordination activities. This approach has worked well already in Pakistan and in Lebanon.

However, the Darfur crisis continued to spill over its borders in 2006, fueling instability in neighboring countries. Given the current regional dynamics, OCHA will expand its presence in both Chad and CAR in 2007. In addition to supporting on-going humanitarian activities in Sudan, Chad and CAR, OCHA will promote a better coordination between relief operations in the three countries and move toward defining a comprehensive regional strategy.

OCHA will continue to monitor closely the humanitarian situations in the occupied Palestinian territory, Iraq and Afghanistan and will review its presence in Timor-Leste during the course of 2007 due to recent improvements. Indeed, OCHA continually reviews its field presence to ensure its coordination services are relevant and effective for the contexts in which it operates. A more robust review process has been put in place at the HQ level through an improved work planning process. Mid-year there will be a comprehensive review of the size, mandate and focus of each of the Field Offices and if necessary, priorities will be readjusted to those of the Field Offices most in need.

All OCHA offices at regional and country level will place particular emphasis next year on implementing the humanitarian reform at the field level by establishing the Humanitarian Partnership Teams, ensuring the roll-out of the cluster system, and facilitating the application for CERF grants and loans.
The Integrated Regional Information Networks (IRIN) is a humanitarian news service covering sub-Saharan Africa, parts of Asia and the Middle East. Editorially independent, IRIN’s principle role is to supply nonpartisan, relevant information to a diverse audience of humanitarian actors, including decision-makers in governments, vulnerable populations, and local and international media, with the aim of promoting a better understanding of persistent crises and new emergencies.

With today’s reduced budgets, few media organisations can afford to provide comprehensive coverage beyond the first days of a crisis or disaster, and most do not focus on humanitarian response to disasters. Therefore many stories make headlines or hit TV screens and then quickly disappear, leaving readers and viewers with little or no contextual understanding of the crisis. In Africa in recent years, this has been compounded by the closure or reduction in the number of Western media organisations, reducing even further any attention paid to a continent that is already poorly covered by the media.

Distinct from UN public information units, IRIN provides a daily flow of relevant news and features to the wider humanitarian community on a broad range of issues, countries and events. IRIN is unique in providing sustained, complete and thorough coverage of crises by focusing on the plight of civilians.

IRIN is the only information agency of its kind with headquarters in a developing country, and most of its writers are based in and report directly from the field. In recent years, IRIN has expanded its multi-media output by producing award-winning video documentaries, film footage, still images and specialised publications to highlight key humanitarian issues.

IRIN also operates a radio service that provides timely information to vulnerable communities affected by crises.

To date, several hundred radio news programmes have reached tens of millions of people in Afghanistan, Angola, Burundi, Cote D’Ivoire, Liberia, Somalia and Sudan. A radio service will be launched in Northern Uganda in 2007. In addition, IRIN operates a specialized HIV/AIDS service, PlusNews, which is distributed in English, French and Portuguese.

IRIN delivers much of its content electronically via its online platform – www.irinnews.org – and directly by email. Traffic to the website has grown by 50 percent since 2005, with 1.2 million visits per month in 2006. IRIN content is re-posted on popular internet-based news services such as Reuters Alertnet and AllAfrica.com, while some 6,380 websites are linked to the IRIN website. Current estimates place global readership at more than 1 million people. In early 2007, IRIN will launch a new website that aims to enhance online access to its news and multi-media content.

Against this background, IRIN’s key objectives in 2007 are as follows:

**Improved tools and services**: IRIN will strengthen access to timely, accurate and balanced information and improve the quality of IRIN humanitarian news output with the establishment of an integrated and multi-media news-gathering, production and editing capability.

**Improved, and publicly profiled, analysis of global and country humanitarian trends and issues**: IRIN will promote better informed humanitarian decision-making by a) placing greater emphasis on providing contextual information and analysis of humanitarian issues and events; b) focusing on neglected emergencies; c) strengthening IRIN’s surge capacity, and d) using film and photography to highlight key humanitarian issues.

**More coherent and sharpened advocacy on humanitarian issues**: IRIN will improve the delivery of all products to an expanding readership. This will entail greater use of technology and internet delivery as well as systematic outreach to ensure information reaches key end-users.

**Strengthen in-country coordination**: IRIN will improve access to information for affected communities by developing links with local groups and civil society and reinforcing multi-lingual text and audio services.

**Effective human resources planning and management**: IRIN will restructure operations to achieve greater flexibility and efficiency, scaling down offices where required and making better use of human resources.
Key Indicators for 2007

- Number of reports and analyses, films and still images produced; corresponding level of user satisfaction in readership survey, ah-hoc and systematic feedback; number of media sources and advocacy groups regularly using IRIN material; website results (e.g. the number of page requests per month)
- Integrated news production capacity established by end 2007, with a multimedia approach applied to all major humanitarian events and issues
- Number of high quality reports, analyses and multimedia output that contributes to improved analysis of global and humanitarian trends and issues by the humanitarian community, particularly in relation to sudden-onset and neglected crises
- Percent of rise in readership levels; percent of IRIN information products that are available directly via the internet
Regional Offices

The first regional structure of OCHA was established in 1996 in Nairobi, Kenya. It began as a support structure for the UN Regional Humanitarian Coordinator for the Great Lakes Region but developed over the years into a fully-fledged Regional Office. Now OCHA has six Regional Offices—three in Africa (Dakar, Nairobi and Johannesburg), one in the Middle East (Dubai), one in Latin America (Panama) and one in Asia and the Pacific (Bangkok).

Each OCHA Regional Office has its own history, priorities and specific activities. The raison d’être for all of them, however, is based on the assumption that as regional structures they bring an added value to the effectiveness of humanitarian assistance, be it as support to country offices or by addressing coordination, preparedness and advocacy issues for which a regional approach is warranted.

OCHA Regional Offices have added enormously to the effectiveness of OCHA’s work by:

a) Taking a regional approach to analysing humanitarian needs: analysing all types of crises (conflict-related, health-related, environmental and natural disasters) from a regional perspective, which allows a more holistic view and adds weight and substance to advocacy strategies as well as to regional preparedness planning.

b) Facilitating regional disaster preparedness/contingency planning: disasters or complex emergencies rarely affect a single country. OCHA Regional Offices initiate and coordinate preparedness activities that go beyond the borders of any one single country.

c) Acting as resource centres for technical advice in national disaster preparedness planning: especially in regions where OCHA does not have, or only has very little, country presence, the OCHA Regional Offices act as advisory centres for in-county disaster preparedness. Supporting national preparedness planning for Avian and Human Influenza or for natural disasters such as cyclones or floods are practical examples of this type of activity.

d) Mobilising and providing knowledgeable surge capacity to Country Teams in the region: with the staff’s specific knowledge of the region and its proximity, Regional Offices manage to deploy or mobilize immediate and effective surge capacity.

Coordination Snapshot from West Africa

Speaking to a colleague in the Regional Office in Dakar one day in October this year, she mentioned that, “again today, media notes from our colleagues in Côte d’Ivoire are reflecting tensions in Abidjan”. She added that other early warning indicators had also just been analysed by the sub-regional emergency working group and that the conclusion was, “the ‘CDI+5’ contingency planning process must be reactivated. This is the priority now! We have to review our inter-agency preparedness plan in case of major troubles in Côte d’Ivoire.” A teleconference is immediately organised to discuss the issue with the relevant colleagues and counterparts. It is decided that the sub-regional task force chaired by the WFP Regional Office must prioritise interactions with the Humanitarian Coordinator in Côte d’Ivoire and Resident Coordinators in surrounding countries to jointly review the potential worst-case scenario. She noted that, “Our main expectation is:

a) to reach a consensus on planning figures related to potential caseloads of refugees, returnees, evacuees and third country nationals so that each humanitarian country team prepares itself in coherence with the rest of the affected countries; and b) to agree on a calendar and deadlines for updating the plans and consolidating both draft CERF applications and the Flash Appeal.”

Natural hazard maps for Asia and the Pacific

The Regional Office for Asia and the Pacific (ROAP) is using innovative map products to analyse disaster risks across the region. The maps show more clearly than
Maps are being used to improve analysis of natural disasters in Asia and the Pacific; “Looking at the data visually allows us to observe patterns and trends that weren’t noticeable before.”

ever before how natural hazards such as earthquakes, volcanoes, flooding and tropical storms affect the region. “It’s the first time disaster information for the region has been presented comprehensively in this way,” explains the OCHA Regional Information Management Officer in Bangkok. “Looking at the data visually allows us to observe patterns and trends that weren’t noticeable before.”

The maps are being widely distributed to partners in the region, including UN Agencies, NGOs and donors. The Regional Office is working with OCHA country offices to develop detailed country-level maps and other Regional Offices have shown an interest in creating similar products.

The maps have also inspired the public at large, with thousands of downloads recorded from websites such as reliefweb.int and ochaonline.un.org/roap. Reuters recently praised the maps in a news story published on its ‘AlertNet’ website. Large-format versions of the maps have also been used to good effect in exhibitions and conferences explaining OCHA’s work in the region and a number of schools have shown an interest in using the maps in the classroom.

“We’ve received very positive feedback on the maps and useful comments on ways to develop them further,” says OCHA’s Craig Williams. “In response to demand we’re planning to develop maps showing seasonal variations in natural disaster risks, as well as vulnerability mapping, which will take factors such as population density into account.”

Regional Scenario Development Workshops

Twice a year, the Regional Office in Nairobi holds what has come to be called a Regional Scenario Development Workshop for each of the two regions the office works in: the Great Lakes Region and the Horn of Africa. This year, the timing for the workshops faced severe constraints due to the UN Climate Change Conference that was held at the same time in Nairobi. Our staff from the Regional Office was forced to organize two workshops, one for each region lasting 2-3 days, in one week.

The Regional Scenario Development Workshops initially evolved from regional contingency planning exercises. It was felt amongst stakeholders that in both regions the aim should not be to work on actual contingency plans at the regional level but to concentrate on scenario development which would then feed into more practically oriented national contingency plans. The objective of the exercise is to provide country teams and regional partners, including donors, with consensus visions of alternate future environments within which humanitarian action is expected to be programmed. Needless to say, the ultimate objective is to improve the effectiveness of planning and delivering humanitarian services in the region.

The Regional Scenario Development Workshops are unique fora at the regional level that gather a wide representation of UN and NGO partners from the country and regional offices, as well as donor and government representatives.
Therefore, “instead of only looking at scenario development, we try to capitalize on the presence of all these partners and carry out more in-depth analysis of particular themes of interest in the region.” One such theme has recently been to look at the grey areas of transition, moving from ‘pure’ relief to recovery and longer-term sustainable development. “For this we are asking: ‘what kinds of activities are appropriate for each humanitarian mandate and agency during the various stages of crisis?’” A simulation exercise is being planned to look at this question specifically.

Every year, feedback has been very positive. The workshops have been hailed as “a best practice in information management and in early warning”. Its organization is a big team effort for the Regional Office. “With participants coming from a variety of mandates, sectors and from a range of capacities and resources,” says our focal point, “the workshops have to have added value for each single participant.”

Surge Capacity deployments

Hurricane Ivan was the strongest hurricane of the 2004 Atlantic hurricane season and caused major damage and destruction throughout the Caribbean. Ivan reached Category 5 strength on the Hurricane Scale, the highest possible category, and it was at that time the sixth (now the ninth) most intense Atlantic hurricane on record. In September, with Ivan fast approaching the island of Jamaica, the OCHA Regional Disaster Response Advisor led the pre-deployment of a 5-member UNDAC team to prepare for the emergency. The objective of the pre-deployment was to establish an On-Site Operations Coordination Center (OSOCC) and to support the UN Resident Coordinator and the UN Disaster Management Team in coordinating activities with the different national authorities and national and international humanitarian actors.

The team was in place two days before Hurricane Ivan took its toll and had already set up an operations room in their hotel. The day following the passing of Ivan, as the Prime Minister was declaring a state of emergency, the UNDAC team was operational – carrying out flight assessments, coordinating from the hotel operations center, and establishing the UNDAC Airport Reception Centre for the registry of the relief workers and relief cargo. Cooperation in the areas of logistics and personnel at the parish level proved to be particularly effective.

Meanwhile, the rest of the staff at the Regional Office in Panama coordinated information and response activities at the regional level with the Risk, Emergency and Disaster Taskforce for Latin America and the Caribbean (REDLAC). The OCHA Regional Office acts as Executive Secretary for this group, which is formed by regional UN Agencies, NGOs, and other partners located in Panama. REDLAC has created a platform for the exchange of information, joint planning, and joint actions to optimize prevention and response actions to more effectively mitigate the suffering of vulnerable populations affected by natural disasters in the region.

In total, Hurricane Ivan affected 350,000 people and caused 15 deaths along with almost US$ 600 million in damage in Jamaica. However, the UNDAC pre-deployment and preparedness activities of the OCHA Regional Office, as well as the shared information and joint activities among the REDLAC group, are strongly believed to have reduced the impact.
Countries covered by the Office for the Coordination of Humanitarian Affairs
Regional Offices in 2007
The Regional Office for Central and East Africa (ROCEA) covers 14 countries, 11 of which have an OCHA presence. OCHA’s most recently established presence, in Kenya, operates under the supervision of ROCEA to support the Resident Coordinator system.

The CEA region is home to more than 13 million displaced persons – both IDPs and refugees. A return and reintegration process is being established following successful political agreements. However, open conflict, violent ethnic and resource-based clashes, as well as sudden onset and/or recurrent natural disasters, including droughts, floods, and irregular rainfall, complicate already fragile political and economic contexts. The shortened recovery period between emergencies means populations are in constant need of relief and in competition for scarce resources, which continues to fuel tensions among communities whose coping capacities are already strained to the limit.

Several countries in the Horn of Africa are still coping with the effects of the worst drought in decades, now complicated by recent flash flooding. The forthcoming rainy season may be insufficient for drought recovery.

Some countries are going through post-conflict transition linked to fragile economies and weak overall governance, and civil authority is not uniformly established. The Democratic Republic of the Congo (DRC), Burundi, Central African Republic (CAR), Chad and Republic of Congo are all transitioning politically, and recovery and socio-economic development has not taken sufficient hold to avert serious humanitarian need. The humanitarian situations in Darfur, Sudan and eastern Chad are also key concerns as violent attacks displace thousands and reduce access to populations in need. The targeting of humanitarian workers is a worrying trend.

Life-threatening diseases such as cholera are prevalent, malaria is endemic to the region and HIV/AIDS continues to be a serious concern. Previously eradicated diseases have re-emerged, including polio in the Horn and the bubonic plague in the DRC. Environmental degradation also has a strong and often unrecognised impact on livelihoods in the region.

Kenya’s three successive cycles of drought have decimated livelihoods and exacerbated the vulnerability of households in the pastoralist districts, which are already suffering from decades of under-development due to chronic inequity and poverty. Infant and maternal mortality rates in these districts are significantly higher than national averages while very low education enrolment rates reinforce the marginality of pastoralism within national development and economic policy. There is long-term displacement due to the political violence of the 1990s, and subsequent pastoralist displacement due to drought, floods and resource-based clashes. Kenya now has nearly 400,000 IDPs living in makeshift settlements. Depleted pasture and water resources have intensified armed conflict, particularly amongst nomads. Border areas continue to experience sporadic clashes, sometimes linked with the Ethiopia/Somalia situation.
A mixture of political, religious, and clan tensions in Somalia threatens to degenerate into proxy or civil conflict. Although hope remains that the different factions can find an agreement and work together, worsening insecurity in Somalia may increase an already high refugee influx into Kenya.

Traditional humanitarian responses to drought – mostly based on food aid – are insufficient to address the complexity of problems within this region. The ROCEA will continue to network with development partners and regional institutions to initiate coordinated strategies to address structural causes of vulnerability. Emphasis will be placed on linking disaster preparedness/response activities with short- to medium- and long-term strategies, involving partners that are under-represented in this process. In line with continued efforts to better coordinate responses and solutions, advocacy and public information activities will be conducted with institutional partners, governments, and the donor community to raise the profile of human suffering in the region.

In Burundi, DRC, Central African Republic, and Republic of Congo the ROCEA will capitalize on political achievements through increased engagement, improved analytical reporting and dissemination of information, providing support to, and implementing, advocacy strategies, and facilitating workshops, conferences, and other discussions. The office will also reinforce disaster preparedness activities at a national level.

The Kenya presence will focus on advocacy and policy initiatives to support recovery in the pastoralist districts and prepare for possible drought disaster in the event of a rain shortfall. Further emphasis will be placed on raising the profile of the approximately 400,000 internally displaced people and on enhancing sectoral coordination in the pastoralist districts. Dialogue between the United Nations, civil society and the government on IDP rights, on humanitarian and recovery issues will be revived and NGO involvement in these processes increased. A WWW database will be established to improve humanitarian planning and gap analysis and the office will be involved in joint assessments.

In 2007, ROCEA will increase its capacity in information management and technology. This upgraded capacity will allow ROCEA to provide a greater breadth of information products and enhance its support to field operations. A new post of Information Management Advisor will be created to support information management systems and tools. An additional new post will be filled to ensure a coordinated response to planning for an outbreak of Avian and Human Influenza at the regional level. This staff person will work in close cooperation with key technical agencies responsible for animal and human health and with the UN Special Influenza Coordinator. OCHA ROCEA will also conduct staff development initiatives to enhance the skills required to meet new and emerging humanitarian challenges.

Against this background, ROCEA’s key objectives for 2007 are as follows:

Greater engagement and coordination with national and international NGOs and enhanced network with development partners: Recognizing that traditional humanitarian responses (mostly based on food aid) are insufficient in addressing the region’s problems, the ROCEA will network with development partners, national and international NGOs and regional institutions to address structural causes of vulnerability in a coordinated fashion.

Improved, and publicly profiled, analysis of humanitarian trends and issues: ROCEA will monitor, analyze and report on trends and humanitarian issues in order to improve preparedness, early warning and response. It will also improve and create new key information products.

Strengthened information management and information technology: An improved information management capacity will contribute to ROCEA’s ability to provide a greater breadth of information products and will also allow for support to information management and information technology capacity at field level.

Strengthened administrative support: In order to provide better support to disaster response activities, and in response to OCHA field office requests, ROCEA will provide support to installing operational administrative systems.

Key indicators for 2007

- Number of partners from UNCT, governments and NGOs participating in ROCEA sponsored activities such as joint analysis missions and regional workshops and percent of new partners participating
- Percent of increased funding levels for neglected emergencies in the region
- Number of OCHA country offices with strengthened IMIT capacity
- Number of offices where the administrative capacity has been improved
Regional Offices

Office for Southern Africa

OCHA's Regional Office for Southern Africa (ROSA) covers 11 countries, four of which have an OCHA presence.

The southern Africa region continues to struggle against a background of natural disasters, a high incidence of HIV/AIDS and limited, and sometimes declining, national capacities to provide socio-economic stability. The region is prone to a variety of natural disasters including droughts, floods and cyclones. In 2006, floods and cyclones affected more than one million people in the region and erratic and dry weather conditions necessitated the provision of humanitarian assistance to more than 9.5 million people in eight countries. Additionally, regular and increased seismic activity in Mozambique and Zimbabwe reinforced the vulnerability of people within the region.

Although overall vulnerability across the region remains high, food security improved during 2006 thanks to significantly improved harvests in many countries. Good rains at the beginning of the year also contributed, as did the timely provision of inputs. Populations were exposed to other vulnerabilities, however, including water borne diseases. Specifically, cholera was more widespread, more persistent and more deadly than previously. Major outbreaks were recorded in Angola, Malawi, Mozambique, Zambia and Zimbabwe, and all proved difficult to control.

OCHA ROSA continues to provide strategic leadership and coordination for IASC partners in support of humanitarian efforts in the region. Building on the 2005 Humanitarian Strategic Framework for Southern Africa, ROSA will advocate for actions to address immediate humanitarian needs, and support work which strengthens preparedness and mitigates and reduces vulnerability to future shocks. A major component of OCHA’s approach has been to strengthen information management capacity at the regional level, within the Resident Coordinator system and with national disaster management authorities. This work will continue in 2007 and OCHA ROSA will work to harmonise humanitarian information with systems that support the monitoring of progress toward achieving the Millennium Development Goals (MDGs).

An area of focus in 2007 will be continued work in support of a coordinated response to an outbreak of Avian and Human Influenza (AHI). This work will be done in close collaboration with the key technical agencies responsible for animal and human health in the region and the United Nations Special Influenza Coordinator (UNSIC).

Against this background, ROSA’s key objectives for 2007 are as follows:

Ensure region wide understanding of the humanitarian reform initiatives as part of wider UN reform agenda pursued by the Regional Directors Team (RDT): Within the overall framework of support for coordinated action provided by the RDT, ROSA will ensure country level training supporting preparedness and contingency

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planning. This will include dedicated sessions on the use and application of the cluster approach as well as on the CERF. The office will actively pursue the broad participation of NGOs.

Coherent approach in the delivery of humanitarian assistance to the most vulnerable in the southern African region: ROSA will provide strategic and operational coordination support services to regional partners as well as to UNCTs through the Resident Coordinator system. Strategic coordination support will involve engagement within the framework of the UN Regional Directors Team. Operational coordination support functions will include ongoing facilitation and maintenance of regional contingency plans and the coordination of IASC support for the implementation of the five year SADC regional programme on strengthening vulnerability assessment and analysis.

Improved and publicly profiled analysis of regional and country humanitarian trends and issues: ROSA will monitor, analyze and report on trends and humanitarian issues in order to improve preparedness, early warning and response. The quality of the key information products such as the RIACSO bulletin and the quarterly early warning and early action reports will be improved.

Enable more rapid response to humanitarian need: When a natural disaster affects any country in the region, ROSA will provide direct support to the Resident Coordinator to lead a timely and effective international response. This will include the preparation of appeals, the facilitation and access to emergency grants, the provision of surge capacity, advocacy and information management services.

More coherent and sharpened advocacy on humanitarian needs and issues in the region: ROSA will provide leadership for a regional inter-agency advocacy group, which, over the course of the year, communicates messages through a variety of channels that highlight the humanitarian needs and issues. This will include messaging for prevention and mitigation of threats to lives and livelihoods from avian and human influenza, HIV/AIDS as well as other threats from natural disasters.

Increased incorporation of humanitarian principles and disaster risk reduction into UN and national planning efforts: In collaboration with UNDP/BCPR and ISDR and in support of the Regional Directors Team, ROSA will provide direct programming support to CTS to ensure humanitarian principles and preparedness actions are incorporated in all UNDAFs and PRSPs mainly through participation in joint programming support missions.

Key indicators for 2007

- Number of new emergencies and preparedness planning activities where the cluster approach is implemented
- Number of partners and CTS endorsing regional strategy
- Number and percent of emergency situations flagged by early warning reports
- Number of country based preparedness and response information platforms established and supported
- Number of joint initiatives undertaken by IASC Advocacy group
- Number and percent of plans incorporating humanitarian principles and disaster risk reduction

Overall vulnerability remains high as the region continues to struggle against a background of natural disasters, a high incidence of HIV/AIDS and limited, and sometimes declining, national capacities to provide socio-economic stability.
The Regional Office for West Africa (ROWA) is based in Dakar, Senegal and covers 18 countries, including 11 with an OCHA presence, and incorporating Guinea in 2007.

The West Africa region suffers from natural and human-made disasters, as well as protracted complex emergencies. Impoverished populations are increasingly vulnerable and less able to cope with extended conflict. Birth rates are on the rise, while economic growth is disparate and agricultural production fails to feed populations dependant on food import and foreign aid.

The region is also prone to epidemics including cholera, meningitis, measles, yellow fever, malaria and the HIV pandemic, as well as to flash floods, droughts and locust infestations. West Africa is ill-prepared to respond if confronted with an Avian and Human Influenza (AHI) pandemic. Furthermore, it has been plagued with political and social tensions, mostly due to weak electoral systems, bad governance, abject poverty and intense competition for resources. All have seriously eroded social cohesion and economic progress, further straining livelihoods and the resilience capacity of governments.

While Sierra Leone, Liberia, Mauritania and Togo benefited in 2006 from the return of peace, stability in other West African countries has been threatened, including Côte d’Ivoire, Guinea, Guinea-Bissau, the Gambia, southern Senegal, northern parts of Mali and Niger.

Although there are positive prospects for harvests in the Sahel region, this does not fully alleviate the chronic nutritional vulnerability of millions of poor households. Up to 300,000 children die from malnutrition every year in this part of Africa, one of the largest silent emergencies in the world.

The regional complexities are placing increased demand on OCHA ROWA. The OCHA regional team provides strategic leadership and technical assistance to humanitarian teams active in the 18 countries included in the geographic scope of the Office, and assists UN Country Teams, governments, regional inter-State institutions, donors and NGOs.

Additionally, ROWA will continue to work in support of a coordinated response to an outbreak of Avian and Human Influenza.

Based upon the context analysis conducted during the regional CAP workshop held in September 2006, humanitarian agencies agreed that the main focus of regional actors for 2007 should be in four areas: food insecurity and under-nutrition; rapid response to health emergencies; protection issues related to sexual violence and children in armed conflicts; and population movements.

Against this background, ROWA’s key objectives for 2007 are as follows:

**Reinforce the outreach and response capacity of humanitarian actors:** The implementation of the Humanitarian Reform will be facilitated by ROWA based...
The main focus of regional actors for 2007 should be in four areas: food insecurity and under-nutrition; rapid response to health emergencies; protection issues related to sexual violence and children in armed conflicts; and population movements.

Key indicators for 2007

- Number of functioning IASC platforms at regional and country level; IASC and Humanitarian Reform standards, procedures and tools adopted and implemented in emergency management
- Comprehensive contingency plans, including regional plans, regularly updated
- Number and percent of protection breaches
- Percentage of Country Early Warning and Background Analysis Notes submitted in accordance with guidelines
- Number of media professionals and recipient groups trained through Public Information Workshops

Upon the IASC platform, which is the cornerstone of regional and country-based coordination.

**Formulate a regional strategy in the area of response and preparedness to natural disasters:** ROWA will establish a regional network of emergency officers and will offer specialized training such as UNDAC and EFCT to partners in the region.

**Contribute to the overall improvement of the protection environment:** ROWA will monitor protection breaches, facilitate wide dissemination of instruments and tools and establish regional monitoring systems to measure compliance with core protection principles.

**Expand the capacity to collect, analyze and disseminate accurate information:** ROWA will work with partners to facilitate early warning, monitoring, decision-making and advocacy. A special focus will be on improved documentation of forgotten emergencies and crises through routine and ad-hoc reporting and public information materials.
The MENAIA region harbors risks related to natural hazards and technological failures as well as emerging human-induced risk factors such as pandemics and climate change. Earthquakes, floods, landslides, industrial accidents and oil spillages are the most common phenomena leading to disasters. In addition, slow onset natural disasters – principally drought – affect certain parts of the region. The impact of such disasters on densely populated and vulnerable areas can be enormous, and present humanitarian challenges to governments and other stakeholders.

In addition, a number of countries and territories pose humanitarian challenges due to previous and/or current conflict and insecurity, either widespread or intermittent. In both cases, civilians bear the brunt of hostilities within a weak protection climate exacerbated by inadequate adherence to International Humanitarian Law. There are an estimated 3.3 million IDPs in the MENAIA region (primarily in Iraq and Afghanistan) and 6 million refugees (primarily from oPt and Afghanistan).

There are opportunities to improve coordination with humanitarian and disaster response players in the Middle East by enhancing the degree of interaction between governments and humanitarian actors from ‘the West’ and the multi-lateral system, and Arab-Muslim (donor) governments and organizations.

In line with humanitarian reform architecture – which advocates for greater partnership building – humanitarian action in this region presents genuine opportunities to bridge divisions. Shared beliefs in common humanitarian values clearly outweigh the various political and cultural differences.

OCHA aims to position itself as an accessible neutral broker and entry point through which partners in the region can increase their substantive participation and recognition in the international humanitarian arena. The office will thus continue its new partnership outreach program aimed at key constituencies. Secondly, within this overall partnership framework, ROMENAIA will focus on selected countries that are prone to or effected by crises, exacerbated by inadequate systems and resources. Thirdly, the office will work with a select group of countries that play a role as foreign disaster responders. Lastly, the office will continue to work in support of a coordinated response to an outbreak of Avian and Human Influenza (AHI). These four main components will be supported by cross-cutting...
There are opportunities to improve coordination with humanitarian and disaster response players in the Middle East by enhancing the degree of interaction between governments and humanitarian actors from ‘the West’ and the multi-lateral system, and Arab-Muslim (donor) governments and organizations.

services of Information Management and Advocacy and Public Information.

Against this background, ROMENAIA’s key objectives for 2007 are as follows:

Promote a strengthened interface between multi-lateral mechanisms and foreign disaster responders and donor countries in the region: ROMENAIA will develop and implement a framework for introduction of OCHA response tools and donor coordination services at the regional level.

Enhance capacity to support disaster-prone countries with a variety of humanitarian coordination and disaster response services: ROMENAIA will service pre-identified vulnerable countries in need of support in emergency/disaster response preparedness, analysis and planning. Internal disaster management and quick deployment systems will be bolstered to monitor and analyze trends and ensure timely deployment of surge capacity personnel.

Contribute to improved general awareness of humanitarian concerns and enhanced humanitarian decision making and response through more coherent and sharpened advocacy on humanitarian concerns and the introduction of information management mechanisms: ROMENAIA will develop a website for information sharing with partners on relevant humanitarian issues, and the UN’s involvement. Public information support will be provided to UNRCs and UNCTs in the region prior to and during crises.

Increase and strengthen partnerships for humanitarian action in the MENAIA region: ROMENAIA will strengthen humanitarian partnerships between organizations and entities across the region, to promote principled and technically sound assistance. Other relevant ‘partnership’ initiatives and events will be supported at both the regional and global levels.

Key indicators for 2007

- A plan to ‘roll-out’ OCHA services and response tools is developed and used successfully by mid 2007; percent of new countries requesting and utilizing OCHA tools and mechanisms for response and (donor) coordination
- Number of days for RO response to sudden onset disasters and conflicts; number of countries provided with support for in-country contingency planning exercises
- Percentage increase in the number of requests for information from, and references to, OCHA and its services in various media
- Number of new partnership agreements and affiliations by end 2007
Regional Office for Asia and the Pacific

OCHA’s Regional Office for Asia and the Pacific (ROAP), covers 37 countries and 16 territories, six of which have an OCHA presence. The Office was established in early 2005, with the aim of reinforcing response and preparedness activities in the region and supporting ongoing humanitarian action undertaken by governments, UN Country Teams, IASC Members and other stakeholders. With a main hub in Bangkok and key elements of the regional team based in Suva and Port Moresby, ROAP is well placed to determine requirements in individual countries, establish partnerships, and respond with technical assistance and surge capacity in support of humanitarian activities during both natural disasters and complex emergencies. This is particularly important in the many countries in the region where OCHA does not have a field presence. To strengthen ROAP’s capacity to respond to the concerns of these regions, a senior humanitarian affairs officer will be added to the office in 2007.

Asia and the Pacific is one of the most disaster-prone regions in the world: more than half of the world’s natural disasters during the last decade occurred here. The effects are increasingly severe and frequent, and are coupled with growing population density. While most countries in the region have developed some capacity for disaster reduction and response, many communities remain vulnerable and at risk. Vulnerability linked to natural disasters is compounded by the serious humanitarian consequences of existing and evolving complex emergencies and protection needs in the region.

Since its establishment, ROAP has provided added flexibility and efficiency to OCHA’s preparedness and response work in Asia and the Pacific. Major deployments following the Indian Ocean Tsunami (2004) and in response to the South Asia Earthquake (October 2005), Central Java Earthquake (May 2006), and Timor-Leste emergency (May 2006) provided valuable lessons on how to support country-level and regional coordination with available resources. Taking advantage of regional partnerships and working closely with UN Country Teams and Resident/ Humanitarian Coordinators, ROAP has also made efforts to improve disaster response and emergency preparedness by supporting national contingency planning processes.

An important component of this preparedness work has been the promotion of information management and data preparedness for emergency response.

In 2007, ROAP will strengthen its capability to deploy surge capacity at short notice in response to sudden-onset disasters and emergencies in the region. The Regional Office will streamline procedures for rapid deployment of specialized staff in areas such as response coordination, information management, public information, civil-military coordination, and administration.

ROAP will continue to improve contingency planning in Asia and the Pacific by supporting in-country processes, including crisis communication planning. This will include

### Regional Office – Bangkok

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### Regional Office – Bangkok AHI

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assessing national capabilities, and engaging with partners concerned with disaster risk reduction management and the implementation of the Hyogo Framework for Action. Additionally, OCHA will plan for a potential Avian and Human Influenza (AHI) pandemic, adding one additional staff and continuing to host and directly support the United Nations Special Influenza Coordinator (UNSIC) with regional pandemic planning assets.

In 2007, ROAP will support and link country-level and regional advocacy initiatives relating to natural disasters and populations affected by conflict, improving understanding among key partners of the main elements of the Humanitarian Response Reform. This will involve providing training and briefing materials on the cluster system and CERF to regional partners. Efforts will be made to encourage cooperation and dialogue between humanitarian agencies and regional military/civil defence actors. Reporting on regional humanitarian concerns is being improved with greater risk analysis, early warning initiatives and broader coverage. A newly developed ROAP website will facilitate the distribution of information products.

Against this background, ROAP’s key objectives for 2007 are as follows:

**Effective human resource planning and management:** ROAP will strengthen surge capacity through staff training.

**Increased preparedness:** ROAP will ensure in-country contingency planning support to UN Country Teams in the region and will contribute to the development of AHI preparedness plans through support for UNSIC and pandemic planning efforts.

**Improved implementation of Humanitarian Reform:** ROAP will ensure training to UN Country Teams and NGOs on key elements of the Humanitarian Reform agenda (i.e. the CERF and cluster approach).

**More coherent and sharpened advocacy on humanitarian issues and principles:** OCHA will support improved awareness of the IASC guidelines on civil-military coordination among regional military and civil defence staff and humanitarian actors.

**Key indicators for 2007**

- Percent of deployable staff with adequate training in surge capacity by June 2007
- Number and percent of countries in the Asia Pacific region where planning support has been provided; percentage of countries with AHI preparedness plans
- Number and percent of requests received that meet all CERF criteria; number of clusters established and fully functioning within the region
- Number of key stakeholders amongst regional military and civil defence staff and humanitarian actors familiarised with IASC endorsed guidelines

Asia and the Pacific is one of the most disaster-prone regions in the world: vulnerability linked to natural disasters is compounded by the serious humanitarian consequences of existing and evolving complex emergencies and protection needs in the region.
OCHA’s regional office in Latin America and Caribbean (ROLAC) covers all countries of Central and South America and the Caribbean. Three countries have an OCHA presence. The Latin America and Caribbean region is home to more than 560 million people and encompasses more than 20 million square kilometres of landmass. The region is prone to natural disasters: 3000 earthquakes with magnitude greater than 5.0 have been registered since 1900 and many tsunamis recorded in the Pacific Basin have originated in the west coast of Latin America. The region is still struggling to recover from 26 named tropical storms in 2005: the costliest, deadliest, strongest and longest hurricane season ever recorded in Central and North America and the Caribbean. Climate change is impacting the region, like others around the world, further challenging it with changes in the periodicity of weather related events such as heavy rains and drought. The human and economic cost of natural disasters is steep, with an average of five million people effected annually. Despite more than 20 years of democratic governments, many Latin American countries face real and potential crises due to profound inequality, serious poverty and stagnating economies.

One third of the population of the region is exposed to natural catastrophes and current capacities for national disaster management can be overestimated simply due to the number of existing disaster management organisations in the region. However, despite this presence and high public awareness related to disaster risks, the level of commitment by national authorities to fulfilling their obligations varies from country to country. Increasing numbers of actors at different levels and capacities with varying protocols are generating complexity in emergency coordination. The social and economic health of the region is shaped by an aggressive urbanisation trend with more than half the population living under conditions of poverty, marginalisation and uneven distribution of wealth – all factors that contribute to high levels of vulnerability and social unrest.

For several years, OCHA has been strengthening the disaster response capacity in the region, through the Resident Coordinator system, the United Nations Disaster Management Teams (UNDMT) and their operational component, the United Nations Emergency Technical Team (UNETT). On a pilot basis, National Disaster Response Advisors have been appointed to support emergency preparedness and response activities in Nicaragua and Guatemala.

Panama is an important hub for humanitarian organisations, and for OCHA. Since 2003, the OCHA regional office has led the regional task force for Risk, Emergency and Disasters for Latin America and the Caribbean (RED-LAC). Members of RED-LAC include UN Agencies, IFRC and International NGOs. The objective of this group is to establish coordination and emergency preparedness mechanisms among these partners and other key disaster management organizations by promoting humanitarian issues and information management.
procedures and through the implementation of the Hyogo Framework for Action (HFA).

ROLAC will carry out the complete mandate of OCHA in the region, including in areas of natural disaster preparedness and response, advocacy of humanitarian principles, civil-military partnership, information management and public information, early warning and early action. It will support OCHA field offices in Colombia and Haiti and will continue to work in support of a coordinated response to an outbreak of Avian and Human Influenza (AHI). Awareness of humanitarian needs as well as the core humanitarian principles of impartiality, neutrality and humanity, particularly in forgotten and under-funded emergencies, will be highlighted.

Against this background, ROLAC’s key objectives for 2007 are as follows:

**Strengthened in-country coordination:** Within the overall objective of providing appropriate support to the UN RC system for emergency preparedness and response, ROLAC will particularly focus on strengthening the UNETT’s role through a better recognition of their terms of reference by the UNCT, a systematic training of its members, including on UNDAC Standard Operational Procedures, and dissemination of an emergency preparedness kit. ROLAC will also advocate for the creation of country-level humanitarian partnership teams including strong NGO participation. Finally, ROLAC will provide guidelines and training on the cluster approach to UN Resident Coordinators, cluster lead agencies, UNDAC team and relevant partners during emergencies and will ensure that cluster coordination support frameworks are in place at least in five countries prior to emergencies.

**Improved tools and services (to adapt to humanitarian reform outcomes):** ROLAC will review and align emergency preparedness and response mechanisms and procedures with humanitarian reform priorities. Systematic and appropriate orientation and training will be provided to five countries and two regional organizations. ROLAC will also distribute CERF application guidelines and material to 20 countries as well as providing those to UN Resident Coordinators and cluster lead agencies during emergencies as required.

**Strengthened regional emergency preparedness, response and coordination mechanisms and activities:** ROLAC will work together with RED-LAC to ensure that Standard Operations Procedures of RED-LAC are implemented and to establish regional emergency preparedness priorities, emergency preparedness tools and services to be distributed in the region. The regional office will also define procedures and role of the ROLAC staff deployed with an UNDAC team and provide support and training on information management and humanitarian reform issues to UNDAC training and deployments. ROLAC will work with regional organizations, particularly Coordination of National Disaster Prevention in Central America (CEPREDENAC) on the strengthening of the Humanitarian Assistance Coordination Centers (CCAH). Finally, on the specific issue of Avian and Human Influenza (AHI), the regional office will develop standard operating procedures to strengthen disaster response preparedness at the regional level and will host one staff dedicated to AHI and pandemic preparedness.

**More coherent and sharpened advocacy on humanitarian issues and principles:** ROLAC will work together with regional partners to agree upon an inter-agency advocacy strategy on humanitarian issues relevant to the region. ROLAC will design and implement specific training and materials which will be provided and disseminated through an established network for information gathering and dissemination.

**Increased and strengthened partnerships for humanitarian action:** Within the overall objective of reinforcing information management, ROLAC will promote the use of shared information platforms and information collection mechanisms, particularly through the establishment of a regional humanitarian network and website (RED-HUM). Among other partners, ROLAC will work with the media to increase its awareness of humanitarian principles through the organisation of a regional workshop for journalists. Finally, in the area of sudden-onset emergencies, in particular earthquake response, ROLAC will work towards the increased awareness of the role of the International Search and Rescue Advisory Group.

**Key Indicators for 2007**

- Number of countries where UNDMT / UNETT is using an updated inter-agency preparedness plan; number and percentage of new emergencies where the cluster approach is implemented
- Number and percent of tools or services aligned with humanitarian reform priorities; number and percent of requests received that meet all CERF criteria
- Number of emergency preparedness and response activities conducted with RED-LAC and other regional partners
- Number of national authority, UN system and other relevant partners’ staff trained in basic humanitarian principles; number of OCHA articles, press briefings and op-eds published covering humanitarian issues and principles
- Number of active partners in the humanitarian information sharing network (RED-HUM); number of journalists trained on humanitarian principles in inter-agency workshops (including the Red Cross Movement and NGOs)
Countries covered by the Office for the Coordination of Humanitarian Affairs
Regional Disaster Response Advisors in 2007

*Location to be confirmed.
The locations and names shown and the designations used on this map do not imply official endorsement or acceptance by the United Nations.
Regional Disaster Response Advisors
The Central Asia region is highly prone to a wide range of natural disasters. It is one of the most seismically active areas of the world, and seismic and hydro-meteorological hazards such as floods and droughts regularly cause substantial economic and environmental damage. Uneven and unsustainable development and economic stagnation have increased the vulnerability of local communities to natural hazards, aggravating the lives of the poor, who are already subject to continuous setbacks. The impact of natural disasters tends to be regional, and events in one country have consequences for neighbouring countries.

The level of preparedness and the response capacity vary greatly between countries in this region, but overall there is an important need to coordinate planning, preparedness and capacity building. In addition, there is a need to evaluate response systems and improve early warning-early action mechanisms and procedures to trigger and receive international assistance. Another focus area is work in support of a coordinated response to an outbreak of Avian and Human Influenza (AHI). Last year, the region saw numerous cases of the disease in birds.

The role of the RDRA is to support the UN Resident Coordinators, UN Country Teams (UNCT) and National Disaster Management authorities in their response to disasters in the region. The RDRA will provide the international community with a systematic flow of information and will act in general as a focal point for preparedness and response issues.

The RDRA will strengthen the capacity of the UNCTs to assist national authorities in coordinating their response to natural disasters, enhancing regional cooperation and creating networks for disaster management. The RDRA will further strengthen and improve regional coordination of UN processes in relation to disaster preparedness and response in order to make these available for use in the region. The RDRA will work with regional organizations and networks where these exist, and cooperation will involve training of disaster management practitioners and stakeholders in the region, encouraging them to join United Nations Disaster Assessment and Coordination (UNDAC) and the International Search and Rescue Advisory Group (INSARAG) systems.
Against this background, RDRA Central Asia’s key objectives for 2007 are as follows:

**Strengthened in-country coordination:** To be achieved through the creation and strengthening of regional networks and Humanitarian Partnership Teams and by disseminating emergency preparedness kits. OCHA will also ensure greater engagement and coordination with national and international NGOs.

**Improved tools and services:** OCHA will ensure increased awareness and utilization of UNDAC and INSARAG systems, the establishment of Regional emergency preparedness priorities as well as the adaptation of Regional emergency tools and services.

**Greater incorporation of risk reduction objectives into humanitarian strategies:** Will be achieved through increased and strengthened partnerships and commitment to natural disaster preparedness and response.

**Key indicators for 2007**

- Number of UNCT trained in UNDAC SOPs; number of Humanitarian Partnership Teams formally established
- Number of Disaster Management Agencies informed of UNDAC/INSARAG systems through a familiarization module
- Number of emergency preparedness guidelines adapted and translated for regional use; number of countries where emergency preparedness kit has been disseminated

The Central Asia region is highly prone to a wide range of natural disasters. Uneven and unsustainable development and economic stagnation have increased the vulnerability of local communities to natural hazards.
Office for the Pacific

Pacific island countries located on the Pacific “Ring of Fire” face a range of natural hazards including earthquakes, tsunamis, droughts, floods, volcanic eruptions, and cyclones. The geographic spread and isolation of small island nations makes disaster response challenging. Many communities have poor telecommunications systems and lack regular transport links. In addition to geophysical and weather-related hazards, some Pacific island nations, notably the Melanesian countries, have long histories of conflict and the potential remains for civil conflict to break out during times of increased tension due to natural disaster or political developments.

Pacific Island countries vary in their level of preparedness to respond to disasters and their reliance on international partners and donors for assistance in larger emergencies. OCHA’s key partners in the region include other UN agencies on the UN Disaster Management Team (UNDP, UNICEF, WHO) as well as the IFRC. OCHA cooperates with the FRANZ group, made up of the governments of France, Australia and New Zealand as an informal partnership to collaborate in disaster response operations. The U.S. government is another key partner, particularly in the North Pacific. OCHA is a member of the Pacific Partnership Network Initiative to support Pacific Island countries to develop and implement National Action Plans for Disaster Risk Reduction and Disaster Management, led by the Pacific Islands Applied Geoscience Commission (SOPAC). OCHA is also a member of the Pacific Emergency Management Training Advisory Group (PEMTAG) along with the Asia Foundation/Office of the United States Foreign Disaster Assistance (TAF/OFDA), SOPAC, and the IFRC.

Challenges for 2007 include the strengthening of the Pacific UNDAC team for enhanced capacity for deployment; capacity-building of National Disaster Management Offices by assisting in the revision and testing of disaster plans; launching and maintaining the Disaster Database in partnership with UNDP, SOPAC and IFRC; improving coordination and operating procedures of the recently established UNDMTs in Fiji and Samoa; and providing support to UNCTs and national governments in pandemic planning and preparedness including work in support of a coordinated response to an outbreak of Avian and Human Influenza (AHI).

Against this background, RDRA Pacific’s key objectives for 2007 are as follows:

**Strengthened In-Country Coordination:** RDRA will support training and orientation of Disaster Management Teams for effective disaster preparedness and response and provide general and specialized support during emergencies to RCs/HCs and UNCTs. Governments in the region will be provided with training, technical assistance and advice on disaster response, preparedness and management.

**Improved tools and services:** Priority countries will be assessed for preparedness related to information management and activities intended to improve preparedness. The Pacific Disaster Net will become operational and OCHA will improve the tool with its partners: SOPAC, UNDP, IFRC. The UNDAC Pacific team will be strengthened with tighter active membership and improved capacity for deployment.

**Greater incorporation of risk reduction objectives into humanitarian strategies:** Pacific countries will receive support from the Pacific Partnership Network Initiative,
The geographic spread and isolation of small island nations makes disaster response challenging. Many communities have poor telecommunications systems and lack regular transport links.

in which OCHA has membership, to develop and implement National Actions Plans for disaster risk reduction. UN strategy on disaster management for the Pacific will be developed including transition from relief to recovery, jointly with UNDP/Pacific Sub-Regional Center.

**Increased and strengthened partnerships for humanitarian action:** Regional bodies (SOPAC, SPC) will be supported with technical assistance regarding disaster preparedness and response (including AHI preparedness). RDRA will improve cooperation with donors (FRANZ group and U.S. government agencies) and obtain MCDA support from these donors for UNDAC deployments as required.

**Key indicators for 2007**

- Number of UNCTs with joint preparedness activities with NDMOs
- Number of UNDAC deployments in proportion to disasters
- Number of countries finalizing disaster response SOPs/plans
- Percent of requests for disaster preparedness and response consultations fulfilled
- Number of inter-agency coordination groups functioning
Africa

Burundi
Central African Republic
Chad
Côte d’Ivoire
Democratic Republic of the Congo
Eritrea
Ethiopia
Somalia
Sudan
Uganda
Zimbabwe
Burundi

Burundi has endured more than a decade of conflict. In 2000, the Arusha Process was initiated to address the root causes of the conflict and arrive at a power sharing agreement. After a three-year political transition the first free elections in a decade were held in 2005. However, the Front national de libération (FNL) rebels remained outside the peace process and opposed the elections. In September 2006, the rebels and the government signed a comprehensive ceasefire agreement, but a final political agreement has not yet been reached.

After its protracted conflict, Burundi is now in a phase of early recovery, inching toward a consolidation of its peace. It faces extreme structural poverty, food insecurity and declining humanitarian and development standards. The newly elected government has initiated an expansion of health and education services, and the international community has been supportive. However, capacity and execution, and therefore results, remain weak and the population requires forward movement as quickly as possible.

Capacity constraints and lack of infrastructure restrict access to basic services. Large scale population movements have stopped, but there are still 100,000 people who remain displaced. An estimated 50,000 Burundian refugees returned home in 2006, and that number could increase quickly in 2007 if the ceasefire holds and recovery speeds up. A stable ceasefire would improve the protection situation dramatically.

The humanitarian community has developed a CAP with a singular focus on humanitarian activities rather than including early recovery elements as in 2006. This approach will be aligned with government priorities to avoid duplication, and the CAP will also feed into development frameworks such as the Poverty Reduction Strategy Paper (PRSP). Since development programmes are not expected to show impact before the end of 2007, it is crucial to maintain humanitarian programmes to reduce high levels of vulnerability.

OCHA will strengthen the capacity of the Humanitarian Partnership Team to address humanitarian issues within a more development-oriented context, and this will tie in to OCHA’s effort to gradually hand over coordination capacity to the UN Country Team (UNCT) and governmental bodies at the national and provincial level.

Against this background, OCHA’s key objectives for 2007 are as follows:

**Strengthened in-country coordination:** Accountability of each sector lead agency will be clarified and endorsed. OCHA will ensure that needs assessments are carried out for sectors using the Needs Assessment Framework, and that the OCHA handover strategy is clarified.

**Greater capacities of relevant government institutions and UN agencies to coordinate humanitarian activities and mobilize resources:** OCHA will support the strengthening of capacities for the National Committee for Aid Coordination (NCAC), Provincial NCAC antennas will be established and functioning. Joint OCHA/NCAC analytical reports will be issued and endorsed by UNCT and updated contingency planning will be endorsed by the government civil protection task force.

**Increased linkages between humanitarian assistance, reintegration, and development programming:** Stronger linkages between Humanitarian Partnership Teams and major development actors will be established, complementarities between PRSP and CAP clarified and the OCHA WWW database will be harmonized to include the activities of major development partners.

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**BURUNDI**

**Planned Staffing**

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</table>

| Staff costs (US$) | 987,021 |
| Non-staff costs (US$) | 236,509 |
| **Total costs (US$)** | **1,223,530** |

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Burundi has endured more than a decade of conflict. In 2000, the Arusha Process was initiated to address the root causes of the conflict and arrive at a power sharing agreement. After a three-year political transition the first free elections in a decade were held in 2005. However, the Front national de libération (FNL) rebels remained outside the peace process and opposed the elections. In September 2006, the rebels and the government signed a comprehensive ceasefire agreement, but a final political agreement has not yet been reached.

After its protracted conflict, Burundi is now in a phase of early recovery, inching toward a consolidation of its peace. It faces extreme structural poverty, food insecurity and declining humanitarian and development standards. The newly elected government has initiated an expansion of health and education services, and the international community has been supportive. However, capacity and execution, and therefore results, remain weak and the population requires forward movement as quickly as possible.

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Against this background, OCHA’s key objectives for 2007 are as follows:

**Strengthened in-country coordination:** Accountability of each sector lead agency will be clarified and endorsed. OCHA will ensure that needs assessments are carried out for sectors using the Needs Assessment Framework, and that the OCHA handover strategy is clarified.

**Greater capacities of relevant government institutions and UN agencies to coordinate humanitarian activities and mobilize resources:** OCHA will support the strengthening of capacities for the National Committee for Aid Coordination (NCAC), Provincial NCAC antennas will be established and functioning. Joint OCHA/NCAC analytical reports will be issued and endorsed by UNCT and updated contingency planning will be endorsed by the government civil protection task force.

**Increased linkages between humanitarian assistance, reintegration, and development programming:** Stronger linkages between Humanitarian Partnership Teams and major development actors will be established, complementarities between PRSP and CAP clarified and the OCHA WWW database will be harmonized to include the activities of major development partners.
Key indicators for 2007

- Attendance rates of heads of UN Agencies and key NGOs in Humanitarian Partnership Teams; number of sectors with common baseline data and commonly agreed targets; exit strategy and transition timeline endorsed by key partners
- Number of sector and global coordination meetings chaired by NCAC members; number of functioning provincial NCAC antennas; number of government officials attending contingency planning review missions
- Number of development actors engaging in CHAP; number of sectors for which the WWW database incorporates data from major development partners

Burundi has endured more than a decade of conflict and is now in a phase of early recovery, inching toward a consolidation of its peace.
The civil war of 2002-03 drove the Central African Republic (CAR) into an acute crisis which persists today. There have been almost no recovery programmes for the past three years and the financially troubled government remains unable to fully deploy administrative and security presence outside the capital Bangui to take control of its territory. Recovery efforts and newly established institutions have been confronted with resurgent rebellions in the North and increased banditry throughout the country. As a result, three years after the official end of hostilities, the average Central African has no access to basic health, water and sanitation, education, security, or judicial services. Highway bandits, armed groups and national security forces continue to loot and kill with total impunity.

The major part of CAR remains unstable and insecure due to increased armed activities within its borders, in addition to spill-over effects from neighbouring Chad and Sudan. Progressively, CAR is becoming a regional haven for armed groups of various origin and background, contributing to a further destabilisation of the region. The violence in the northern provinces caused major displacement: the number of internally displaced tripled from 50,000 to more than 150,000 since the beginning of 2006; 50,000 Central Africans are refugees in Chad and an estimated 30,000 are in Cameroon. The vast majority of the internally displaced are in the bush without access to health and sanitation services, clean water or education. The already dire food situation is likely to deteriorate as widespread insecurity prevented most farmers from planting. Acute malnutrition reached 4 percent in early 2006 and chronic malnutrition stands at 30 percent. Every 30 minutes a child dies because s/he was not vaccinated, or lacks adequate food or drinking water; every six hours a woman dies because of complications while giving birth, and one child in five does not live to see his/her fifth birthday. Additionally, ethnic and political tensions as well as the proliferation of armed groups and the absence of a judicial system outside Bangui have plunged CAR into a widespread protection crisis.

Lack of humanitarian partners on the ground further compounds the challenge of addressing the humanitarian crisis in CAR. Because of insecurity and lack of infrastructure, travel and delivery of humanitarian assistance remain extremely difficult and expensive in landlocked CAR.

In 2007, the humanitarian country team will increase access to beneficiaries and its response to humanitarian need by enhancing its capacity and field presence. OCHA will continue to advocate for greater national and international knowledge and response to the humanitarian situation in CAR and will play a role in information management and dissemination as well as resource mobilisation at a regional level. Additionally, OCHA will support the humanitarian community by providing coordination of common humanitarian tools.

Against this background, OCHA’s key objectives for 2007 are as follows:

**Proposed functioning and supported CERF:** OCHA will support the RC/HC to maintain the timely submission of funding requests and proposals and ensure that CERF submissions meet the required criteria.

**Greater engagement and coordination with national and international NGOs:** OCHA will seek to ensure that the CAP reflects the views and priorities of the humanitarian community as a whole, and will work to strengthen participation of all relevant NGOs in the formulation of preparedness plans.

**Strengthened in-country coordination:** OCHA will work to ensure that coordination meetings become a...
decision making forum and that sector/cluster meetings occur on a monthly basis.

More coherent and sharpened advocacy on humanitarian issues and principles with the development and implementation of an inter-agency advocacy strategy: OCHA will seek to increase visits by senior OCHA managers, donors, and the media; awareness of the humanitarian situation in CAR will be increased through the dissemination of monthly international media articles.

Improved coordination and monitoring of IDP issues: OCHA will support IDP protection advocacy carried out by both the HC and cluster leads and will work towards the development of an IDP protection monitoring framework.

Key indicators for 2007

- Average number of days between requests for CERF funding received by HC and request sent to ERC for approval
- Number of NGO projects included in CAPs
- Percentage of decisions taken in humanitarian coordination meetings that are implemented; number and percent of clusters/sectors with common data baseline and commonly agreed targets
- Common inter-agency advocacy strategy/platform developed and implemented; number of international media articles on CAR
- IDP protection monitoring frameworks developed

Ethnic and political tensions as well as the proliferation of armed groups and the absence of a judicial system outside Bangui have plunged CAR into a widespread protection crisis.
Chad’s humanitarian crisis is made worse by regional instability in neighbouring Sudan/Darfur and the Central African Republic (CAR), and the deterioration of the Chadian security and socio-political situation. Continued refugee presence, including more than 234,000 Sudanese and 44,000 Central Africans since 2004, is a major burden for Chad, and is further compounded by a political crisis. Two attempted coups were foiled in 2006, including a rebel attack on the capital N’Djamena. Chadian military responded by concentrating resources on strategic locations, which created a security vacuum in vast areas in the east of the country. Activities by Chadian and Sudanese armed groups in the east triggered the displacement of an estimated 50,000 Chadians. Economic systems have been disrupted by the presence of displaced populations and competition for scarce natural resources has become fierce, leading to increased tensions between host communities and refugees and IDPs. Short-term prospects for an end to the crisis appear slim, and humanitarian agencies will need to devote more resources to assisting local communities as well as the displaced, and must ensure better linkages between humanitarian activities and development strategies.

Of the 234,000 Sudanese Refugees currently in eastern Chad approximately 214,000 are hosted in 12 camps along Chad’s eastern border with Sudan, while an additional 20,000 refugees are living within host communities. Current malnutrition levels in refugee camps are high, and Darfur refugees will remain almost entirely dependent on international assistance for survival. In Touloum camp, for example, despite efforts of aid organisations to ensure adequate water and sanitation services, the daily water rations are below agreed standards.

Growing insecurity in the north of CAR in the last half of the year has triggered the displacement of 14,000 Central Africans into the Goré area of southern Chad, adding to 30,000 existing refugees, who have been in the area since 2003. Providing adequate assistance to refugees is seriously challenging: logistical difficulties hamper access to the affected population and chronic lack of implementing partners and resources makes the humanitarian response difficult. This has meant daily food rations are below agreed standards. Given the current instability in northern CAR, returns seem unlikely in the short-term.

Increasing violence since September 2005 has triggered the internal displacement of 50,000 civilians in eastern Chad; many have been forced to move several times. Ongoing insecurity in eastern Chad means new displacements are likely to occur in the short-term. Refugees and IDP presence has had a serious impact on the living conditions of host communities. Disruptions to the local economy and fierce competition for access to natural resources have created tensions. To avoid further deterioration of the situation, aid agencies must ensure that humanitarian initiatives are fully integrated with longer-term development and capacity building initiatives.
Against this background, OCHA’s key objectives for 2007 are as follows:

**Greater implementation of humanitarian reform in Chad**: OCHA will promote the efficient processing of CERF requests. In the case that the IASC country team decides to adopt the cluster approach, OCHA will support the development of a cluster coordination framework.

**Strengthened in-country coordination**: OCHA will support the effective functioning of the Humanitarian Coordination Secretariat and Sectoral Working Groups (or clusters). OCHA will also ensure that the CAP 2007 focuses on strategies and priorities defined by the IASC CT on the basis of a Needs Assessment Framework (NAF).

**Improved tools and services available to aid organizations**: OCHA will provide strong information management support to humanitarian actors, including guidance for the development of common standards and policies.

**Improved and publicly profiled analysis of global and country humanitarian trends and issues**: OCHA will ensure the dissemination of regular bulletins and briefing materials on the humanitarian situation.

**Improved coordination and monitoring of IDP issues**: OCHA will ensure the development of a comprehensive strategy to address IDP needs and link it to the overall country humanitarian strategy.

**Key indicators for 2007**

- Average number of days between HC’s decision to request CERF money and the receipt of requests by CERF Secretariat
- Number and percentage of NGO projects included in the CAP 2007
- Number and percentage of IASC CT members having agreed to use standardized Information Management methodology
- Number of situation reports and maps on key issues (i.e. security incidents, movement populations, access) produced
- Number and percentage of IASC CT members having agreed to implement the strategy proposed to address the needs of the IDPs

Short-term prospects for an end to the crisis appear slim, and humanitarian agencies will need to devote more resources to assisting local communities as well as the displaced, and must ensure better linkages between humanitarian activities and development strategies.
Côte d’Ivoire remains divided politically and militarily, despite four years of international efforts and negotiations. The year 2006 saw little progress in implementing the peace plan, and humanitarian and socio-economic indicators continued to deteriorate. Presidential elections scheduled for October 2006 were postponed indefinitely and the identification process has been politically contested. The military dialogue has come to a halt with no immediate compromise to be expected. The western region continues to be volatile with repeated clashes triggering new internal displacement. The conflict has displaced an estimated 700,000 people, making living and health conditions even more precarious. Public health and environmental conditions in the capital worsened in August 2006, following toxic waste dumping that affected thousands of people, some fatally. The incident sparked violent social unrest that prompted the resignation of the Ivorian government, further compromising the fragile peace process.

Human rights violations and breaches of international humanitarian law continue to be reported, mainly in the west and particularly within the Zone of Confidence (ZOC), where a culture of impunity reigns. Following an outbreak of violence in Guiglo in January 2006 against the UN peacekeeping force ONUCI, humanitarian actors have faced increased operational constraints. Street violence erupted again in July 2006 to protest the implementation of the UN-backed process to provide Ivorians with identity cards. The persistent stalling of the peace process might lead to renewed violence against the UN and humanitarian organisations, continuing to affect humanitarian operations and programming in 2007.

Funding to meet the needs of vulnerable groups remains low and uneven between sectors, affecting adequate and timely response. By the end of the calendar year, less than half of the overall requirements for the 2006 Consolidated Appeal had been received, lower than what was received last year at the same time. Côte d’Ivoire was among the first pilot countries in 2006 to access the CERF grants. In all US$ 5 million was allocated to humanitarian projects in the west through the two new CERF grant windows “life-saving emergencies” and “neglected under-funded emergencies”.

The political environment in Côte d’Ivoire remains tense, with the possibility of violent outbreaks negatively impacting any consolidation of the peace process and regional stability.

Against this background, OCHA’s key objectives for 2007 are as follows:

**Properly functioning and supported CERF:** OCHA will ensure transparency of the CERF selection process and of the implementation of related projects.

**Strengthened in-country coordination:** OCHA will improve humanitarian response through strengthened dialogue and coordination between humanitarian actors and key stakeholders including representatives of government technical structures, line ministries, local authorities and donors.

**Improved tools and services to adapt to the humanitarian reform outcomes:** Information management tools and products will be improved, diversified and better suited to serve organisational and operational needs, including those of inter-agency clusters and sector groups.

**Improved and publicly profiled analysis of humanitarian trends and issues:** Inter-agency humanitarian action will be made better known within and outside the humanitarian community; accountability of individual stakeholders recognised.
The political environment in Côte d’Ivoire remains tense, with the possibility of violent outbreaks negatively impacting any consolidation of the peace process and regional stability.

More coherent and sharpened advocacy on humanitarian issues and principles (in pursuit of a common humanitarian understanding and messaging): Advocacy activities on key humanitarian issues – including protection of civilians, access to basic services, safe return of IDPs to their homes, improved humanitarian access – will be strengthened and made more effective.

Key indicators for 2007

- Percentage of CERF project proposals meeting all CERF criteria
- Percentage of relevant recommendations jointly agreed to by humanitarian actors and key stakeholders that are implemented as planned
- Number of priority inter-agency humanitarian actions supported with appropriate data and information tools
- Number of analytical documents produced to raise public awareness on humanitarian challenges
- Number and frequency of situation reports and press releases, number of advocacy activities targeting local communities, and percentage of key local media disseminating OCHA information products
The Democratic Republic of the Congo (DRC) is gradually emerging from long years in crisis and is moving toward a minimum degree of stability. After sustained armed conflict and political violence, presidential and legislative elections took place in mid-2006, a central step in the political transition process agreed upon with the signature of the Global Agreement on Transition in Pretoria in 2002. Although the political transition has been characterised by intense disagreements and confrontations between the two major contenders for the presidency, the integrity of the electoral process was preserved, thus bringing about renewed hope to the DRC for a move toward political stability and reconstruction.

Overall, the number of internally displaced persons has decreased to an estimated 1.1 million people (compared to approximately three million in 2002-2003) despite peaking waves of internal displacement resulting from military operations against armed groups in the first six months of the year. Similarly, the trends of spontaneous and assisted refugee returns increased in 2006 with approximately 23,000 returns recorded in the first 10 months of the year. Access has expanded in the eastern provinces directly affected by the armed conflict; the population has a higher degree of mobility and isolated areas within the provinces are slowly opening up. The gradual stabilization of the situation in the eastern provinces has also led to the return of IDPs, especially in the province of Katanga. Similar trends of return are taking place in Ituri and in some areas of north and south Kivu. In the last quarter of 2006, returns were estimated at 490,000 in the Kivus and Katanga provinces.

Despite these positive trends, a number of factors continue to expose populations to recurrent and temporary displacement – mostly continued armed banditry linked to organized armed groups and widespread weaknesses in the process of security sector reform, disarmament and demobilization. All directly affect people’s motivation and willingness to return. In addition, poor conditions in areas of return, including destruction of property and land and lack of basic services negatively affect the process of population return and community reintegration.

Protection of civilians continues to be a major humanitarian priority in the DRC; pervasive sexual and gender-based violence (SGBV) requires urgent measures, especially within a general climate of impunity. This widespread phenomenon is aggravated by insufficient services to victims, especially in rural areas.

Health indicators show that preventable common diseases, such as malaria, diarrhoea and acute respiratory infections account for the greatest numbers of deaths in DRC. Mortality rates among children under five are 34 times higher than in the developed world. These health problems affect eastern and western provinces alike. Although the food security situation is gradually stabilizing, with the highest risks in the Kivus, Ituri and Equateur, malnutrition rates above the emergency threshold of 10 percent are common in the eastern provinces. Although access limitations due to insecurity have decreased, access restrictions due to lack of roads and deteriorated transport networks remain a huge challenge in DRC, and one of the most important problems facing the efficient delivery of humanitarian assistance.

In the context of the humanitarian reform at the global level, a number of innovations were introduced during the year to enhance the quality of humanitarian response in the country. The combination of the cluster approach, the strengthening of inter-agency rapid response mechanisms, the pooled funding mechanism and the allocations of the expanded CERF contributed to greater coherence in the coordination and delivery of humanitarian assistance in 2006.
The simultaneous introduction of these initiatives has resulted in broader partnerships between UN agencies and NGOs and more inclusive coordination mechanisms. The participation of a considerably larger number of NGOs in the planning and preparation of the 2006 and 2007 DRC Humanitarian Action Plan is one example of how these initiatives have brought about a new dynamic in humanitarian action in DRC. A second positive aspect of the cluster approach has been the reduction of overlaps between sector interventions in priority sectors and geographical areas. The regional plans of action have been monitored in 2006 and elaborated for 2007 with the support of inter-agency coordination mechanisms and cluster groups at the provincial level to ensure complementarity across sectoral programmes targeting the same groups of vulnerable populations.

The Pooled Fund mechanism, with a total contribution of US$ 120 million, has become the largest funding mechanism to support priority actions identified in the 2006 Action Plan. This contribution, combined with the two CERF allocations, were key elements in 2006. The Pooled Fund initiative has allowed for the concrete implementation of good donor practices through improved fund allocation in accordance with identified needs, and for more active donor participation in the elaboration of the 2007 humanitarian strategy.

The 2007 Humanitarian Action Plan is a strategic plan and a programme guide for the implementation of priority humanitarian actions. The Plan represents the concerted efforts of the humanitarian community in DRC to consolidate the innovations introduced, and the results obtained, during the past year.

OCHA will continue to work with its key partners, including UN Agencies, local and international NGOs, the Red Cross Movement, government authorities, and vulnerable populations. The key challenges for 2007 will be to increase access to the most vulnerable populations, particularly in the eastern provinces and to advocate for better coverage of humanitarian needs, while ensuring the international community provides sufficient support for relief and transition programmes in the country.

Against this background, OCHA’s key objectives for 2007 will be:

**Increased engagement, partnership and coordination with national and international NGOs and local and national authorities:** The Action Plan will be prepared with the active participation of INGOs and LNGOs, including at the provincial and national workshops.

**Improved tools and services:** OCHA will support the strengthening of monitoring systems (qualitative, quantitative and financial) for the 2007 Action Plan.

**Sharpened advocacy and improved analysis of humanitarian trends, issues and principles:** OCHA will develop and disseminate publicly profiled analysis of country humanitarian trends and issues.

**Improved coordination and monitoring of IDP issues:** OCHA will develop standard procedures and tools for IDP and returnee data (including statistics) collection and management.

**Strengthened management and administrative support:** OCHA’s resources will be managed in a more efficient, cost-effective and accountable manner.

**Key indicators for 2007**

- Number of NGOs included in Action Plan and NGO percentage of total Action Plan requirements funded
- Number of provincial IASC and clusters using standardised monitoring tools; percentage of Action Plan funding committed
- Number of op-eds published; number of OCHA press releases, articles, and press briefings covering the DRC; number of international media references to OCHA articles and products; baseline documents and IDP issues and trends
- Number of provinces utilizing standardized procedures and tools; draft national legislation on IDPs initiated; policies and Standard Operating Procedures developed, codified, and issued as administrative instructions before end 2007; number of reports provided to OCHA management on the office’s financial performance; percentage of deficits locally for each budget line in the cost plan

Although the political transition has been characterised by intense disagreements and confrontations between the two major contenders for the presidency, the integrity of the electoral process was preserved, thus bringing about renewed hope to the DRC for a move toward political stability and reconstruction.
Eritrea’s economy continues to be undermined by the border stalemate with Ethiopia. Stifled economic growth compounded by recurrent drought and the diversion of scarce national resources and manpower towards military efforts causes a significant segment of the population to rely on international assistance for survival.

In 2005, some 1.3 million people received food aid rations until the government suspended general food distributions in September. The drought in 2006 exacerbated an already dire humanitarian situation. In rural areas, 68 percent of the population has no access to health services, and 46 percent are without safe drinking water. Despite prospects for a good harvest in 2006, Eritrea produces a fraction of its annual food consumption needs. High malnutrition rates continue to plague the country.

The overall operating environment in Eritrea has become more constrained and less predictable. In line with its self-reliance strategy, the Government issued a Cash-For-Work (CFW) policy, shifting its focus from emergency to recovery and development interventions.

The international community needs to support this approach, while planning for emergencies during the year. As part of the self-reliance strategy, the government does not wish to enter the Consolidated Appeal Process (CAP) and will conduct its own crop assessment to better target those in need of direct assistance and those eligible for cash-for-work programmes. Lack of effective dialogue between the government and the international community on food requirements for 2007 has made it difficult for humanitarian organisations to assess the level of food shortages and plan for emergency response. The suspension of several NGO operations, withdrawal of USAID and the new restrictions on international staff travel outside Asmara have further complicated the operational environment.

Fortunately, the existence of efficient local administrative structures makes it possible for humanitarian organisations to continue to implement some vital programmes, particularly in the areas of health, nutrition, water and sanitation. Furthermore, in 2006, the government, with the support of UN agencies, resettled 21,000 out of the 40,000 IDPs living in camps. Collaboration on the resettlement of the remaining IDPs is expected to continue into 2007.

In 2007, OCHA will support the humanitarian community in the priority areas of health and nutrition, water and sanitation, protection and resettlement of IDPs, expellees and returnees. Within the current context, increased efforts will be made, under the leadership of the Humanitarian Coordinator, to strengthen dialogue between the government and partners (UN, NGOs and donors) and align the use of resources toward strategic and effective emergency and recovery interventions. OCHA will support the HC in re-establishing dialogue with the government on food security activities. Increased investment will be made to prevent high levels of malnutrition, particularly among children and women. Given the uncertainty surrounding the peace process, attention will be given to preparedness and contingency planning in the event of an outbreak of hostilities. OCHA will also facilitate the development of a Common Humanitarian Action Plan (CHAP) and strengthen coordination mechanism at the central and regional levels.

### Eritrea

**Planned Staffing**

| Professional | 2 |
| National     | 4 |
| Local (GS)   | 2 |
| UN Volunteers| 0 |
| **Total**    | 8 |

**Staff costs (US$)** 453,388

**Non-staff costs (US$)** 187,903

**Total costs (US$)** 641,291
Against this background, OCHA’s key objectives for 2007 are as follows:

**Properly functioning and supported CERF:** OCHA will facilitate the timely submission of CERF projects by operational agencies and ensure projects are in line with CERF guidelines and criteria. OCHA will also ensure adequate reporting by the concerned agencies.

**Greater engagement and coordination with NGOs:** OCHA will support and facilitate the participation of national and international NGOs in strategic planning and coordination forums. OCHA will support the development and implementation of the Common Humanitarian Action Plan (CHAP) by the UNCT and partner NGOs. The office will facilitate inter-sectoral coordination and joint programming.

**Strengthened in-country coordination:** OCHA will maintain regular coordination meetings with UN agencies and partner NGOs, provide secretariat support and ensure appropriate follow up on the implementation of inter-agency decisions. The office will support sectoral working groups in establishing baseline data and agreed targets.

**More coherent and sharpened advocacy on humanitarian issues and principles:** OCHA will develop, in consultation with humanitarian partners, a common advocacy strategy on maintaining access and appropriate emergency response mechanisms, and strengthening linkages to longer-term food security.

The strategy will target various stakeholders including government counterparts at the federal and local level and the donor community.

**Key indicators for 2007**

- Number and percent of requests received that meet all CERF criteria
- Number of NGOs signing up to participate in clusters
- Number of functioning coordination fora and degree of satisfaction of key stakeholders with OCHA’s coordination services as assessed through surveys
- Number of common advocacy strategies/platforms developed and implemented

Stifled economic growth compounded by recurrent drought and the diversion of scarce national resources and manpower towards military efforts causes a significant segment of the population to rely on international assistance for survival.
Ethiopia remains chronically food insecure. Approximately ten million subsistence agriculturalists, agro-pastoralists and pastoralists require food or cash assistance annually. The country is also prone to natural disasters and epidemics including severe annual flooding and disease outbreaks. In 2006, approximately 7.2 million people required food aid; this number is likely to increase to approximately 8.5 million in 2007.

In response to the severe drought, principally in the southern parts of the country, a Joint Humanitarian Appeal was launched in January 2006, with emergency food aid requirements of US$ 182 million and non-food requirements of US$ 112 million. Consequently, 2.8 million people were covered by emergency food aid and 1.8 million were located in the drought-affected areas in the south.

Localized inter-ethnic conflict continues to result in population displacement in several regions, including Somali, Oromiya, and Gambella regions. The dispute over border demarcation between Ethiopia and Eritrea remains unsettled and tensions along the border, where both countries have massive troop deployments, are high. New tensions along the border with Somalia have also raised concern of a large-scale refugee influx into Ethiopia.

The government has begun to implement its new food security programme, highlighted by the Productive Safety Nets Programme, which has replaced most of the food assistance provided through emergency assistance. The drought, ongoing inter-ethnic conflict and floods have demonstrated the full extent of vulnerability and underscore the need for support from the international community to help the government address acute humanitarian needs and build its capacity.

In late 2006, three million acutely vulnerable people continued to require emergency food and non-food assistance primarily due to the drought. Pastoralists and agro-pastoralists are among the most vulnerable populations and good strategies are needed to address their needs. During recurrent droughts, movements of populations across borders in search of pasture and water have resulted in conflicts and displacement. Massive nationwide flooding in August and September 2006 affected an additional 350,000 people and resulted in hundreds of deaths. Acute watery diarrhoea (AWD) affected five regions and continues to spread across the country, creating need for additional resources for its control, prevention, and the treatment of those affected. Malaria is also prevalent in the aftermath of massive nationwide flooding.

Continued tensions along the border with Eritrea, Somalia and Sudan present potential humanitarian challenges along with the need for continued preparedness in the event of cross-border conflict. Inter-ethnic conflict among tribal groups across the country continues to affect Oromiya, Gambella, Afar and Somali Regions. Approximately 200,000 people remain displaced from their homes due to these conflicts. The government lacks a policy framework to deal with IDPs and there is no clear delineation of responsibilities within the government.

There is need for reform and strengthened capacity of the disaster management structures in Ethiopia to better address humanitarian risks and vulnerability, including those in the health, nutrition, water and sanitation sectors. In addition there is need for effective response to quick on-set emergencies, conflict, urban disasters, and IDPs, as well as the need to build stronger links between humanitarian and emergency response and development. The Joint Government, UN and Partner Appeal process requires reform as well, with a need to refine assessment of non-food needs, develop a multi-year funding for

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**ETHIOPIA**

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Ethiopia

OCHA IN 2007 Coordination Activities in the Field
predictable non-food needs, and to establish/refine contingency funding mechanisms for unpredictable emergencies. The Cluster Leadership approach has been discussed among the UNCT, UN partners and government; plans to fully implement the approach will be put in place in early 2007.

Against this background, OCHA’s key objectives for 2007 are as follows:

**Strengthened in-country coordination:** OCHA will provide support for partner coordination at federal, regional and sub-regional levels, as well as for government capacity building for coordination and planning. Direct support will be provided to the HC, Country Team and partners in establishing and making operational the cluster approach.

**Strengthened and more coherent humanitarian appeal process:** OCHA will support the establishment of a new framework for assessing recurrent non-food needs in order to develop a strategy for multi-year funding for those needs. The joint annual appeal, if required, will address only emergency requirements for food and non-food. OCHA will advocate for establishing contingency funds and increased stocks to address emergency requirements.

**Shared policy positions on relevant issues:** OCHA will develop policy positions based on appropriate analysis and consultation related to IDPs, response to emergency and transition needs in pastoral areas of the country and other relevant issues. This will be accomplished in consultation with international partners and the government.

**Ethiopia remains chronically food insecure; in late 2006, three million acutely vulnerable people continued to require emergency food and non-food assistance primarily due to the drought.**

OCHA and UNCT will provide technical support to Ethiopia’s Disaster Preparedness and Prevention Agency (DPPA) and participating partners in revising protocols for response to quick-onset emergencies.

**Properly functioning Humanitarian Response Fund mechanism (HRF):** Subject to donor support, OCHA will expand the HRF for use by the UN and NGOs to support the government in emergency response as well as incorporating lessons learned from the donor evaluation undertaken in 2006. OCHA also will provide support to establishing other standby and contingency funding mechanisms for emergency response.

**Improved and publicly profiled analysis of country humanitarian trends:** OCHA will enhance humanitarian communications with all partners on the WWW database, humanitarian maps, early warning and response matrices. Funding information will be coordinated closely with the DPPA and line ministries. This will be done with support from the IMU in establishing more systematic and automated mechanisms (through database use) for reporting relevant and critical information, defining information flow with the DPPA and other relevant government partners and providing mapping services to partners.

**Key indicators for 2007**

- Number and percent of clusters established and fully functioning; percentage of decisions taken in humanitarian coordination meetings that are implemented; number of regional coordination forums with defined TORs
- Average number of days between requests for CERF funding received by HC and request sent to ERC for approval; number and percentage of requests received that meet all CERF criteria
- Number and percentage of OCHA press releases and reports reflected in local newspapers and on public broadcast
- Number of days from outbreak of emergency to issuance of Flash Appeal
- Number of policy agreements reached by partners and government and percentage implemented
Protracted conflict, absence of a central government and widespread damage incurred over years of chaos continue to prevent stability or recovery in Somalia. The humanitarian situation has further deteriorated due to recurrent droughts and floods.

In mid-2005, the nascent Somalia Transitional Federal Institutions (TFIs) relocated to Somalia from Kenya but had no operational capacity or control over the territory. With the emergence of the Islamic Courts and the apparent end to ‘warlordism’ the political landscape has radically changed. The Courts are rapidly extending their influence throughout South Central areas of the country, which could bring new opportunities for humanitarian engagement. The Courts’ popular support, however, has yet to be properly tested, particularly with regard to civil society, women’s groups and businessmen.

Approximately 1.8 million people – including 400,000 IDPs – require urgent assistance. Approximately 880,000 people are facing an acute food and livelihood crisis, and 425,000 people – all in the south – are in a state of humanitarian emergency. Malnutrition rates continue to exceed the emergency threshold. If widespread fighting breaks out, the number of extremely vulnerable people could double.

400,000 Somalis living in settlements and public buildings remain highly vulnerable. The situation of IDPs remains below minimal acceptable standards and is one of the worst in Africa. IDPs have lost all assets, are deprived of clan protection, and are subjected to human rights violations. In some parts of the country, the authorities divert aid and obstruct humanitarian access to IDPs despite verbal commitments to the contrary. Southern minority groups continue to suffer political and economic discrimination and are denied access to basic services. Women and girls in particular are at high risk for abuse and exploitation. Human smuggling off the northern Puntland coast is a grave humanitarian concern affecting Somalis and other nationalities from the region.

In 2006, in line with global humanitarian reform, OCHA led the establishment of a Somalia IASC and relevant clusters to better respond to the humanitarian crisis. In 2007, through this mechanism, the humanitarian community will continue to address the needs of highly vulnerable Somalis and work with authorities to reinforce protection measures countrywide. In order to increase operational and response capacity, and in line with the CAP 2007 strategic priorities, the humanitarian community will shift attention, resources, and staff to South Central Somalia where the highest levels of vulnerability exist.

In 2007, OCHA will work to highlight the dire humanitarian situation in Somalia and advocate for better allocation of financial resources across all sectors. OCHA will continue to lead interagency assessments, identify priority needs, and facilitate the planning of common responses to affected populations, while providing strong field coordination to strengthen the cluster approach with clearly defined roles and responsibilities. OCHA will continue to promote humanitarian principles, drawing attention to their compatibility with Islamic values; and support local reconciliation initiatives and negotiate humanitarian access with de facto authorities, particularly in South Central Somalia. In addition, OCHA will coordinate the implementation of the joint IDP strategy, especially in Puntland, and make authorities accountable for contributing to a protection environment. Finally, OCHA will provide improved analysis on access related issues, including how the aid community delivers assistance; and will continue to provide the IASC and international community with high quality information and analysis on the evolving humanitarian situation in the country.
OCHA will seek to improve in-country coordination through strengthened, targeted field presence particularly in the South Central area. To increase leverage with relevant authorities and strengthen coordination, OCHA’s presence in the country will shift: Somaliland is now entering a development phase, and OCHA’s presence there will be reduced; in Puntland, OCHA presence will be bolstered to focus on IDP/protection issues; and in Islamic Courts-held areas presence will be bolstered to capitalise on new access opportunities and to facilitate coordination with the Courts.

Against this background, OCHA’s key objectives for 2007 are as follows:

**Strengthened coordination and sustainable access to basic humanitarian services for the most vulnerable populations, in particular 1.4 million Somalis in a state of humanitarian emergency and food and livelihood crisis, and 400,000 internally displaced:** OCHA will support the effective delivery of humanitarian services by promoting inter-agency assessments that identify priority needs and enable timely responses and by supporting common strategies such as the cluster approach to maximise the use of available resources.

**Improved level of preparedness of humanitarian partners and local communities to respond to natural disasters and complex emergencies:** OCHA will promote emergency preparedness for natural disasters through the establishment of early warning systems and enhanced management of the Humanitarian Response Fund to improve the timeliness and effectiveness of humanitarian partners – including Somali organisations.

**Increased emphasis on early recovery in parts of Somalia transitioning from an emergency phase to rehabilitation and reconstruction:** OCHA will promote coordination with the various planning frameworks for Somalia, including the Joint Needs Assessment (JNA), the Reconstruction and Development Plan (RDP), and the Comprehensive Plan of Action (CPA), to ensure that links between emergency and recovery activities are maintained.

**Enhanced protection of and respect for the human rights and dignity of IDPs, minorities, women, and vulnerable communities:** OCHA will support the establishment of Protection Monitoring Networks in Somaliland, Puntland and South Central to collect information for an IASC protection strategy based on patterns and trends of abuse.

**Strengthened advocacy through the implementation of an IASC advocacy strategy, common positions/policies based on humanitarian principles, and improved resource mobilization:** OCHA Somalia will support the development, implementation and monitoring of the IASC advocacy strategy for Somalia in cooperation with international and national stakeholders.

Protracted conflict, absence of a central government and widespread damage incurred over years of chaos continue to prevent stability or recovery in Somalia. The humanitarian situation has further deteriorated due to recurrent droughts and floods.

**Key indicators for 2007**

- Degree of satisfaction of donors and other partners with the identification and prioritization of needs; percent of affected populations accessed by agencies in areas cleared by DSS for operational activities
- Number of days between the onset of a natural disaster and the deployment of staff and resources
- Increased funding levels for recovery activities
- Number of community development projects/programmes with a protection and gender dimension
- Degree of implementation of IASC advocacy strategy and strategic framework on IDPs and amount of resources raised
The overall implementation of the Comprehensive Peace Agreement (CPA) in southern Sudan is progressing, with some delays. However, the three year-old conflict in Darfur has yet to be resolved and massive humanitarian needs are expected well into 2007 and beyond. The Darfur Peace Agreement (DPA) was signed in May 2006 by the Sudanese government and the Sudan Liberation Movement/Army (SLM/A) faction of Minni Minnawi, militarily the largest of the three main rebel factions at the signing of the agreement; the Abdel Wahid faction of the SLM/A and the Justice and Equality Movement (JEM) refused to sign. This partial signing of the DPA heightened tensions and factionalism within the SLM/A, and this has increased vulnerability, ethnic divisions and human rights violations, exacerbating security conditions. Since the signing of the agreement, fighting has escalated between signatories and those who refused to sign and, as a result, access to the affected population in Darfur has decreased to its lowest level since early 2004. In addition, tensions in the Eastern Region and Abyei are a serious cause for concern for the CPA and north-south relations.

Tackling Southern Sudan’s enormous post-conflict challenges and delivering peace dividends require significant and sustained efforts by the Government of Southern Sudan (GoSS), State governments and renewed and focused international support to help consolidate the CPA. In Southern Sudan, the shift from relief to recovery is promising, and expectations among the Southern Sudanese for greater stability, improved basic services and improved livelihood opportunities remain high. Although there has been relative peace, there has also been an increase in inter-communal conflict as a result of a law and order vacuum in the region. In addition, tension and intermittent insecurity prevail in the three areas of Abyei, Southern Kordofan and Blue Nile. The issue of the Abyei Boundary Commission Report has yet to be resolved.

The continued provision of massive relief is essential across Darfur as the population is almost entirely dependent on humanitarian assistance. Protection and gender-based violence remain the most significant challenges for the population of Darfur. Continued assistance cannot, however, be assumed. Tension and insecurity in the Darfur region are at their highest levels since 2004. The period since May 2006 has seen increased displacement, deadly attacks on humanitarian staff and hijacking of vehicles, vastly reducing access. Negotiations for humanitarian access are increasingly difficult due to the factionalisation of rebel groups, and growing politicization of IDPs.

OCHA will continue to work with NGOs, the diplomatic and donor communities and national authorities for the effective coordination of relief assistance in Darfur, the world’s largest humanitarian operation. OCHA will work closely with the Resident Coordinator’s Office to ensure a smooth and effective transition of coordination responsibilities in those locations where the focus is shifting to recovery.

Against this background, OCHA’s key objectives for 2007 are as follows:

**Greater engagement and coordination with national and international NGOs:** This will facilitate meeting the needs of the IDP and vulnerable populations in the Darfur region. OCHA will work towards increased participation of NGOs in the UN and Partners Work Plan for Sudan and other coordination processes at the Khartoum and regional levels so as to minimize duplications and gaps and improve effectiveness of the planned humanitarian response in Sudan in 2007.

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**SUDAN**

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</table>

| Staff costs (US$) | 9,906,194 |
| Non-staff costs (US$) | 4,765,528 |

**Total costs (US$)** 14,671,722

The overall implementation of the Comprehensive Peace Agreement (CPA) in southern Sudan is progressing, with some delays. However, the three year-old conflict in Darfur has yet to be resolved and massive humanitarian needs are expected well into 2007 and beyond. The Darfur Peace Agreement (DPA) was signed in May 2006 by the Sudanese government and the Sudan Liberation Movement/Army (SLM/A) faction of Minni Minnawi, militarily the largest of the three main rebel factions at the signing of the agreement; the Abdel Wahid faction of the SLM/A and the Justice and Equality Movement (JEM) refused to sign. This partial signing of the DPA heightened tensions and factionalism within the SLM/A, and this has increased vulnerability, ethnic divisions and human rights violations, exacerbating security conditions. Since the signing of the agreement, fighting has escalated between signatories and those who refused to sign and, as a result, access to the affected population in Darfur has decreased to its lowest level since early 2004. In addition, tensions in the Eastern Region and Abyei are a serious cause for concern for the CPA and north-south relations.

Tackling Southern Sudan’s enormous post-conflict challenges and delivering peace dividends require significant and sustained efforts by the Government of Southern Sudan (GoSS), State governments and renewed and focused international support to help consolidate the CPA. In Southern Sudan, the shift from relief to recovery is promising, and expectations among the Southern Sudanese for greater stability, improved basic services and improved livelihood opportunities remain high. Although there has been relative peace, there has also been an increase in inter-communal conflict as a result of a law and order vacuum in the region. In addition, tension and intermittent insecurity prevail in the three areas of Abyei, Southern Kordofan and Blue Nile. The issue of the Abyei Boundary Commission Report has yet to be resolved.

The continued provision of massive relief is essential across Darfur as the population is almost entirely dependent on humanitarian assistance. Protection and gender-based violence remain the most significant challenges for the population of Darfur. Continued assistance cannot, however, be assumed. Tension and insecurity in the Darfur region are at their highest levels since 2004. The period since May 2006 has seen increased displacement, deadly attacks on humanitarian staff and hijacking of vehicles, vastly reducing access. Negotiations for humanitarian access are increasingly difficult due to the factionalisation of rebel groups, and growing politicization of IDPs.

OCHA will continue to work with NGOs, the diplomatic and donor communities and national authorities for the effective coordination of relief assistance in Darfur, the world’s largest humanitarian operation. OCHA will work closely with the Resident Coordinator’s Office to ensure a smooth and effective transition of coordination responsibilities in those locations where the focus is shifting to recovery.

Against this background, OCHA’s key objectives for 2007 are as follows:

**Greater engagement and coordination with national and international NGOs:** This will facilitate meeting the needs of the IDP and vulnerable populations in the Darfur region. OCHA will work towards increased participation of NGOs in the UN and Partners Work Plan for Sudan and other coordination processes at the Khartoum and regional levels so as to minimize duplications and gaps and improve effectiveness of the planned humanitarian response in Sudan in 2007.
Strengthened in-country coordination and improved implementation of relevant humanitarian reform recommendations: OCHA will provide stronger analysis through the work of the IASC Country Team and will work to increase the regionalisation of sector coordination. In addition, OCHA will support strengthening the capacities of national authorities to respond to disasters and emergencies.

Timely and effective hand over of coordination responsibilities to the Office of the Resident Coordinator in relevant areas: OCHA will phase out offices and capacities from areas determined by the RC/HC to be more conducive to a primary recovery and development coordination function. OCHA will focus on areas that have humanitarian needs and where a complex emergency situation prevails.

Improved tools and services to adapt to humanitarian reform outcomes: Humanitarian information platforms for Sudan and standard information products for the humanitarian community (e.g. websites maps, WWW database, financial tracking for Sudan) will be in place as will a strengthened Emergency Preparedness and Response Capacity.

More coherent and sharpened advocacy on humanitarian issues and principles: There will be common advocacy platform and jointly implemented advocacy strategies with partners, and awareness-raising for humanitarian actors, peacekeepers, and national authorities on humanitarian policy.

Key indicators for 2007

- Number of national and international NGOs participating in the development of the UN and Partners Work Plan for Sudan. Percentage of major NGOs participating in the IASC Country Team and Inter-Agency Management Group in Darfur
- Number and percent of sector plans developed and coordinated at regional level, number of national authority personnel trained to better respond to disasters and emergencies, and number and coverage of Contingency Planning exercises
- Number and percent of OCHA functions handed over to RC Office
- Degree of satisfaction of the humanitarian community with tools and services provided by OCHA
- Number of inter-agency advocacy strategies and platforms, and number of humanitarians and/or peacekeepers and national authorities participating in workshops and trainings

The three year-old conflict in Darfur has yet to be resolved and the continued provision of massive relief is essential across Darfur as the population is almost entirely dependent on humanitarian assistance. Protection and gender-based violence remain the most significant challenges for the population.
The root causes of the conflict in northern Uganda lie in historical, socio-economic and political differences between the north and the south. At independence in 1962, southern Uganda was better developed economically, while northern Uganda understood its role in national politics to be through the military, which it dominated. The accession of President Museveni, a southerner, to power through the military deprived the north of this role. As a result, the late 1980s saw the emergence of a series of northern-based resistance movements, the most long lasting being Joseph Kony’s Lord’s Resistance Army (LRA). Due to widespread LRA attacks on civilians, the Uganda People’s Defense Force removed people into “protective villages” ostensibly to cut rebels’ food supply and reduce abduction and forced recruitment of children.

The first ever direct and sustained peace talks between the Government of Uganda and the LRA in Juba, South Sudan, have given rise to cautious optimism that a durable political solution can be reached. The parties signed a declaration of cessation of hostilities which stopped the fighting and is a positive first step in a still fragile process. Five LRA senior commanders were indicted by the International Criminal Court, (ICC); the ultimate impact of this on the peace process is difficult to determine at this stage.

The northern sub-region of Karamoja presents a different scenario where socio-cultural, economic, political and environmental factors have intensified inter-clan and cross-border conflicts. Scarce natural resources, poor economic environment, and the proliferation of arms have contributed to fragile food security.

An estimated 1.7 million Ugandans are internally displaced and live in camps. However, if the security situation continues to improve, half could return home in the next year. Since the start of 2006, improved security has led to enhanced humanitarian access, and by July, 66 percent of IDP camps could be accessed without military escorts, compared to 13 percent at the same time the previous year. Population movements are on-going, mainly motivated by the need to access arable land. Return of IDPs varies by region, and the largely positive trend could reverse, and therefore requires a flexible approach to assistance. The continued insecurity and environmental degradation in Karamoja means an estimated 500,000 people will require emergency food assistance for at least six months in 2007.

OCHA’s key partners will continue to be UN agencies, local and international NGOs, the Red Cross Movement, local government authorities and the affected populations themselves. The key challenges for 2007 will relate to population movement, including: a) continuing to provide emergency assistance to those remaining in camps; b) supporting returning populations, rehabilitating infrastructure, supporting the re-establishment of law and order structures, c) implementing early recovery programmes in Lango and Teso to stabilize returning population d) meeting the humanitarian needs in the Karamoja sub-region, and e) addressing the needs of refugees and hosting communities throughout the country. An additional challenge will be to raise the requisite resources for implementing the above programmes.

In 2007, OCHA will also focus on consolidating its information management capacity to enable it to better serve the humanitarian community; continuing to provide support to the HC and the implementation of the cluster leadership approach; and improving OCHA’s coordination and early warning tools and advocacy.
The first ever direct and sustained peace talks between the Government of Uganda and the Lord’s Resistance Army have given rise to cautious optimism that a durable political solution can be reached.

Against this background, OCHA’s key objectives for 2007 are as follows:

Strengthened in-country coordination functioning at all levels: OCHA will ensure that a complete system of general coordination and cluster/sector meetings is carried out across all field locations and the capital.

Humanitarian Coordinator and cluster/sector leads strengthened through OCHA support: Coordination tools are developed in conjunction with cluster/sector leads and members. Cross cutting issues and intra-cluster coordination are included in planning and implementation.

More insightful humanitarian advocacy and policy advice to HC, cluster leads and cluster members: OCHA will provide timely, concise and meaningful briefs to Humanitarian Community on relevant issues.

Improved facilitation for the transition from emergency to recovery in return areas: OCHA will ensure that general coordination is maintained through return and early recovery phases.

Key indicators for 2007

- Range and number of cluster/sector meetings per location
- Number of functioning clusters and percent of clusters using available and appropriate coordination tools
- Number of briefing notes on each issue circulated
- Percent of coordination structures properly transitioned from OCHA to UNDP in recovering areas
The humanitarian situation across southern Africa is characterized by the “triple threat” of HIV/AIDS, food insecurity and declining capacity for social service provision. In Zimbabwe, the situation is made even more dire by the political circumstances, economic decline, disruptions in the agriculture sector and a high level of migration.

A significant portion of Zimbabwe’s population of nearly 12 million is considered vulnerable, including: orphans and vulnerable children; people living with HIV/AIDS; the chronically ill; people with severe disabilities; populations with disputed citizenship and refugees; food insecure communities; and those directly affected by Operation Murambatsvina/Operation Restore Order.

The maize harvest for the 2005/2006 season was well below the annual consumption needs of the population. While insufficient, this harvest represented an improvement from the 2004/2005 season, but it still means that an estimated 1.4 million people will not be able to meet their food requirements without assistance between December 2006 and March 2007.

HIV/AIDS continues to take a heavy toll on the Zimbabwean population. An estimated 3,000 Zimbabweans die every week because of AIDS, and life expectancy has dropped to 34 years for women and 37 years for men. The economic situation, which is characterized by high inflation, high unemployment and lack of foreign exchange, has negatively impacted quality, and access to, basic services such as health, education and shelter. The response capacity in the basic services sectors is further eroded by a “brain drain” caused by population exodus.

For 2007, the humanitarian community in Zimbabwe has agreed to a joint strategy with a dual focus on immediate, life-saving assistance and the strengthening of coping mechanisms, livelihoods and early recovery. This strategy will be reflected in the 2007 Consolidated Appeals Process. OCHA will support the humanitarian response by further strengthening the coordination mechanism and the sharing of information.

Against this background, OCHA’s key objectives for 2007 are as follows:

**Properly functioning and supported CERF:** OCHA Zimbabwe will work to ensure that CERF processes are in place and that the Zimbabwe Humanitarian Partnership Team meets required criteria for submissions. The members will be made fully aware of the timelines, procedures and criteria for support from the CERF.

**Fully deployed, functioning, and funded cluster system in all relevant areas:** OCHA Zimbabwe will ensure that support mechanism for clusters will be established.

**Greater engagement and coordination with national and international NGOs:** OCHA Zimbabwe will facilitate greater participation of NGOs in the humanitarian coordination mechanism, with the aim of increasing NGO participation in processes including the CAP, the CERF and the cluster/sector working groups.

**Strengthened coordination of the humanitarian community in Zimbabwe:** OCHA Zimbabwe will continue to support the humanitarian coordination
For 2007, the humanitarian community in Zimbabwe has agreed to a joint strategy with a dual focus on immediate, life-saving assistance and the strengthening of coping mechanisms, livelihoods and early recovery.

mechanism and facilitate Humanitarian Partnership Team meetings, donor consultations, and a forum for dialogue between UN agencies, donors, NGOs and CBOs.

**Strengthened consolidated appeals processes**: OCHA Zimbabwe will seek to improve the CAP through analysis and resource mobilization, and work towards further increased participation by all stakeholders in the process. It will also seek to increase understanding and awareness among key stakeholders concerning IASC processes including the CAP and the Flash Appeal and to advocate for adequate funding from donors.

**Key indicators for 2007**

- Percentage of proposals submitted by HC that are approved for CERF funding by ERC
- Number of relevant clusters established and fully functioning
- Number of NGO projects included in the CAP
- Number and percentage of sectoral committees/clusters that meet at least on a monthly basis (to include ad-hoc meetings)
- Percent of funding for CAPs and possible Flash Appeals
Middle East
occupied Palestinian territory
The humanitarian situation in occupied Palestinian territory (oPt) took a dramatic downturn early in 2006 when the Government of Israel (GoI) and international community reacted rapidly to the results of the democratic elections for the Palestinian Legislative Council (PLC) that saw Hamas sweep to power. Any optimism in the air among the various actors in the ongoing conflict quickly evaporated.

In the space of a few weeks, international support for the Palestinian Authority (PA) began to dry up and the GoI began withholding Palestinian Value Added Tax (VAT) and customs taxes worth an estimated $60 million per month. This effectively cancelled or suspended approximately 75% of the PA’s monthly budget, leaving 160,000 Palestinian civil servants who support an estimated 25% of the Palestinian population – an estimated 1 million people – without a regular salary. PA institutions, the main service provider for the bulk of the Palestinian population, were severely undermined with public services in crucial areas such as health, education and social welfare failing and unable to provide. Frustration with the worsening conditions was reflected by PA employees during the autumn of 2006 with a general and open strike. Today, 70% of Palestinian households live in poverty, and unemployment stands at 29%.

Since March 2006, no Palestinian workers or traders have been allowed to enter Israel to access jobs and markets. As a result of the Israeli Defense Forces (IDF) ‘Operation Summer Rains’, that started in June, tighter border control by the IDF into Gaza Strip has further stymied economic opportunities and increased the dependency of the population on humanitarian aid. At the end of August, Karni Crossing – the exports/imports life line – had been completely closed for 44% of the year by the Israeli authorities. Continued construction of the Barrier will also see further communities isolated. The military operation continues, leaving in its wake a severely damaged Strip and a heavy toll for civilians.

The current humanitarian situation is mainly caused by a crisis of continued and sustainable access to basic services and rights. Illustrating the stalemate, the Access and Movement Agreement (AMA), to which both GoI and PA committed in November 2005 and which sets minimum targets for the traffic of goods and the movement of people within, and out of, the Gaza Strip and the West Bank, is in a dead-lock despite the deployment of EU observers at the crossing point with Egypt (Rafah).

Increasing movement restrictions employed by the IDF and the worsening operational environment are increasing the pressure on the humanitarian community to provide assistance. With consistent underfunding of the UN’s Consolidated Appeal (CAP), delays in programme implementation are only exacerbating humanitarian needs. The worsening conditions have forced the UN and its partners to revise the Appeal upwards from US $215 million to US $384 million.

International support is required by the UN and its partners to continue the provision of humanitarian assistance to address crucial human and economic needs. Yet humanitarian assistance alone cannot substitute or replace an overarching public system that has not developed significantly over the last 12 years. Humanitarian assistance only slows the deterioration of Palestinian livelihoods. Significant political progress must be made between the PA and the GoI, and also between the various factions within oPt in order to find a resolution to the current difficulties and ensure a return to normalcy for the Palestinian people.
Against this background, OCHA’s key objectives for 2007 are as follows:

**Strengthen in-country humanitarian coordination:**
OCHA oPt will promote, encourage and support critical analysis of humanitarian needs and a refined impact analysis of the Israeli closure regime. Together with IASC CT partners OCHA will strengthen its monitoring capacity with a clear set of relevant indicators. OCHA will also support and advise the recently established Humanitarian Coordinator on key issues such as effective and strategic coordination, inter-agency sector leaderships, humanitarian access and Palestinian movement negotiation.

**Strengthen the Consolidated Appeals Process:**
Greater efforts will aim to link humanitarian relief interventions to measurable humanitarian needs. By doing so, OCHA will position the CAP within its own scope and limitations in a wider context of national development and necessary political progress. OCHA will also pilot the implementation of the strategic monitoring framework to strengthen the impact analysis of the CAP on the humanitarian situation.

**Increase efficient partnerships for humanitarian action:**
OCHA will develop further its partnerships with UN agencies, NGOs and the donor community to ensure a representative coverage of humanitarian assistance throughout oPt, eliminating gaps and duplications as much as possible. Partnerships will also include cooperation on information and data sharing as well as the promotion of humanitarian principles, human rights and international humanitarian law.

**Innovative perspectives and partnerships will also be sought.**

**Improve and publicly profile information products and advocacy efforts:**
OCHA will enhance its information management to ensure an even more systematic and reliable collection, storage and use of its own information. OCHA will rely on its newly launched website as a prime source of information for a wide audience, including operational humanitarian partners. OCHA will promote inter-agency advocacy services and efforts with a wide range of materials prepared and disseminated, including media materials, animated presentations and briefing materials. The primary focus will be on the media and decision-makers in order to influence policies.

**Key indicators for 2007**
- Percent of vulnerable population accessible for humanitarian assistance
- A strategy is developed with the country team by June 2007 in support of the Humanitarian Coordinator’s priorities
- Percent of CAP funded; percent of increase in number of NGOs involved in the CHAP; percent of NGO funding within the CAP
- Number of new partnership agreements and affiliations by end 2007
- Percent of increase in number of requests for information from and references to OCHA and its services in various media
Asia

Indonesia
Islamic Republic of Iran
Nepal
Papua New Guinea
Sri Lanka
Indonesia is the world’s largest archipelago with a population of more than 245 million spread across 18,000 islands; 62% of the population live on Java Island. The country is prone to disasters and has more earthquakes per year than any other country on earth. Part of the Pacific “Ring of Fire”, Indonesia also has the largest number of active volcanoes in the world. Other disasters, both natural and human-made, such as flash floods, mudslides, forest fires, and droughts regularly lead to civilian casualties, population displacement, loss of livelihoods, property destruction and environmental damage. The threat of human-to-human transmission of Avian and Human Influenza (AHI), leading to a pandemic, is particularly strong in Indonesia.

In 2006, OCHA focused on supporting coordination and information management through Office of the United Nations Recovery Coordinator (UNORC) in Aceh and Nias, and on strengthening disaster preparedness and response capacities of the UN and Government at the national level. At the same time, OCHA was activating a phase out strategy, increasingly handing-over to UNDP.

However, the earthquake in Central Java and Yogyakarta provinces in May killed 5,700 people and damaged or destroyed more than 620,000 houses. OCHA responded with the establishment of a coordination centre in Yogyakarta and spearheaded it for six months. As per the humanitarian reform agenda, the cluster approach was implemented in the Java earthquake operation, allowing OCHA and UN agencies to gain valuable experience which will be useful when responding to new emergencies and disasters that require international assistance. Another large scale earthquake struck Central and West Java provinces in July, and triggered a tsunami that killed more than 600 people and destroyed coastal communities and infrastructure.

The sheer volume of natural disasters that occur in Indonesia warrant a more robust UN capacity than currently exists, and requires OCHA to maintain – at a minimum – a core capacity at current levels, to be strengthened by surge capacity (from ROAP or HQ) when major disasters or other emergencies occur. OCHA’s presence will remain as part of the integrated Office of the UN Resident and Humanitarian Coordinator, headed by the Deputy to the Resident/Humanitarian Coordinator.

Indonesia has made considerable progress in organizing its national humanitarian response system and has largely recovered from years of communal conflicts that displaced 1.4 million people and caused widespread destruction. The UN and its partners are focusing on crisis prevention, mitigation, and longer-term recovery programmes, aiming to support achieving the Millennium Development Goals (MDGs) across the breadth and diversity of the country.

Against this background, OCHA’s key objectives for 2007 are as follows:

Greater engagement and coordination with national and international NGOs: Using experience gained by responding to various disasters over the past few years, OCHA will place special emphasis on systematic involvement of national and international NGOs in coordination mechanisms, ensure a fully functional country-level IASC structure, and strengthen the coordinated response to new emergencies.

Strengthened in-country coordination: As part of the integrated RC/HC office, OCHA in Indonesia will strengthen the response coordination capacity of the office, advocate for UN agencies’ greater engagement in the early recovery coordination, and work closely with the National Coordinating Board for the Management of Disaster to improve its response capacity. It will also seek to
define more clearly the parameters for cooperation with the government in natural disaster situations. OCHA will ensure that disaster management and risk reduction are mainstreamed by organising regular meetings of the UN Technical Working Group (TWG) to address prevention, preparedness and mitigation issues.

**Improved natural disaster and emergency information management and coordination:** OCHA will ensure that effective measures are in place for monitoring, reporting, and responding to natural disasters and other emergencies. Given that the AHI pandemic has a regional dimension, OCHA Indonesia will provide coordination support in conjunction with regional structures.

**More predictable and adequate funding:** The number and scale of earthquakes, tsunamis, floods, landslides and other disasters occurring in Indonesia warrant a more robust UN capacity.

**Key indicators for 2007**

- Number of NGOs participating in humanitarian discussions, planning, strategy development, and assessments
- Number of NGO projects included in appeals/ emergency response plans and Emergency Response Fund (ERF)
- Endorsement by IASC of SOPs for responding to disasters, including the set up of an operations centre
- Nation-wide contingency planning for natural disasters prepared
- Percent of OCHA operations budget in Indonesia funded

Indonesia has made considerable progress in organizing its national humanitarian response system. The UN and its partners are focusing on crisis prevention, mitigation, and longer-term recovery programmes, aiming to support the achievement of the Millennium Development Goals (MDGs).
The Islamic Republic of Iran is increasingly prone to natural disasters which erode and in some cases outweigh development gains. Floods and droughts are frequent, as are major earthquakes. Iran is located in one of the most seismically active areas of the world and historical data suggests one major earthquake occurs every two or three years.

Rapid urbanization, including that caused by the displacement of rural population due to drought, together with inadequately regulated building and urban development are among the factors which lead to earthquake disaster risk. There is a growing probability of future earthquake mega-disasters in the major metropolitan areas of the country, with a corresponding risk of major loss of human life, physical and economic damage. During the last decade, Iran endured four major earthquakes, a number of devastating floods and the worst drought in thirty years, which lasted for more than 3 years.

OCHA Iran was established in 2003 to respond to the humanitarian need after the earthquake in Bam killed more than 30,000 people. OCHA provides support to the Government and the United Nations system in Iran to achieve a high capacity of Emergency Response and a more coordinated approach to the concept of Disaster Management. Specifically, OCHA has been assisting UN partners and the Government to strengthen the coordination capacity for disaster response and the provision of humanitarian assistance. OCHA also has been networking with key international players, advocating for increased cooperation within the international community to ensure better preparedness and cooperation during disasters.

OCHA Iran, in its current form and size, has operated under a complex and challenging working environment. In 2006 OCHA Iran provided disaster response services to the UN Resident Coordinator, including information management, damage and needs assessments, government liaison, and other advisory and consultative services.

The UN system in Iran has harmonized its approach to humanitarian affairs, and OCHA is administering this through the in-country UN Disaster Management Team (UNDMT). OCHA’s advocacy activities during the past year have included the promotion of humanitarian culture through social and academic events; including relevant government, donor, private sector and academic meetings, seminars, and roundtable discussions. In addition, the office is an active party to the OCHA humanitarian assistance outreach activities in the Muslim world.

Against this background, OCHA’s key objectives in 2007 will be as follows:

**Increased support to consolidated humanitarian reform:** OCHA Iran will ensure greater engagement and coordination with national and international NGOs and improve its tools and services. OCHA will ensure the involvement of the local communities in decision making processes and humanitarian preparedness and increase their capacity for mitigating and responding to disasters.
More coherent and sharpened advocacy on humanitarian issues and principles: OCHA Iran will establish a monitoring, reporting and advocacy system through national seminars and regular information bulletins. It will also ensure networking and partnership with religious networks, academia and think tank institutions in promoting humanitarian advocacy.

Key indicators for 2007
- Number of national partner organizations trained in humanitarian preparedness
- Number of community-based disaster preparedness pilot projects designed and implemented
- Number of common advocacy platforms established

The Islamic Republic of Iran is increasingly prone to natural disasters which erode and in some cases outweigh development gains. Floods and droughts are frequent, as are major earthquakes. Rapid urbanization, together with inadequately regulated building and urban development are among the factors which lead to earthquake disaster risk.
Since 1996, three peace processes have collapsed in Nepal, and a ten-year CPN-Maoist insurgency has caused the deaths of more than 12,000 people. In 2006, the CPN-Maoist and the Seven Party Alliance (SPA) launched a nationwide popular movement against the monarchy, which led to the restoration of Parliament. CPN-Maoist and the SPA have engaged in peace talks, agreed to hold Constituent Assembly elections and a mutually agreed ceasefire has remained in place since April 2006.

Estimates put the number of displaced due to the conflict between 100,000 and 250,000. Seasonal floods, landslides, drought, the threat of an overdue major earthquake, and Avian Influenza outbreaks add to the vulnerability of Nepal, increasing the struggle of an overwhelming impoverished population.

Although the political changes have brought certain improvements in the overall security situation across the country, the CPN-Maoist continue to maintain effective control over the majority of the countryside, refusing to allow access to many service providers from the government. Reports of abductions, extortion and recruitment by the CPN-Maoist have increased and attempts to interfere in humanitarian and development programmes have continued.

New emergency food and nutritional programmes have been initiated to address emergency needs related to drought. Recent assessment missions have found startling levels of malnutrition in lowland Terai districts, where wasting has been found to be as high as 20% amongst children under five years old. A recent study by UNICEF puts Nepal among the 10 most-affected countries for victim-activated explosions.

The capacity to respond to conflict and natural disasters has not been fully established in Nepal. The needs of the population, especially in the most remote areas, still require careful monitoring and bold responses by the specialised agencies. Efforts must increase to ensure operational space, access and safety of aid workers and independent needs-based interventions.

Against this background, OCHA’s key objectives for 2007 are as follows:

**Improved tools and services:** OCHA will provide user-oriented tools and services supporting broad humanitarian decision making. OCHA will also ensure that the data preparedness tool kit is disseminated for use by partners.

**Strengthened in-country coordination to ensure response to natural disasters is timely and effective:** OCHA Nepal will ensure that inter-agency needs assessments are conducted in the event of an emergency, coordination forums and mechanisms are fully established and functioning, and contingency plans for natural disasters and complex emergencies are jointly reviewed. OCHA will also ensure that the Avian Influenza Humanitarian Response task force is fully functional.

**More coherent and sharpened advocacy on humanitarian issues and principles as to preserve development and humanitarian space:** OCHA Nepal will promote monitoring and reporting on humanitarian principles and Basic Operating Guidelines (BOGs). OCHA will also ensure that an advocacy system is fully established.

**Improved coordination and monitoring of IDP issues:** OCHA Nepal will ensure that the national IDP policy and implementation plan is harmonized with UN Guiding Principles on IDPs.
The capacity to respond to conflict and natural disasters has not been fully established in Nepal. The needs of the population, especially in the most remote areas require bold responses. Efforts must increase to ensure operational space, access and safety of aid workers and independent needs-based interventions.

Key indicators for 2007

- Percent of increase in UN and NGO projects that are designed using the data preparedness kit; percent of satisfied users of OCHA’s tools and services.
- Percent of agencies/organizations participating in inter-agency assessments; percent of coordination meetings resulting in actionable decisions.
- Percent of contingency plans finalized and endorsed by participants of contingency plan review; number of clearances for agencies and NGOs working in controlled areas.
- Percentage decrease in occurrences of BOG violations
- National IDP policy established by the beginning of 2007
Papua New Guinea (PNG) is prone to numerous natural hazards which can lead to severe disasters that hamper the development process in both urban and rural locations. These include volcanic eruptions, earthquakes, tsunamis, tropical cyclones, large-scale landslides, flooding, sporadic droughts, frosts in highland areas, the impact of climate change and rising sea levels. PNG is also at risk for technical and human-made disasters such as oil spills, industrial pollution and unregulated and destructive land-use practices. Additionally, the threat of Avian and Human Influenza (AHI) has increased over the past year. The social and economic ramifications of these vulnerabilities are multiplied by high levels of occupational vulnerability in PNG due to lack of infrastructure, low human development indicators and a high population growth rate.

The disaster management sector in PNG is developing steadily. The government has a National Disaster Centre (NDC), supported by Provincial Disaster Offices. The National Framework for Action and Corporate Plan is based largely on the Hyogo Framework for Action and plans are underway to implement it and integrate it into relevant line ministries. Furthermore, the Government is reviewing a bill, which would introduce an integrated emergency service, incorporating the currently independent fire and ambulance services with the NDC. Some International non-governmental organisations (INGOs) are in the process of either establishing or expanding their disaster management activities in country.

The UN Resident Coordinator’s office, where OCHA has had a presence since January 2006, continues to strengthen overall disaster management coordination among relevant UN agencies and other interested partners. Current capacity of one expatriate Humanitarian Affairs Officer (HAO), assisted by a national Associate HAO, is expected to remain unchanged in 2007.

The Inter-Agency Standing Committee Disaster Management Team brings together the UN, National Disaster Centre (NDC), donors, the Red Cross/Crescent movement and national and international NGOs to encourage information sharing, provide a platform for coordination and improve levels of preparedness and response. OCHA continues to conduct periodic capacity assessments in vulnerable provinces (as defined by NDC) and supports assessment missions at the request of the Government.

Against this background, OCHA’s key objectives for 2007 are as follows:

**Strengthened in-country coordination:** OCHA will reinforce the AHI Technical Task Force, co-chaired by the Department of Health and OCHA, and the Emergency and IT Telecommunications Committee, to better prepare, coordinate and equip national authorities and non-state actors to respond to an emergency situation caused by a pandemic or natural disaster. The DMT will continue to meet regularly at the working level, with OCHA providing secretariat services, to review its capacity to respond to emergency situations when they arise and define clear procedures to assist government colleagues in such instances.

**Improved tools and services:** The Telecommunications Committee will continue to ensure that all UN agencies have basic information technology and telecommunications capacity to ensure business continuity in times of emergency. The Committee will also ensure that a local Emergency Response Team will be sufficiently equipped and trained to be rapidly deployed to handle domestic disaster situations.

**Improved, and publicly profiled, analysis of global and country humanitarian trends and issues:** OCHA supported by technical and logistical assistance from the Regional Office for Asia and the Pacific, will continue to
Papua New Guinea is prone to numerous natural hazards such as volcanic eruptions, earthquakes, cyclones, landslides, as well as the impact of climate change and rising sea levels. PNG is also at risk for technical and human-made disasters such as oil spills, industrial pollution and unregulated and destructive land-use practices. These vulnerabilities are multiplied due to lack of infrastructure, low human development indicators and a high population growth rate.

provide the local humanitarian community with relevant, high quality information management tools and services. These materials will focus on the diversity of natural disasters that challenge development as well as the underlying social and ethnic tensions that have a destabilising effect on PNG’s progress.

Greater incorporation of risk reduction objectives into humanitarian strategies: OCHA PNG and the UNDP Pacific Sub-Regional Centre (Fiji) will work with the NDC to ensure that the National Framework for Action is integrated into action plans and budgets of relevant line ministries. It will liaise closely with UN agencies to ensure that disaster management is incorporated into the 2008-2012 UNCP, which is currently being drafted, and that NDC prioritized areas of disaster management are included.

Increased and strengthened partnerships for humanitarian action: OCHA PNG will promote the strengthening of the IASC DMT forum and its satellite working groups.

Key Indicators for 2007

- Development of integrated, multi-sectoral AHI contingency plans at the central and provincial level by end 2007
- Number of UN staff trained on the updated pandemic contingency plan
- Establishment of the Emergency IT and Telecommunications Committee and Emergency Response Team by June 2007
- UN agencies and NDC work together to ensure a multi-sectoral approach is integrated into the National Framework for Action by December 2007
- Number of disaster management areas prioritised by NDC that are included in the PNG UNCP
Sri Lanka is still recovering from destruction and displacement caused by the December 2004 Tsunami. Recovery efforts have been stymied by long-time animosities fanned by 20 years of civil conflict and renewed fighting which has jeopardized the fragile 2002 Ceasefire Agreement (CFA), and threatens to bring the country back to the brink of war. The volatile security and human rights situation has deteriorated consistently since December 2005 with renewed and invigorated violence in the north and east of the country in the second half of 2006.

The fighting – between the Government of Sri Lanka and the Liberation Tigers of Tamil Eelam (LTTE) – led to significant civilian casualties and new displacement, and triggered multiple localized humanitarian crises. Caseloads of new displacement in areas controlled by state and non-state actors exceeded 200,000 people in September 2006, increasing to more than 750,000 the number displaced by the conflict and the Tsunami.

Protection concerns and human rights violations are the main focus of the humanitarian community in Sri Lanka. Insufficient and irregular access to some areas of northern and north-eastern Sri Lanka continues to be a major challenge, impacting the ability to provide basic humanitarian assistance to the displaced and conflict-affected population. This has also resulted in deteriorating safety and security conditions for humanitarian organisations, as exemplified by the unprecedented killing of 17 national staff from Action against Hunger (ACF) in August 2006, as well as the death or disappearances of several other aid workers during the year.

In 2006, OCHA completed its role as coordinator in the Transition phase of the Tsunami response. As a part of the Office of the UN Resident Coordinator/Humanitarian Coordinator (RC/HC) OCHA focused mainly on coordinating the response to the complex emergency in the conflict-affected areas of northern and north-eastern Sri Lanka. OCHA facilitated the preparations of a contingency plan as well as the elaboration of a stand-alone CHAP prepared by the IASC Country Team in response to emerging humanitarian needs. In addition to the existing four field offices, from which OCHA supports the UN regional Focal Points in Trincomalee, Batticaloa, Ampara and Kilinochchi, up to two more field stations are to be opened in northern Sri Lanka in 2007. This would further strengthen OCHA’s ability to provide coordination services and information products to UN Focal Points, UN Agencies and NGOs, as well as contribute to advocacy efforts to speed response time filling identified gaps in humanitarian assistance.

In 2007 OCHA Colombo will continue to be an integral part of the RC/HC Office in the capital, while its field offices will support the UN Focal Points who represent the RC/HC on the district level. In this respect, OCHA will facilitate RC/HC’s leadership of the Humanitarian Partnership Team, comprised of UN Agencies and others within the NGO community. Support will be extended to the Ministry of Disaster Management and Human Rights by providing a liaison Assistant to further strengthen collaboration within the humanitarian community.

Against this background, OCHA’s key objectives for 2007 are as follows:

**Strengthened in-country coordination:** OCHA will facilitate greater inclusion of NGOs and ICRC/IFRC in the humanitarian coordination mechanisms both at the Colombo and the field level. To provide better support to the UN Agencies and NGOs operating in the field, OCHA will open two new field offices, i.e. Jaffna and Vavunia in 2007 to also contribute in these affected areas. Furthermore, OCHA will also facilitate the regular interaction of the
Protection concerns and human rights violations are the main focus of the humanitarian community in Sri Lanka. Insufficient and irregular access to some areas of Sri Lanka continues to be a major challenge, impacting the ability to provide basic humanitarian assistance to the displaced and conflict-affected population.

Humanitarian Partnership Team with the Sri Lankan Government by maintaining a liaison desk at the Ministry of Disaster Management and Human Rights.

**Tools and services:** OCHA will provide the HC/RC, UN Agencies, NGOs and the central and local authorities of Sri Lanka with a wide range of information products, based on inputs from the OCHA field offices, UN Focal Point Agencies and NGOs. Information products prepared by OCHA Sri Lanka will include reports, assessments, analysis of statistical data and maps.

**More coherent engagement on humanitarian issues and principles:** As a part of the Office of the UN RC/HC in Sri Lanka, OCHA will monitor humanitarian space, including existing humanitarian access arrangements and facilitate restoration of regular, systematized and predictable access for the agencies to all areas requiring humanitarian assistance. Furthermore, OCHA will provide information to the inter-Agency coordination structures, the Sri Lankan Government and other concerned parties about the evolving humanitarian needs in the country and will engage them to identify relevant solutions.

Together with UNHCR and other Agencies, OCHA will promote compliance with the Guiding Principles on Internal Displacement and other humanitarian principles and laws among the local authorities, military, civil groups and NGOs.

**Key indicators for 2007**

- Number of NGOs participating in the IASC CT meetings
- Number of updated information products received by the counterparts at the central and local level
- OCHA Liaison Desk fully functional in the Ministry of Disaster Management and Human Rights by end 2007
- Degree of satisfaction with tools and services provided by OCHA Information Management Unit (IMU) as reported through surveys
- Detailed workplan on facilitation of disaster preparedness implemented by IASC CT members led by UNDP and OCHA
Europe

Russian Federation
OCHA opened its Office in the Russian Federation in 1998 to coordinate the inter-agency operation providing assistance and protection to civilians affected by the Chechen conflict which displaced hundreds of thousands of people, destroyed housing and basic infrastructure, and caused the loss of livelihoods. This period saw a breakdown of the rule of law and citizens had little protection from violence and human rights violations. The violence spread beyond the boundaries of the Chechen republic, and the economy and social services in the North Caucasus region continue to struggle through the processes of post-Soviet reform and reorganization. This has created other sources of vulnerability, enhancing the impact of the Chechen conflict.

Although violence remains widespread and infrastructure is destroyed, overall conditions in Chechnya have improved in the past two years. In 2006, participating agencies replaced and expanded their Consolidated Appeals Process (CAP) to reflect the evolving situation and their intent to focus on recovery assistance alongside traditional humanitarian interventions. The new CAP-plus is called the Inter-Agency Transitional Workplan for the North Caucasus. It maintains the existing framework for humanitarian action and adds recovery-oriented action to address the root causes of vulnerability. OCHA manages the Transitional Workplan process and facilitates the coordination framework under which its program is carried out.

During the 2006 Mid-Year Review, the humanitarian component of the Transitional Workplan was reduced for the first time ever in the North Caucasus. The major partners for humanitarian assistance and protection – government, civil society groups, NGOs, and others – are unanimous about the continuing significance of humanitarian needs. However, most also see newly opened opportunities for capacity building, training, and technical assistance that can effectively reduce the need.

In the Russian Federation, the United Nations acts as a strategic partner to the government, instigating early recovery and catalyzing longer-term reconstruction and development. The UN and NGOs participating in the Transitional Workplan conduct humanitarian needs assessments, plan and implement targeted projects, and advocate with government, local communities, and international partners for appropriate humanitarian and recovery initiatives.

In 2007, the OCHA Office will be challenged to provide quality secretariat support to the Humanitarian Coordinator (HC) and a wide range of partners in transition, while quickly handing over its primary coordination support role. The OCHA Office has reduced its staffing and budget by 40% in 2007, with the goal of Office closure in mid-2008.

Against this background, OCHA’s key objectives for 2007 are as follows:

**Strengthened in-country coordination:** OCHA will work closely with the Office of the UN Resident Coordinator and UNCT to ensure the capacity for coordination support after an OCHA exit. The OCHA Head of Office will reach agreement with the RC on 2008 coordination staff and the plan for OCHA Office closure. OCHA will also draft guidelines and train RC Office staff to ensure humanitarian coordination in the future.

**Improved, and publicly profiled, analysis of global and country humanitarian trends and issues:** The UN and NGOs have a much greater presence in Chechnya than any time before, and the 2006 UN Security Phase change opened the prospect of establishing a UN office in Grozny. This greater access enables a more thorough analysis of humanitarian need in Chechnya, which will

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**RUSSIAN FEDERATION**

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<th>Extra-budgetary</th>
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<tr>
<td>National</td>
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<td>UN Volunteers</td>
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<td><strong>Total</strong></td>
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</tbody>
</table>

| Staff costs (US$)  | 841,222 |
| Non-staff costs (US$) | 385,895 |
| **Total costs (US$)** | **1,227,117** |

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be reflected in inter-agency reports and planning documents. OCHA will prioritize support to UNHCR, as the sector lead in Protection, to finalize and begin implementing a protection strategy for transition.

**Proactive action on UN humanitarian reform, including appeals processes:** Planning and implementation of a recovery-oriented transitional assistance program in the North Caucasus has been carried out systematically and relatively smoothly. The OCHA Office will document and disseminate to HQ lessons learned from the Russian Federation that can contribute to CAP and transitional planning policy.

**Key indicators for 2007**

- Number of OCHA tools and services transferred to the RC Office
- Number and percentage of vulnerable civilians in Chechnya identified and referred to assistance and protection partners by third quarter
- Endorsement of the Protection Strategy for Transition by the IASC Field Team by end of second quarter

In the Russian Federation, the United Nations acts as a strategic partner to the government, instigating early recovery and catalyzing longer-term reconstruction and development. In 2007, the OCHA Office will be challenged to provide quality secretariat support to the Humanitarian Coordinator while quickly handing over its primary coordination support role.
Americas and the Caribbean
Latin America and the Carribean

Colombia
Haiti
Colombia is among the most violent countries in the world, having endured internal armed conflict for the past 45 years. In addition to the humanitarian consequences of the armed conflict, Colombia is also prone to major natural disasters including high-magnitude earthquakes and volcanic eruptions. Annual rainy seasons cause landslides and floods, further affecting at-risk communities.

In 2006, armed confrontations in Colombia were widespread, putting more than 100 communities at-risk. Approximately 162,000 IDPs were recorded in 2006, approximately 1,100 landmine victims were recorded during 2005, and approximately 11,000 children were in the ranks of non-State armed actors. Within this context, the GoC has finalized the demobilization of all paramilitary forces, numbering some 32,000.

The Government of Colombia and the International Community have relied on the work of humanitarian organizations to complement the government’s humanitarian operation. Currently, provisions for humanitarian action are contained within the Sixth Block of the International Cooperation Strategy, set to directly assist approximately 3 million IDPs and a broad range of victims suffering the consequences of extended internal armed conflict. Special emphasis is placed on ethnic minorities, as nearly 1 million IDPs are indigenous and afro-Colombian.

The Community Partnership Team (formerly IASC-CT) will be finalizing a Common Humanitarian Action Plan (CHAP) aimed at: 1) promoting an integral response by the State; 2) Raising awareness and understanding of the humanitarian crisis and promoting the complementary response of Colombian civil society and the international community; 3) Providing humanitarian assistance and rapid response to emergencies; and, 4) Increasing synergies and coordination for humanitarian response through a validated Cluster Approach, respecting the basic principles of accountability, predictability and partnership.

OCHA will support the HC/RC in these efforts, key partners will be found within the Community Partnership Team and three Thematic Groups (Protection, Assistance and Services and Early Recovery) at the national and field levels. The key challenges for 2007 will be to ensure an adequate response to the humanitarian needs created by the shifting nature of the internal armed conflict. In particular, assistance will be required by almost 3 million IDPs, landmine victims, child soldiers and those forcibly recruited, and other at-risk communities. There is the potential for additional humanitarian need in territories led by paramilitaries once demobilization occurs. Similarly, peace-talks with the National Liberation Army (ELN) and possibly with the Revolutionary Armed Forces of Colombia (FARC) will continue to be at the top of the agenda for UN organizations in the country. Finally, a focus on natural disasters, which tangentially have a major impact on IDPs in settlement zones, will require an expanded alliance with key actors such as ICRC, Columbian Red Cross and the United States Office for Foreign Disaster Assistance (OFDA), among others.

Against this background, OCHA’s key objectives for 2007 are as follows:

**Strengthening and broadening in-country coordination:** OCHA Colombia will focus on supporting the collective efforts of the humanitarian community, through the finalization of a fully functional cluster system. The prolific number of actors and the complex diversity of humanitarian situations require increasing in-country coordination efforts based on collective decisions taken through humanitarian coordination mechanisms at national and local levels. OCHA’s value-add will be
to foster bridges between civil society organizations, the UN system and government and donors at the national and local levels. The field presence of OCHA will facilitate local preparedness planning processes and allow broad-based training on humanitarian issues. This will be done in accordance with UN reform priorities.

**Improved analysis of humanitarian trends, events and situations:** Information sharing through the Humanitarian Situation Room shall be the cornerstone underlining all coordination efforts. By improving and publicly profiling analysis of humanitarian trends and issues at the national and local levels, OCHA will ensure adequate comprehension on the impact of conflict, promoting common advocacy policies and specific principle capacities of humanitarian actors, conducting advocacy activities through the national press, leading to heightened awareness regarding humanitarian issues and principles. OCHA’s value-add will be the provision of early information and analysis to the humanitarian actors to ensure that humanitarian response is carried out in an integral and non-duplicative manner, better delivering humanitarian assistance to a larger number of beneficiaries affected by both complex emergencies and natural disasters. Training efforts will also include information management processes. This effort will take into account UN reform priorities and new organizational structures per IASC mission recommendations.

**Key indicators for 2007**

- Number and percentage of fully functioning sector committees/clusters
- Percentage of people affected by emergencies reached through humanitarian assistance
- Number of local preparedness planning processes facilitated by OCHA
- Number of OCHA trainings incorporating humanitarian issues

Colombia ranks #1 in new landmine accidents, and is the only country in South America where landmines are still being laid.
A successful electoral process in early 2006 led to the election of a new President and the constitution of a new Government. However, Haiti continues to suffer from steady economic and social degradation, coupled by the impact of devastating natural disasters and environmental degradation, especially in rural areas. There has also been an increase in crime and violence and the systematic abuse of human rights. The profile of social indicators continues to be very low, with more than forty percent of the population food insecure. Malnutrition rates are high and much of the population has limited access to health and basic social services, including potable water. This situation is further aggravated by the recent expulsion of more than 35,000 Haitians from the Dominican Republic; the internal displacement of more than 100,000 persons from the slum areas of Port-au-Prince; and the increased activity by illegal armed groups operating in the capital. This is causing an estimated 200,000 people to live in a hostage-like situation under dire conditions, and requires a principled humanitarian intervention.

The newly elected Government and its development partners have agreed to a close linkage between stabilization and the country’s development record. Stabilization requires a concerted approach to address the humanitarian, social and economic needs of the people, and in a country like Haiti that is prone to natural disasters, stabilization also demands effective mechanisms for disaster management to protect its vulnerable population and safeguard any development gain. While the extension of the Interim Cooperation Framework (ICF) focuses on the medium-term development concerns to the end of 2007, a Poverty Reduction Strategy Paper (PRSP) process has been initiated to prepare the ground for long-term development planning. The Programme d’Appaisement Social (PAS) is the government’s key response to provide short-term, high-impact, rapid emergency assistance at the communal level. The socio-economic stabilization process counts on the UN collectively and requires a review and reinforcement of existing coordination structures in order to better support the Humanitarian/Resident Coordinator (H/RC) and the United Nations Country Team (UNCT), while providing an improved focus on the humanitarian issues.

Essential changes are necessary in Haiti before coordination and information management systems can achieve greater synergy and enhance a cohesive approach among the UN Agencies, NGOs, the international community, the UN Stabilization Mission in Haiti (MINUSTAH), and Haitian Government institutions. Such an approach will facilitate support to the Government authorities at central, departmental and local levels. In this context, activities on disaster preparedness and response are a priority, in close cooperation with the UNDP Risk and Disaster Management Project, UN Agencies, MINUSTAH, NGOs and Government institutions. It is essential to create a solidly and substantively cooperative environment with all actors in order to reinforce the capacities of the Haitian Government, especially in partnership with the international community, particularly in its humanitarian, early recovery and disaster preparedness roles.
Against this background, OCHA’s key objectives in 2007 will be:

Greater engagement and coordination with national and international NGOs, and strengthened in-country coordination: OCHA will ensure a more inclusive system of coordination, allowing an improved and more global picture of humanitarian and recovery activities. OCHA in Haiti will work with partners to identify and agree on sectoral priority needs and strategies that will allow a timely response to people’s needs.

More coherent and accurate advocacy on humanitarian issues and principles: OCHA will ensure the development of a multi-sectoral global needs and vulnerability diagnostic tool and support the formation of a common humanitarian strategy.

Greater incorporation of risk reduction objectives into humanitarian strategies, including recovery and transition: OCHA will promote the inclusion of objectives from the Hyogo Framework for Action (HFA) on risk reduction, into the National Plan on Natural Disasters. OCHA will also ensure that areas most prone to natural disaster are integrated into the UN framework assistance program for 2008.

Key indicators for 2007

- Number of sectoral meetings/clusters that meet at least monthly; degree of satisfaction of key stakeholders with OCHA coordination (survey)
- Percentage of people affected by emergencies that receive humanitarian assistance
- Number of joint needs’ assessment missions conducted by UN Agencies, Government counterparts and NGOs; number of meetings with UN Agency and humanitarian partner focal points on common humanitarian strategy
- National action plan to implement Hyogo Framework for Action (HFA) adopted by the Directorate of Civil Protection within the National Plan for natural disasters by end of the year; number of Appeal projects that contain disaster risk reduction (DRR) objectives
This quote opens the Report of the ‘High-Level Panel on UN system-wide Coherence,’ presented to out-going Secretary-General Mr. Kofi Annan in late 2006. The distinguished panel, which included Prime Ministers from Pakistan, Mozambique and Norway, looked into the areas of development, humanitarian assistance and the environment, and put forward a set of recommendations for a ‘repositioned UN’ believing that the organisation ‘delivering as one’ would be ‘much more than the sum of its parts.’

The inspiring, and much anticipated report, boldly states the need to eliminate fragmentation and calls for the UN system to work toward one set of goals within the framework of one strategy. Applied in this case across the UN’s key areas of service, this same concept was introduced more than two years ago when the Emergency Relief Coordinator, Jan Egeland, commissioned a review of the humanitarian response system. The recommendations from the review formed the foundation of Humanitarian Reform outlined by OCHA in 2006. The review served as a backdrop to the Indian Ocean tsunami, where the sudden ferocity of nature claimed the attention of the world and comparable amounts of relief poured in. The response of the humanitarian community was impressive, with all working together toward one goal. However, was there a single strategy?

In recent years we have seen a sharp increase in the number and severity of natural hazards that provoke disasters, including increased flooding, with more communities heading towards famine and political instability as they fail to adapt quickly enough to changing environments. More people are on the move, internally and across borders, seeking employment away from already over-taxed areas. The context within which we work constantly evolves and becomes more challenging.

The humanitarian reform initiative is a response to the lack of a coordinated, timely and effective response – as seen in Darfur, Sudan in 2004 – and seeks to provide predictable funding to combat ‘forgotten emergencies.’ Additionally, it seeks to strengthen country level coordination for the effective use of scarce resources, and also to strengthen partnerships with NGOs, civil society, the private sector and the military which contribute to the assorted fabric of the humanitarian community.

Today, more than one year since it was first articulated that we need to ‘raise the standard of how we do business’ developments and progress are still to be made. As the enormity of the reform task became clearer, the Emergency Relief Coordinator established a ‘time-bound’ Humanitarian Reform Support Unit (HRSU) within OCHA. The HRSU became fully operational in the second quarter of 2006, and worked to build policy consensus, communicate the reform agenda to all stakeholders, and assist with field implementation.

I. Strengthening of the Humanitarian Coordinator System

The role of the Humanitarian Coordinator (HC) is pivotal to the success of a humanitarian operation. The recent HC strengthening action plan aims to ensure that the humanitarian community collectively identifies, trains, appoints and holds accountable individuals that can deliver the most effective leadership in humanitarian...
In recent years we have seen a sharp increase in the number and severity of natural hazards that provoke disasters, including increased flooding, with more communities heading towards famine and political instability as they fail to adapt quickly enough to changing environments.

Developing relevant skills and creating a sound understanding of the functioning of the UN system will take time, and effort has been made to develop an extensive Training Programme. This will focus on identifying each individual’s required area of development and will involve a period of ‘shadowing’ to allow for ‘on-site’ learning. It is a four-phase briefing and learning system that spans a one-year period. OCHA realized the importance of this task at the outset, and advocated directly with donors for the establishment of an independently funded project at the beginning of 2007.

While resources were being mobilized and recruitment was underway, OCHA facilitated, with the support of HRSU, the first Induction event. This brought together current and potential HCs, UN and non-UN, under the same roof for the first time. Some HCs had worked in a natural disaster environment before and were well versed in the implementation of the reform and related issues, and some came from non-governmental backgrounds with a ‘fresh’ perspective on how to utilize the tools of the UN system. The occasion highlighted the different

Looking Forward

The HC Action Plan for 2007 will be revised and updated to include more substantive issues. It will involve a more consultative process with IASC members and will incorporate the outcome of the Global Humanitarian Platform, aimed at strengthening strategic dialogue among humanitarian organizations, facilitated by HRSU.
levels of knowledge and experience and, importantly, the work that will be required in the coming year to ‘operationalize’ those on the roster. In addition, a consultative process has been initiated for overall development and implementation of induction and senior level coordination training with a practical context approach.

Mutual learning and mutual respect built partnerships that will form the foundation of a team ready to lead the UN community with a single strategy towards a single goal.

On 25 July 2006, the Government of Afghanistan and the United Nations launched the Afghanistan Drought Joint Appeal. The appeal for US$ 76 million covers activities such as the distribution of food, emergency employment, water provision, communicable disease control and nutritional interventions, and aims to provide such humanitarian assistance to vulnerable populations in mostly rain-fed agro-ecological zones affected by drought.

The CERF granted US$ 12.7 million, an essential component of the response to the drought in Afghanistan. Because of the possibility that households would sell their assets and consume their stock seed to cope with the drought, increasing malnutrition and susceptibility to disease, particularly among children, the CERF funds allowed agencies to begin immediate time-critical life-saving activities. US$ 700,000 was used to provide water to 30,000 families in the provinces of Samangan and Saripul by drilling three strategic bore wells, and therapeutic feeding to 2,000 severely malnourished children in the provinces of Samangan, Saripul and Ghor. CERF funds purchased 81,500 MT of mixed food commodities.

II. Adequate, Flexible and Predictable Humanitarian Financing

One of the most important tools available to humanitarian agencies is the Central Emergency Response Fund (CERF) which provides flexible and predictable financing for humanitarian response.

The General Assembly called for the CERF to reach a level of US$ 500 million by 2008. The CERF was launched in March 2006, and in its first six months recorded pledges of more than US$ 298 million from 52 states, one local government and one private organization.

Following the outbreak of fighting in Timor-Leste in April and May 2006, when more than 135,000 people became homeless overnight, US$ 4 million from the CERF helped WFP ensure the minimum levels of food and provide supplementary rations to children and pregnant/breastfeeding women. In the initial stages of the response to the crisis in Lebanon, CERF support of US$ 2.5 million to common logistics services helped the United Nations country team expedite the transportation of humanitarian commodities from Syria into Lebanon, mobilize a significant trucking fleet from Beirut to transport food and supplies to conflict-affected communities, charter an aircraft for the delivery of vehicles and ensure an appropriate security structure to support all logistics operations.

For under-funded emergencies, CERF provided immediate cash to humanitarian emergency situations that had not attracted sufficient donor attention. The initial tranche of US$ 32 million was provided to 11 countries in May-July and the second tranche of US$ 43 million is currently being disbursed to 12 countries. The largest allocation was made to the Democratic Republic of the Congo, where underfunded life-saving projects received US$ 38 million in CERF grants. CERF funds already disbursed have helped accelerate the implementation of life-saving programmes including malaria control, cholera response, mine action activities and protection of IDPs.

The work of the CERF is complemented by the Good Humanitarian Donorship initiative, which evaluated country level pooled funding initiatives in DRC and the Sudan, promoting a methodology to improve needs-based allocation of funding by:

- improving the evidence base for humanitarian action;
- sharing lessons on severity indices;
- improving donor coordination on funding intentions, developing evidence on the linkages between reduced earmarking, flexible funding mechanisms and needs-based resource allocation;
- working with agencies to improve visibility for donors who are making unearmarked contributions; and
III. Building Partnerships

The number of natural disasters that provoke serious emergencies has rapidly increased in the last years. At the same time there are fewer ‘new wars’ but rather we see the festering of longstanding and ‘forgotten crises’. Global wealth has increased, yet people die every day from hunger, poverty, and disasters. The media has turned a critical eye towards humanitarian response, bringing it daily under public scrutiny. The emergence of new humanitarian actors, such as the military and private companies, and the proliferation of NGOs, means that the humanitarian field has grown exponentially. Collaboration has become more and more challenging, and now there is an urgent need to develop better ways of working together.

In July 2006, 40 leaders of UN humanitarian organisations, NGOs, the Red Cross/Red Crescent movement, the IOM and the World Bank gathered in Geneva for the first meeting to explore ways of enhancing the effectiveness of humanitarian response. The meeting constituted one of the most representative meetings yet of equal humanitarian partners, the United Nations, the NGO community and the Red Cross/Red Crescent movement and inter-governmental organizations, and agreed to establish Humanitarian Community Partnership teams at the country level. These teams will be separate from the UN humanitarian country teams already established, and will instead seek to compliment the work of these teams, drawing equally on representation from international and national NGOs, the Red Cross and Red Crescent movement, UN humanitarian organisations and IOM. The Humanitarian Community Partnership Teams will seek ways to strengthen collaborative work at the field level, including joint training, and to strengthen NGO consortia.

The new Global Humanitarian Platform will hold its first meeting mid 2007, and aims to meet annually for the next three years in order to provide a forum for strategic dialogue on urgent humanitarian issues. To support the Global Humanitarian Platform, a Steering Committee and a Working Level Group has been established, co-Chaired by the UN and non-UN organizations. The Global Humanitarian Platform will:

- Articulate principles of authentic or strategic partnership;
- Test the impact of Humanitarian Community Partnership Teams;
- Provide a forum for focused discussion of particular strategic issues, such as accountability, capacity-building, security, or transitions; and
- Adopt a statement on issues of common concern to serve as a collective advocacy effort by the humanitarian community.

In Muzaffarabad, Pakistan, the successful delivery of water and sanitation to affected populations clearly stemmed from the partnership forged between UNICEF and Oxfam. While UNICEF chaired the larger general meetings, Oxfam emerged to lead the technical standards sub-group and in many ways to become the unofficial deputy lead. The spirit of shared responsibility facilitated trouble shooting.

As the emergency phase passed, the IASC Country Team, led by the Humanitarian Coordinator identified Oxfam as the IASC representative to the Government’s Transition Relief Cell, replacing OCHA following its exit in June 2006. Oxfam raised all relief related operational and policy concerns on behalf of all UN Agencies and NGOs with the government. The shared responsibility in relief coordination and advocacy further strengthened the spirit of partnership evident in the operation. Moreover the office of the UN Resident Coordinator was invited as an ‘observer’ in the close NGO Pakistan Humanitarian Forum.

Support to IDPs in Somalia has been disjointed and ad hoc. In an effort to strengthen the collaborative approach to better assist and protect IDPs, the IASC Country Team began implementing the cluster approach to improve accountability and response of humanitarian actors. As a result, the protection cluster has carried out an IDP profiling exercise, establishing a protection monitoring network and tracking of population movements. The approach also saw the increase of basic services such as water and sanitation, health and education, to IDP settlements. This took place through NGOs, given that capacity within the UN was minimal.

In Bossasso, Puntland, discussions between the international community and local and regional authorities resulted in a ‘road map’ with concrete proposals to operationalize a joint strategy. The ultimate goal is to provide basic services to 4,500 families. To date three plots have been allocated for resettlement and 130 IDP households and 30 urban poor households are being relocated.

OCHA IN 2007

OCHA at Work
Furthermore, the Global Humanitarian Platform seeks to increase exposure and strengthen participation of national NGOs in regions currently under-represented in the global humanitarian response system as well as ensuring suitable representation in the 2007 Global Platform meeting.

HRSU is working with humanitarian partners, donors and OCHA field offices on finding ways to support this initiative through linking existing but separate partnership strengthening initiatives under the umbrella of the Global Humanitarian Platform.

However, as the global level seeks to develop ways to improve humanitarian response, the field is faced with emergencies.

IV. Strengthened Coordination and predictable Leadership

During the IASC Working Group in July 2006, OCHA was requested to “lead a process to evaluate the cluster approach in the ‘pilot countries’.” In light of the timeframe for implementation the IASC felt an interim self-assessment would be more appropriate than an evaluation. And so the Interim Self-Assessment is a progress report, highlighting main themes and lessons from the field. OCHA established a smaller IASC group, known as the ‘Core Learning group’ to develop the methodology which comprised a desk review of existing evaluations and workshops in each of the four rollout countries. The Assessment focused on the field, aiming to provide a voice for those who strive to implement the cluster approach in policy discussions at the global level. Although with the time constraints and restrictive methodology the Assessment was not a perfect product, there was a remarkable amount of consistency in the issues raised.

Overall, the cluster approach demonstrates the potential to improve the effectiveness of humanitarian response, and improves predictability through the designation of leads, fostering an atmosphere where partnership between UN and non-UN humanitarian organizations is increasingly the expected norm. We see this clearly in response to the Lebanon emergency, where actors knew at the outset who was responsible for the different areas of work. This is progress when we consider previous emergencies such as Darfur. In the DRC there has been a clear expansion in the capacity of water and sanitation and protection has finally been addressed in Somalia.

The added value is clear. It is against this backdrop that the IASC Working group endorsed the revised “Guidance Note on using the Cluster approach to strengthen Humanitarian Response”. The Note, a collaborative endeavour whose final version includes inputs from the field, provides clarity on the way ahead, calling for the approach to be eventually implemented in all countries with Humanitarian Coordinators.

Yet, learning from the Interim Self Assessment, this process will be field driven, with the pace of implementation established by the Humanitarian Coordinators and their country teams. This is an ambitious vision for 2007, stemming from the common realisation that the time for debate is over, now is the time for action.

2007 is a year of challenge and a year of hope. All areas of the reform are interlinked, and for there to be success in one, it requires progress in another. Above all, is the need for a change of ‘mindset’ – the need to detach from previous methods of working and to focus on the single purpose of this collective effort, improving the lives of those who are suffering.

“Beneath the surface of states and nations, ideas and language, lies the fate of individual human beings in need. Answering their needs will be the mission of the United Nations in the century to come.”

— United Nations Secretary-General, Kofi Annan, Nobel Prize acceptance speech.
## Total Extra-budgetary Requirements for 2007 — Headquarters & Field Activities

### PROGRAMME/ACTIVITIES

#### 1. HEADQUARTERS

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<td>Environmental Emergencies Services</td>
<td>501,018</td>
</tr>
<tr>
<td>Protection Of Civilians</td>
<td>619,245</td>
</tr>
<tr>
<td>Evaluation and Studies</td>
<td>411,885</td>
</tr>
<tr>
<td>Gender Equality</td>
<td>380,824</td>
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<tr>
<td>ReliefWeb</td>
<td>2,488,612**</td>
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<tr>
<td>Field Information Services</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>58,607,239</strong></td>
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* US$ 1,372,968 this amount is not included in the total requested as funds have been pledged and or received

** US$ 372,505 this amount is not included in the total requested as funds have been received

### 2. FIELD

<table>
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<th>Activity</th>
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<td>Field Offices</td>
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<tr>
<td><strong>TOTAL XB REQUIREMENTS - HEADQUARTERS &amp; FIELD</strong></td>
<td><strong>146,359,163</strong></td>
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Programme Support Income***

| **TOTAL XB REQUESTED - HEADQUARTERS & FIELD** | **135,359,163** |

*** In 2007, OCHA anticipates income from the Programme Support Account in the amount of approximately US$12 million. Therefore, in 2007, OCHA has decided to absorb US$11 million of its XB requirements from these funds.
## Details of Extra-budgetary Funding Requirements for 2007 (US$)

<table>
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<tr>
<th>Section</th>
<th>Regular Budget</th>
<th>Extra-budgetary</th>
<th>Project</th>
<th>Total HQ Budget (RB+XB+Project)</th>
<th>Other Funds Available</th>
<th>Total Requested in 2007</th>
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<td><strong>TOTAL Headquarters - Requirements</strong></td>
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<td><strong>73,073,188</strong></td>
<td><strong>1,745,473</strong></td>
<td><strong>58,607,239</strong></td>
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## 2. FIELD

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<tr>
<th>Regional Office</th>
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<tbody>
<tr>
<td>IRIN (Integrated Regional Information Networks)</td>
<td>8,756,456</td>
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<tr>
<td>Regional Office - Central and East Africa (Nairobi)</td>
<td>18,030,671</td>
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<td>Regional Office - AHI Project - Nairobi</td>
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<td>Regional Office - West Africa (Dakar)</td>
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<td>Regional Office - AHI Project - Dakar</td>
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<td>Regional Office - Middle East, North Africa, Iran &amp; Afghanistan (Dubai)</td>
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<td>Regional Office - Latin America &amp; the Caribbean (Panama)</td>
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<td>Regional Disaster Response Advisor - Central Asia (TBD)</td>
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### Sub-total Field Offices

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<td>Chad</td>
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<td>Côte d’Ivoire</td>
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### Programme Support Income

#### Programme Support Income

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<td>(11,000,000)</td>
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*In 2007, OCHA anticipates income from the Programme Support Account in the amount of approximately US$12 million. Therefore, in 2007, OCHA has decided to absorb US$11 million of its XB requirements from these funds.*
<table>
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<tr>
<th>Acronym</th>
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