DEDICATION

On 14 January 2001, tragedy again struck the international humanitarian community. A helicopter with 23 passengers participating in a disaster assessment of extreme winter conditions and drought crashed in the Uvs Province of Mongolia, claiming the lives of 9 people. Four of these persons were UN staff members.

The Office wishes to dedicate this publication “OCHA in 2001” to the memory of

Ms. Batchuluun Bayarmaa
UNDAC team member, Programme Officer, UNFPA Mongolia,

Mr. Matthew Girvin
UNDAC team member, Programme Officer, UNICEF Mongolia,

Mr. Gerard Le Claire
UNDAC team member, Director, Environmental Services, State of Jersey, Planning and Environmental Department, United Kingdom, and

Ms. Sabine Metzner-Strack
UNDAC Team Leader, Senior Humanitarian Affairs Officer, OCHA Geneva.
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As one of my first tasks as the United Nations Under-Secretary-General for Humanitarian Affairs it is a privilege to present to you OCHA in 2001. This publication reflects OCHA’s core functions in humanitarian coordination, policy development and advocacy, as well as the funding requirements needed to carry them out and to strengthen them. For the first time, it also seeks to provide a clearer and more comprehensive overview of OCHA’s finances through a detailed analysis of the resources allocated to OCHA in the regular budget as well as through extrabudgetary means.

In the first year of the new millennium, the humanitarian community has continued to face great challenges in the alleviation of human suffering. For OCHA and its partners, I count among the most important milestones of the past year, the cases in which the international community has seen that humanitarian assistance, when provided in a timely manner, can make a real difference. Quick and generous donor support helped to alleviate crises in Kosovo and East Timor and prevented a major famine in the Horn of Africa.

We have also continued to confront urgent needs in many other parts of the world. Severe drought affected large areas of several countries in the Horn of Africa and Central and South Asia, adding to the misery of populations already suffering from protracted conflict and underdevelopment. In Mozambique and Asia, the worst floods in years took thousands of human lives, rendered millions homeless and caused enormous material damage. In West and Central Africa, we were brutally reminded that instability in one country may spill over to neighbouring States, threatening the security of refugees and the lives of hundreds of thousands of people.

We also continued to confront the dilemma of weighing the humanitarian imperative to provide emergency assistance to those in need against the obligation to ensure the safety and security of aid workers. Many of our colleagues continued to work in volatile and risky environments from Southeast Europe to Afghanistan, from the Great Lakes Region to the northern Caucasus. We witnessed a dramatic deterioration in the situations in the Democratic Republic of the Congo and Burundi, as well as new challenges to our work in the Sudan and Sierra Leone.

In some instances, notably in Mongolia, we were unable to mobilise adequate assistance. In January 2001, an OCHA-led mission traveled to the country to assess and design a strategy to respond to the combined effects of a second devastating year of severe freezing, snow and drought. Tragically, two of our colleagues, along with two other United Nations staff, Mongolian government officials and Japanese journalists, were killed in a helicopter crash while carrying out this task. But this tragedy reinforced our determination to carry out our mandate. The mission was completed and a new appeal for assistance to Mongolia -- dedicated to our colleagues and partners -- was issued at the end of January.

In 2000, OCHA continued to work with partners on the development of humanitarian policy and saw to it that intergovernmental deliberations were adequately informed by humanitarian concerns. OCHA’s advocacy efforts aimed to help guarantee the protection of civilians in armed conflict and marshal the resources necessary for swift and vigorous humanitarian responses worldwide.

In the midst of responding to crises and continuing its policy and advocacy work in 2000, OCHA launched an internal review of its structure, capacities and practices, with the ultimate aim of strengthening the office's ability to mobilise and coordinate effective and principled humanitarian action in increasingly complex and dangerous environments.

During 2001, we shall continue to work with equal resolve -- in concert with our humanitarian, human rights, development, peacekeeping and political partners -- to keep humanitarian needs at the centre of the United Nations response to crises. One of our most essential tasks will be the implementation of the Consolidated Appeals, designed to help more than 35 million vulnerable people worldwide, and launched by the Secretary-General last November. Another priority is to strengthen the capacity of the United Nations in providing assistance and protection to IDPs, on the basis of the findings of the high-level inter-agency review of operations in IDP affected countries. Within the limits of our financial resources we shall also carry out the recommendations of our internal review in order to improve our support to the field, strengthen our capacity to respond quickly and effectively to crises, and consolidate our natural disaster and complex emergency responses.
To fulfill the goals outlined above, OCHA is seeking sustainable and predictable sources of financial assistance. There is a high level of donor commitment to enhanced coordination as evidenced by strong donor support to OCHA, particularly in the field. Two considerations are being placed before donors this year. One is the need to strengthen OCHA’s Headquarters to ensure adequate support to growing field requirements. The other is the requirement for OCHA to begin each calendar/financial year with sufficient reserves to issue contracts for staff and to deploy to the field during disasters and emergencies. As always, we will continue to count on generous assistance to help OCHA in its ongoing efforts to more efficiently and effectively fulfill its mandate to facilitate the alleviation of human suffering.

I thank you all, our partners, for your dedicated support and commitment to OCHA and its activities, and look forward to the creation of new milestones in the coordination of humanitarian assistance in 2001.

Kenzo Oshima  
Under-Secretary-General  
for Humanitarian Affairs and  
Emergency Relief Coordinator
MISSION STATEMENT

OCHA’s mission is to mobilise and coordinate effective and principled humanitarian action in partnership with national and international actors in order to:

- Alleviate human suffering in disasters and emergencies;
- Advocate for the rights of people in need;
- Promote preparedness and prevention;
- Facilitate sustainable solutions.

In the three years since its inception, OCHA has established itself as an energetic, responsive and competent facilitator of emergency response in the field and as a credible and influential partner within the United Nations, both at the inter-governmental and Secretariat levels. In the same relatively short timespan, operational agencies, donors and governments have increased the demands on OCHA to respond in a timely and effective manner to disasters and emergencies worldwide, resulting in a near doubling of OCHA’s field presence. At present, OCHA maintains 23 field offices in Africa, Asia and Europe as well as the offices of three regional disaster response advisors, three regional coordinators and the Integrated Regional Information Network (IRIN), bringing its total number of field offices to 32. These offices are run by 151 international and 360 national staff. By comparison, in 1997 only 18 field offices were in existence.

In order to keep pace with this growth and further improve its ability to support the humanitarian work of United Nations agencies and other partners, OCHA in June 2000 launched an internal review. Its overall goals were to enhance coordination in support of its partners, better support its field offices and improve staff management to ensure maximum effectiveness. At the root of this review was a determination by OCHA to better provide timely and effective coordination services to United Nations agencies and its other partners through a consistently strategic, accountable and transparent implementation of its core functions. It was also recognised that there is a need for OCHA to be able to respond at the onset of emergencies, through the timely deployment of staff, in order to prepare the way for agency partners — as was the case in Kosovo and East Timor.

Key measures to be implemented in the review process include:

- Integration of natural disaster and complex emergency functions throughout OCHA, including a unified desk officer structure that applies both in New York and Geneva;
- Development of a surge capacity to enable OCHA to respond in a timely and effective manner to disasters and emergencies;
- Creation of a dedicated capacity within OCHA to enhance administrative and personnel support to the field; Fostering of a seamless OCHA office by establishing a unified senior management team to ensure teamwork and good people management; and the
- Clarification of the division of labour between New York and Geneva, particularly in providing guidance and support to field offices.

In 2001, OCHA has committed itself to the following principal priorities to be addressed through all of its programmes:

- Strengthen mobilisation and coordination of international response to emergencies and disasters through a strategically-oriented Consolidated Appeals Process and natural disaster appeals;
- Provide improved and timely support to the United Nations Resident/Humanitarian Coordinators and OCHA field offices;
- Ensure coherence and effectiveness of the humanitarian component of the common assistance efforts of the United Nations in response to crises;
- Improve OCHA’s advocacy capabilities; strengthen assistance to, and the protection of, Internally Displaced Persons (IDPs);
• Intensify resource mobilisation;
• Expand existing mechanisms for time-critical information sharing on emergencies and disasters;
• Promote improvements in staff security and increase advocacy for preventive measures;
• Foster regional cooperation in humanitarian response and response preparedness; and
• Promote and facilitate efforts to enhance developing country preparedness capacity in disaster prevention and mitigation.

In spite of the increasing demands on its services and the subsequent growth in its field presence, the level of OCHA's headquarters staffing has remained essentially the same over the last three years. The review found that OCHA's capacities and staffing were over-stretched in key areas of activity — such as administrative support to the field, coordination of humanitarian response and information management. At the same time, in the face of growing humanitarian needs and increasing threats to humanitarian workers, OCHA has recognised the need to strengthen its advocacy capabilities, surge capacity and management functions in order to enable OCHA to function as a streamlined, well-run and effective organisation. In order to rectify these deficiencies in its functioning, to achieve the above goals and to implement the recommendations of the internal review, OCHA has decided to seek donor support for a total of 35 additional staff positions.

The new posts will be allocated to these areas as follows:

• Strengthened capacity for response coordination, including surge capacity and emergency services — 14 posts
• Management and finance and administrative support to the field — 13 posts
• Advocacy, information management and policy development — 8 posts

OCHA is funded from the United Nations Regular Budget and from extrabudgetary resources. In the year 2000, OCHA's share of the United Nations Regular Budget was US$ 9.42 million, while extra-budgetary requirements amounted to US$ 59.2 million.

For the biennium 2002-2003, OCHA has proposed an increase of six Regular Budget and four extrabudgetary posts, bringing the total core staffing table of OCHA to 147 posts, from the current 137 posts, (of which 54 are regular budget and 83 extrabudgetary).

While OCHA would like to have the 35 staff positions added in the course of the next two years, OCHA is presenting 18 posts as priority project posts for extrabudgetary funding as a minimum for 2001.

Total extrabudgetary funding needs for the activities of OCHA in 2001 are presented in detail in the following pages and amount to US$ 63.3 million.
OCHA IN 2001

SUMMARY OF FINANCIAL REQUIREMENTS IN US$

1. TOTAL REQUIREMENTS: 71,490,560

2. BREAKDOWN:

- Regular Budget: 8,214,200*
- Extrabudgetary Core: 12,709,780
- Extrabudgetary HQ based non-core: 13,022,410
- Extrabudgetary Field activities: 37,544,170

Total: 71,490,560

- OCHA’s share of the UN Regular Budget for biennium 2000 - 2001 after re-costing totals US$ 18,440,000. This amount includes a grant of US$ 2,310,000 for UNDP, due to the divestment in 1998 to UNDP of the previous DHA Disaster Mitigation Programme. In 2001 US$ 1.1 million has been transferred to UNDP for this purpose, leaving an amount of US$ 8,214,200 available for OCHA requirements.

- In 2000 OCHA transferred US$ 1.21 million to UNDP for the same purpose, thus leaving an amount of US$ 7,915,800 available for OCHA requirements.
The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the United Nations.

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

The Office of the Under-Secretary-General (OUSG) and the Office of the Director (OD), Geneva, constitute OCHA’s Executive Management. It is supported by the Executive Office, New York, and the Administrative Office, Geneva, on questions of finance, personnel and administration. Closely affiliated to the OUSG and the OD is the IASC/ECHA Secretariat, which reports directly to the Emergency Relief Coordinator.

During 2000, due to the absence of the Under-Secretary-General on mission in East Timor, the Emergency Relief Coordinator a.i. assumed the functions of the Under-Secretary-General throughout the period. She was supported by the other members of the senior management team: the Deputy in New York and the Director of OCHA Geneva / Assistant Emergency Relief Coordinator. Meetings of this team took place throughout the year.

A key recommendation of the internal management review (see Introduction) was the need to strengthen the interaction of this senior management team, and to reinforce a unified executive management for all of OCHA despite a Headquarters in two locations.

As part of this commitment to strengthened interaction, and in order to free up the USG and the Deputy to undertake more missions to affected countries and to donor capitals, it was also agreed that with effect from 2001 an existing Director position would be used to appoint a Director of OCHA New York / Assistant Emergency Relief Coordinator (AERC) who would be a member of the senior management team. The Deputy Director Geneva will also be part of the senior management team. A new post will be created for this purpose.

The team will meet regularly on overall policy and OCHA’s priorities, and to monitor the timely and effective implementation of OCHA’s work plan. Such meetings will help to enhance cooperation and teamwork between the New York and Geneva offices and will aim at turning OCHA headquarters into one seamless office.

In support of this vision, OCHA has also decided to adopt a functional management approach, whereby each of its principal functions are assigned to one manager, based in either New York or Geneva. Most functions will be staffed at both locations, in order to provide support and services to all parts of OCHA.

In keeping with this approach, OCHA’s financial requirements are for the first time presented in this publication by function rather than branch by branch. A functional organigramme and a structural organigramme are depicted in preceding pages, in order to illustrate both aspects.
The Under-Secretary-General for Humanitarian Affairs / Emergency Relief Coordinator (ERC) acts as the Secretary-General’s principal advisor on humanitarian affairs, and is responsible for all activities of OCHA both at headquarters and in the field. In accordance with the Secretary-General’s Reform initiated in 1998, the ERC focuses in particular on three core functions: coordination of emergency response, policy development and advocacy on humanitarian issues. He chairs the Executive Committee on Humanitarian Affairs (ECHA) and the Inter-Agency Standing Committee (IASC). The Inter-Agency Secretariat for the International Strategy for Disaster Reduction (ISDR) reports directly to the Under-Secretary-General.

The Deputy Emergency Relief Coordinator assists the USG in providing overall management of the Offices in New York and Geneva, as well as OCHA’s operations in the field. She advises the ERC on all matters relating to the mandate of the Office, deputises for the USG in his absence, and represents him, as required, at United Nations conferences and consultations with humanitarian partners, and on missions to affected countries and donor capitals.

In 2001, the ERC and the Deputy will be supported in the day-to-day management of the New York Office by a Director, OCHA New York. The branch chiefs in New York will report to this Director who will also focus on management policy, including enhanced planning, prioritisation and performance management, and will oversee the implementation of the recommendations of the Change Manager, emanating from the OCHA internal review of July - December 2000, and chair the New York-based Implementation Group. The New York Director will also have the responsibility for the supervision of the financial management of OCHA as a whole. It is anticipated that this arrangement will ensure that the ERC and his Deputy are able to dedicate more time to natural disaster response and humanitarian coordination in complex emergency situations, and to liaise with Member States, the principal organs, as well as the Geneva programmes and agencies of the United Nations and sister Secretariat departments.

The Office of the Under-Secretary-General (OUSG) supports the ERC, the Deputy, and the Director, OCHA New York, ensuring complementarity of activities, close cooperation between the offices in New York and Geneva, and implementation of senior management directives. The OUSG also coordinates inter-departmental activities within the United Nations Secretariat, inter-agency relations, and contacts with Member States.
The Director of OCHA Geneva serves as Assistant Emergency Relief Coordinator (AERC) and a member of OCHA’s senior management team. As such, the AERC is regularly involved in consultations with the New York Office on matters relating to OCHA’s overall strategy, response and priorities.

The Director OCHA Geneva manages the activities of OCHA Geneva related to both natural disasters and complex emergencies. In this context he works closely with other members of the senior management team to ensure effective cooperation with humanitarian agencies as well as with the political and Peace-keeping components of the United Nations system. He represents the ERC in contact with governments and organisations based in or with offices in Europe. In his capacity as AERC, he chairs the Inter-Agency Standing Committee Working Group (IASC-WG), and is often required by the ERC to travel to countries in crisis to undertake negotiations or review coordination arrangements.

A major part of OCHA’s change process is to improve overall management and its ability to support the field, and to provide adequate response to new emergencies and disasters. In order to address these issues, the Office of the Director will be strengthened. In the new structure, a full-time position of Deputy Director will be created to oversee the day-to-day management of the office, as well as Geneva-based administration. This will not only provide greater support in Geneva and to the field, but also increase OCHA’s capacity to respond to field coordination needs. The Geneva Advocacy and External Relations Section, as well as the Administrative Office and the IASC Secretariat, will be placed in the office of the Deputy Director.
YEAR 2001 PRIORITIES AND PLANNED ACTIVITIES

- Enhance the United Nations system’s operational response to crises of internal displacement, including through the implementation of the recommendations of the Senior Inter-Agency Network.
- Lead advocacy efforts to keep the safety and security of humanitarian workers high on the agenda of inter-governmental fora.
- Promote disaster response and preparedness measures, particularly with partners in developing countries.
- Enhance cooperation with the Organisation for African Unity, other regional bodies and African countries, with a view to closer cooperation on humanitarian response and policy issues.
- Ensure full and rapid support to Resident and Humanitarian Coordinators in natural disasters and complex emergencies, including through timely provision of field staff, response tools and coordination arrangements.
- Oversee the effective implementation by the IASC subsidiary bodies of the tasks assigned to them for developing policies and guidelines on humanitarian issues, ensuring greater cohesion between humanitarian policy making and field coordination.
- Improve administrative support provided to OCHA field offices through the implementation of the recommendations of the Change Manager, including improved process of staff selection, placement, appointment and rotation.
- Ensure the timely implementation of the Action Points of the Emergency Relief Coordinator on the Report of the Change Manager and of OCHA’s management commitments.
A major focus of OCHA's change process has been to improve overall management and the Office's ability to support the field. In order to address these issues, the Office of the Director, OCHA Geneva, and the Administrative Office will be strengthened in the new structure, through funding sought by this project.

The Administrative Office based in Geneva (formerly Finance and Administrative Section), which provides financial, administrative and personnel support to OCHA Geneva, field offices and ISDR, will be considerably strengthened. Under the new structure, the Administrative Office will comprise separate sections for Finance, Administration and Human Resources. The need for strengthening of OCHA's capacity to provide human resources support to the field has been acknowledged and will be addressed by establishing a Human Resources Section.

These changes will strengthen OCHA's capacity to provide consistent and timely administrative, career and training support to its staff. To increase the capacity of the Office of the Director, two additional GS staff will be added to support the Director and Deputy Director.
The Executive Office assists the Under-Secretary-General/Emergency Relief Coordinator in the discharge of his financial, personnel and general administrative responsibilities and provides administrative and programme support for the substantive and coordination activities of the Office, both at Headquarters and in the field. The Executive Office comprises the Administrative Services of the New York and Geneva Offices, which provide support for their respective offices, and the field.

The Administrative Service in New York also serves as the Executive Office of the Department, overseeing and coordinating the overall administration of the New York, Geneva and field offices. In line with the new functional management approach recommended by the internal management review, the Executive Office shall maintain responsibility for the administration of the whole of OCHA, including substantive supervision of the Administrative Office in Geneva and the field.

The Office’s plan of activities will depend, to a large degree, on the orientation and scope of OCHA’s overall substantive programmes, for which programme and administrative support services are provided. In that context, overall support services will be enhanced to ensure that they are cost-effective, of high quality and timely, and result in the effective implementation of the Office’s programmes and activities.

A major recommendation of the management review was to strengthen administrative support to the field. Accordingly, the Administrative Office in Geneva (formerly Finance and Administrative Section – FAS), which services OCHA’s field offices, has been re-structured and strengthened to ensure a dedicated capacity for field support. Under the new structure, the Office will comprise separate sections for Finance and Human Resources Management. The Finance Section will be structured into regional clusters to ensure full support and accountability for the servicing of the regional desks in the substantive area. The Human Resources Section will include a Staff Development, Training and Career Development Unit. While functionally supervised by the Executive Office, the Administrative Office will report to the Deputy Director of OCHA-Geneva on day-to-day matters of administration.

The management review also recommended that emphasis should be given to strengthening people-based management. To that end, the administrative services in New York and Geneva will work closely with management and staff to improve OCHA’s human resources management through implementation of key items covered in the review, including career development, enhanced vacancy management, increase in number of posts encumbered by women, greater mobility of staff across duty stations, funds and occupations, increased training of staff and enhanced performance appraisal system (PAS).
In addition to its oversight responsibilities in the financial, human resources and general administration of OCHA and the support provided to the New York Office and its programmes, the Executive Office assists the Emergency Relief Coordinator in the administration of the Central Emergency Revolving Fund (CERF). This includes ensuring compliance with the rules and procedures governing the use of the Fund, monitoring advances and replenishments, ensuring financial reporting from organisations utilising the Fund and preparation of related documentation for distribution to member states, intergovernmental bodies, non-governmental organizations and United Nations operational agencies. The Executive Office manages the Trust Funds under the responsibility of the New York Office and provides administrative support to OCHA’s Integrated Regional Information Network (IRIN) offices in the field.

**ADMINISTRATIVE OFFICE - GENEVA**

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Year 2002 Estimated Requirements US$ 536,500

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**COMMON COSTS GENEVA**

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Year 2002 Estimated Requirements US$ 963,400

The Administrative Office assists the Director of OCHA Geneva in his financial, personnel and general administrative and programme budget support for humanitarian operations in the field and for various Geneva-based projects related to natural disasters and complex emergencies. The Office manages the Trust Fund for Disaster Relief, and provides budget services to the International Strategy for Disaster Reduction (ISDR) and the United Nations Office for the Coordination of Humanitarian Assistance to Afghanistan (UNOCHA).
YEAR 2001 PRIORITIES AND PLANNED ACTIVITIES

During 2001 the Executive Office will focus on:

- Enhancing administrative support services for the effective implementation of OCHA programmes and activities;
- Improving administrative response capacity in emergency situations through the implementation of special emergency rules and procedures;
- Ensuring effective and timely financial administration and personnel support in the field, developing simplified working arrangements with United Nations Central Services and other service providers;
- Strengthening people-based management, with emphasis on staff development and training, mobility, performance appraisal systems, career development and staff welfare;
- Developing mechanisms to improve vacancy management, selection of staff for field appointments and assignments, and managed system of rotation;
- Finalising, in collaboration with the substantive areas, a roster of emergency personnel for rapid deployment, including standing arrangements with governments, operational agencies of the United Nations system, and other humanitarian partners for an active roster of candidates for deployment in emergencies;
- Continuing negotiations with Administrative Services to achieve optimal terms and conditions of service for field staff, particularly in the area of rest and recuperation;
- Developing and implementing a financial monitoring and management system to improve global tracking of resources available to OCHA and its programmes and keep programme managers informed, on a monthly basis, of status of all regular budget and extrabudgetary resources;
- Improving the system of donor reporting on utilisation of contributions;
- Developing a capacity for regular review and support to field offices on administrative, financial and personnel issues through the Roving Officer concept;
- Preparing and disseminating various administrative manuals and guidelines to assist staff, both at headquarters and the field, to have a better understanding of United Nations rules and regulations, policies and procedures, and staff entitlements;
- Implementing the recommendations of the Change Management Process to ensure the effective functioning of the newly restructured Administrative Office in Geneva;
- Complete transfer of administrative services from UNCTAD to UNOG;
- Finalise discussions and implementation of emergency administrative procedures.
While at the outset of year 2000 no specific staff development programme existed, the establishment of the Staff Development and Training (SDTU) in the Office of the Director (Geneva) has allowed OCHA to address in a more systematic way the need for adequate staff development and training.

This effort resulted in the first OCHA Global Management Retreat, two additional regional staff retreats and review of existing Staff Security and Safety training within the United Nations and the Red Cross movement. The participation of OCHA staff in various other United Nations training initiatives was also actively promoted.

The Unit coordinated the preparation of the modules and training material for the Emergency Field Coordination Team (EFCT) training. The EFCT project - an Inter-Agency initiative - aims to develop a cadre of United Nations Staff that is personally and professionally prepared and qualified to facilitate and support humanitarian coordination in emergencies. In December, the Unit organised a nine-day pilot EFCT workshop with participation by staff from OCHA field offices and IASC member agencies.

Upon recommendation of the OCHA Change Management Review, the Unit will be strengthened by a Career Development Officer in 2001.

### YEAR 2001 PRIORITIES AND PLANNED ACTIVITIES

Staff Development, Training and Career Development Unit will work together with the Personnel Administration Unit in the Human Resources Section to:

- Ensure that all newly hired OCHA staff participate in a systematic Induction Programme;
- Support the development of a People and Performance Management culture that addresses the organisational and individual staff development and training needs identified in the OCHA Change Process undertaken in 2000; and
- Actively participate in the IASC Working Group’s Task Force on Training, which will focus also on improved Staff Security and Safety Training for IASC partners, and create more synergy between existing United Nations emergency response training programmes.

A second OCHA Global Management Retreat is planned for OCHA managers in early autumn 2001. Team-building workshops are also planned for various work units to ensure a more coherent OCHA culture and effective work processes in an integrated desk structure to strengthen the OCHA response and coordination system.

Various training programmes will be undertaken to strengthen linkages between the United Nations Disaster Assessment Coordination (UNDAC), Civil and Military Coordination (CIMIC) and the Consolidated Appeals Process (CAP). The development and training of OCHA staff will continue to benefit from the staff development and training initiatives offered through the Office of Human Resources Management (OHRM) in New York, the United Nations Learning Centre in Geneva and the United Nations Staff College in Turin. The Unit will also assist in identifying the best suited and most cost-effective training opportunities to meet needs which cannot be provided by above services.

### Training Priorities

The main focus of the Unit will be to:

- Build a shared understanding of the means of strengthening United Nations humanitarian response through OCHA’s role and responsibilities in humanitarian coordination and collaboration;
- Strengthen the emergency coordination capability of OCHA’s staff, particularly in view of the integrated approach to coordination of natural disasters and complex emergencies; and
- Work to ensure that staff security and safety awareness training is implemented for all field staff.

### PLANNED STAFFING FOR 2001

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Emergency Field Coordination Training project (EFCT)
In December 2000, the first phase of the project was successfully completed with a pilot workshop with participation by Disaster and Emergency Response Officers from UNHCR, UNDP, UNICEF, WHO, IOM and OCHA. The project will be further developed based on participants’ recommendations. The material and the lessons learned from this pilot project will be widely shared with other emergency training programmes. OCHA will continue its role as coordinator of the EFCT project in close cooperation with IASC members. The goal is to implement at least one, but if funding is available, up to three EFCT workshops in 2001. The EFCT working group will also endeavour to implement one of these EFCT workshops in an area where OCHA has a field office for a complex emergency. The cost of two EFCT workshops in 2001 is estimated at US$ 145,000, part of which has been funded.

Safety and Security Awareness Training
OCHA staff (national and international) and their humanitarian United Nations and NGO partners are exposed to hazardous working conditions. Lack of adequate funding and human resources have made it impossible, so far, to organise adequate safety and security training for humanitarian workers. In many cases, humanitarian workers enter a complex emergency situation without any military presence to protect them. To ensure that its staff are at least adequately aware of security issues, OCHA and partners will strongly support the IASC efforts to ensure that this situation is corrected by organising or seeking access to relevant training. Against this background, OCHA has developed a pilot project proposal with the objective to actively support a joint IASC effort to ensure funding for and development of such training by drawing on existing material and resources from UNSECOORD, sister agencies, the Red Cross movement and other relevant partners. OCHA’s most pressing need is to secure funding so that all OCHA field staff will have received a two- to three-day OCHA Staff Safety and Security Awareness training by 2002. An initial amount of US$ 140,000 is required for this pilot phase.

IMPLEMENTING THE MANAGEMENT REVIEW

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Year 2002 Estimated Requirements: US$ 0

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* For a period of 6 months

Two Implementation Groups, based in New York and Geneva, will oversee the implementation phase of OCHA’s change management process. These groups will be chaired by the New York and Geneva-based Directors and be comprised of managers and staff representatives. A Special Assistant will be assigned to each Director, specifically for change related tasks, to provide Secretariat support to the Implementation Groups and the work of the Directors in overseeing the fulfillment of the change process recommendations.

This Change Management Project will provide funding for those two Special Assistants for a period of six months, in addition to covering other one-time costs associated with the change process. This will include fees for OCHA’s international management consultancy group, which has helped to develop an organisational strengthening programme for OCHA and will assist in its subsequent implementation. This group will continue to provide guidance to senior management throughout the change process.

Through this project, funds will also be made available for meetings and conferences associated with the change process, including OCHA’s management retreat foreseen for 2001. This retreat, a follow-up to the first ever held in 2000, will provide an opportunity for OCHA field office and headquarters managers to interact and give feedback on the results of the change process. Project funding will also be used for the development of an OCHA Operations Manual. Development of the manual will provide an opportunity for OCHA to create and disseminate improved systems, procedures and policies for the management of its offices and projects.
The Inter-Agency Standing Committee (IASC) was established in June 1992 as a result of United Nations General Assembly resolution 46/182. Under the leadership of the Emergency Relief Coordinator (ERC), the IASC coordinates inter-agency humanitarian response to complex and major emergencies. The members of the IASC are the heads, or their designated representatives, of the United Nations operational agencies (UNDP, UNICEF, UNHCR, WFP, FAO, WHO, UNFPA) and OCHA. In addition, there is a standing invitation to IOM, ICRC, IFRC, OHCHR, the Representative of the Secretary-General on IDPs, and the World Bank. The non-governmental organisation (NGO) consortia, ICVA, Inter-Action and SCHR, also have a standing invitation to attend.

The Executive Committee on Humanitarian Affairs (ECHA) is one of the four committees created by the Secretary-General within the framework of the United Nations reform. Chaired by the ERC, the ECHA membership includes the United Nations operational agencies (UNDP, UNICEF, UNHCR, WFP, FAO, WHO), OHCHR, OCHA, DPA, DPKO, United Nations Relief and Works Agency for the Palestine Refugees in the Near East (UNRWA) and the Special Representative of the Secretary-General (SRSG) for Children and Armed Conflict. The main tasks of the Committee, which meets monthly, are to assist the Secretary-General in harmonising work programmes, formulating recommendations to intergovernmental bodies, and addressing humanitarian issues that could benefit from joint discussions with DPA and DPKO.

In OCHA, a single secretariat serves the IASC and ECHA. This arrangement ensures that parallel discussions in the two Committees are based on a common understanding of problems and on effective decision-making processes. The secretariat is responsible for: maintaining administrative communication channels among members; collating possible future agenda items and addressing them to the appropriate forum; preparing the annual work plan of the IASC; monitoring the preparations of the meetings of the IASC, the IASC Working Group (IASC-WG), the IASC subsidiary bodies, and ECHA; preparing and disseminating minutes and records of meetings and decisions taken; and monitoring the implementation of the IASC, the IASC-Working Group and ECHA decisions.
The IASC Secretariat in Geneva supports the Director of the OCHA Geneva Office who serves as Chairperson of the IASC Working Group. The IASC Secretariat is in close contact with the IASC members in Europe and ensures that their positions are adequately reflected in the agendas and discussions in both the IASC and the IASC-WG.

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**In 2000, the IASC/ECHA Secretariat in New York:**

- Organised the meetings of the IASC, the IASC-Working Group, and ECHA, as well as ad hoc meetings on thematic issues such as IDPs and security, and country specific concerns;
- Improved administrative procedures for tracking the increasing number of issues and policy papers produced by the subsidiary IASC bodies, and monitored the implementation of the various committees’ decisions;
- Strengthened the field coordination system by organising, with UNDP, consultations with Resident/Humanitarian Coordinators on how headquarters could better support the field;
- Coordinated outsourcing to IASC members of lead responsibilities for the development of policies on humanitarian issues, and monitored progress on assignments;
- Participated in the preparations of the Humanitarian Segment of ECOSOC;
- Coordinated the development of the IASC publication “Humanitarian Action in the 21st Century;”
- Worked closely with UNDGO to improve and strengthen the selection process for Resident Coordinators who are likely to also assume humanitarian coordination functions; and
- Organised regular weekly meetings of IASC members, including NGOs, and a number of other ad hoc inter-agency meetings at the working level.

The IASC Secretariat in Geneva:

- Facilitated and followed up on the ongoing meetings of the nine active IASC reference groups, task forces and sub-working groups in Geneva, including chairing the IASC Reference Group on Natural Disasters;
- Ensured regular reporting to Permanent Missions on the work of the IASC, including Humanitarian Liaison Working Group (HLWG) and G-77 members;
- Established an IASC Web site featuring a searchable database including all IASC-related official documents since the inception of the Committee;
- Provided thorough tracking for the multiple threads of the inter-agency policy coordination process through the IASC Issue Management Matrix; and
- Organised inter-agency workshops and training sessions on gender and humanitarian response.

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**YEAR 2001 PRIORITIES AND PLANNED ACTIVITIES**

The IASC/ECHA Secretariat in New York will:

- Work to strengthen the IASC and ECHA as substantive forums for decision-making in the humanitarian sector, particularly by improving communication between IASC members and the decision-making capacity of the two bodies;
- Continue to enhance the field coordination systems, particularly by working with the United Nations Development Group Office and IASC member agencies to strengthen the roster of Resident Coordinators from which candidates for Humanitarian Coordinator positions could be drawn;
- Help prepare the Humanitarian Segment of ECOSOC, including coordinating inter-agency participation and monitoring follow-up activities. Necessary action will also be taken to strengthen the Segment; and
- Coordinate responsibilities for policy development on humanitarian issues.

The IASC Secretariat in Geneva will:

- Provide support to the Chairperson of IASC-WG in the management of the quarterly meetings of IASC-WG planned for 2001;
- As part of the IASC/ECHA Secretariat, facilitate and support the IASC process at the subsidiary body level;
- Organise weekly meetings of Geneva-based agencies, and other inter-agency meetings as appropriate;
- Maintain and update the IASC Web site, including publishing of all new documents and on-line tracking of the inter-agency coordination process at policy level through the IASC Issue Management Matrix; and
- Manage the information flow on the IASC process to Member States in Geneva.
OCHA’s capacity for Humanitarian Emergency Coordination provides policy support to the Emergency Relief Coordinator (ERC) on humanitarian emergencies, particularly in relation to political, Peace-keeping, security and military aspects of an emergency situation. It provides direct support to the ERC in his/her role as Principal Humanitarian Advisor to the Secretary-General and prepares a wide variety of papers for the Secretary-General, the Security Council, the General Assembly and other inter-governmental bodies. In addition, on behalf of the ERC, it provides policy guidance to Humanitarian Coordinators and serves as the link between coordinators in the field and OCHA’s New York Office.

The focus of this core function of OCHA and the principal point of contact within OCHA/New York for inter-departmental, inter-agency and Member States coordination and consultations, and for information on humanitarian emergencies is the Humanitarian Emergency Branch (HEB), formerly the Emergency Liaison Branch (ELB). HEB regularly consults with and provides information to other Secretariat Departments (particularly DPA, DPKO and the United Nations Security Coordinator), the Executive Office of the Secretary-General, the Security Council, the General Assembly, ECOSOC, other inter-governmental fora, representatives of United Nations agencies, NGOs and international organisations in New York, members of the Executive Committee on Humanitarian Affairs (ECHA) and of the Executive Committee on Peace and Security (ECPS), Permanent Missions of Member States and the HLWG in New York. HEB briefs the weekly IASC working-level meeting on country situations and liaises closely with the IASC/ECHA Secretariat on the appointment of Humanitarian Coordinators. HEB also works in close collaboration with the Advocacy, External Relations & Information Management Branch, the Policy Development and Studies Branch, as well as the Response Coordination Branch (RCB). Although HEB and RCB will have generic as well as specific responsibilities in support of the field, the two Branches will work as a team to provide complementary advice and support to the ERC and senior management and will together ensure humanitarian emergency response coordination as one of the three core functions of OCHA. Both Branches are accountable for keeping each other in the loop on issues pertaining to the other’s primary responsibilities. To facilitate the respective support of the Branches to the field, a clear division of labour has been outlined in the Change Manager’s report.
In 2001, ELB:

- Increased involvement in Security Council affairs through the preparation of Security Council briefings by the ERC or his/her representative (DRC, Afghanistan, Sudan, East Timor and Kosovo); monthly briefings of the Security Council President and his/her staff; and preparation of and participation in all Security Council deliberations with a humanitarian dimension.
- Played a strategic role as the OCHA policy link with field coordinators, providing advice to and receiving guidance from the ERC, particularly during heightened periods of crisis such as those in Sierra Leone, Afghanistan, West Africa, Sudan, Burundi, Indonesia (West Timor) and in responding to droughts in the Horn of Africa and Central Asia.
- Deployed staff to assist in emergency situations in Burundi, Kosovo and East Timor (Darwin); coordinated/participated in a variety of field missions including to Sierra Leone, Sudan, the Democratic Republic of the Congo, the Horn of Africa, Angola, Burundi, the Republic of Congo, Somalia, northern Caucasus, Central Asia, Tajikistan, Indonesia, East Timor, DPRK, the Philippines and Sri Lanka.
- Contributed to addressing specific issues in crisis countries including Afghanistan (sanctions and the impact of the Taleban edict on the employment of women), Angola (IDPs and polio eradication), DRC (impacts of Kisangani fighting, spillover into ROC and Zambia and polio eradication), Sierra Leone (military-humanitarian relations), Federal Republic of Yugoslavia (political changes), Myanmar (humanitarian access) and Chernobyl (creating a new strategy in preparation for the 15th anniversary).
- Drafted, in liaison with the field, reports of the Secretary-General to the General Assembly on the humanitarian situation in Tajikistan, Afghanistan, East Timor, FRY and Somalia.
- Supported CERB colleagues in the establishment of new and expanded field coordination offices in Indonesia (Jakarta, Ambon, Ternate), Colombia, northern Caucasus and the Palestinian Territories.
- Strengthened working relations with DPA, DPKO and UNSECOORD. Examples include participation in the mission to establish UNMEE; active role in Task Forces on Sierra Leone, Angola, DRC and Rwanda genocide; and participation in efforts to examine and enhance security for United Nations humanitarian staff.
- Actively participated in follow-up efforts to the Brahimi report and in initiatives to further integrate the Secretariat’s response in crisis countries.
- Provided substantial analytical advice to the Framework Team on early warning in countries of potential concern: Kyrgyzstan, Uzbekistan, north and south Caucasus, Indonesia, Haiti, Laos, Sri Lanka, West Africa, Zimbabwe, Namibia, and the DRC and its impact on neighbouring countries.

YEAR 2001 ACTIVITIES AND PLANNED PRIORITIES

- Strengthen working relations with relevant departments of the United Nations, the Security Council, the General Assembly, ECOSOC, Member States, and regional organisations to ensure that humanitarian concerns are taken into consideration in all relevant fora.
- Improve consultation and coordination with humanitarian partners in the United Nations, NGO and IO communities in New York in order to promote a more cohesive approach and maximise the impact of the humanitarian community in advocacy, policy development and practical humanitarian intervention. Special efforts to be placed in implementing the Brahimi Report’s emphasis on creating a more integrated response to crises by the United Nations.
- Implement OCHA’s Change Management Process with particular attention to creating better synergy with natural disaster response, active participation in surge capacity, improved administrative and personnel procedures, expansion of training opportunities for HEB staff and better humanitarian information management.
This integrated response capacity resides in the unified desk structure of the Response Coordination Branch (RCB) in Geneva, which resulted from a merger of the desks of the Disaster Response Branch (DRB) and the Complex Emergency Response Branch (CER-B). Pursuant to a principal recommendation of the OCHA change process, OCHA's response capacity for natural disasters and complex emergency situations has been integrated, including the transferability between the two.

Primarily responsible for ensuring the effective coordination of humanitarian assistance at the field level in disasters and emergencies, OCHA's response coordination capacity is aimed at advising and supporting the ERC to set up new field coordination arrangements in response to new disasters/emergencies; to maintain and strengthen established coordination arrangements; and to support the field in emergency-response planning and disaster-response preparedness, and to promote better use of coordination instruments such as the CAP and IASC.

In close cooperation with the Humanitarian Emergency Branch (HEB) in New York, RCB assesses humanitarian situations and plans appropriate field responses. This includes advising field staff on development of Common Humanitarian Action Plans (CHAP) and Consolidated Inter-Agency Appeals that follow agreed United Nations-system policies and principles. It also involves advice for coordination of contingency planning.

RCB works closely on a daily basis with the Emergency Services Branch and the Administrative Office in Geneva, supporting the field on personnel, financial and administrative issues.

In 2000, DRB:

- Mobilised and coordinated assistance to 61 natural and environmental disasters worldwide including severe flooding in Southern Africa, mudslides in Venezuela, and severe drought in Central Asia;
- Dispatched 11 UNDAC missions to support the in-country disaster assessment and coordination mechanisms in the immediate aftermath of disasters, and conducted further UNDAC training in Europe, Latin America, and Asia and the Pacific;
- Disbursed emergency cash grants of US$ 640,000 and channelled some US$ 6.1 million in cash and in-kind contributions from donors into emergency relief programmes;
- Alerted the donor community of natural disasters, provided regular updates including the identification of evolving needs and priorities at the disaster site;
- Launched 23 international appeals for assistance on behalf of disaster-stricken countries and five major United Nations inter-agency appeals for: the Mongolian Dzud, the Tajikistan drought, and floods in Cambodia, Mozambique and Vietnam;
- Advocated disaster response preparedness by organising meetings fostering regional and international cooperation, such as the Fribourg Forum and a Seminar for Natural Disasters, Environmental Emergencies and Technological Accidents in Brazil;
- Increased support to national and UNDMT efforts in their response activities in Asia and the Pacific, and Latin America through the activities of three Regional Advisors;
- Coordinated support programmes and advocated humanitarian needs resulting from the continuing catastrophe of Chernobyl;
- Concluded the divestiture of the OCHA Pisa Warehouse to WFP and the relocation of remaining stocks to Brindisi.
YEAR 2001 PRIORITIES AND PLANNED ACTIVITIES

The major challenge will be to capitalise on synergy in natural-disaster and complex-emergency response capacity, establishing a comprehensive and coherent desk-support system for OCHA field offices.

Strengthened response to emergencies / disasters
The highest priority will be given to the effective mobilisation and coordination of international humanitarian aid to assist victims of complex emergencies and natural disasters. Informal contacts with member states will be intensified to ensure an early and balanced response to inter-agency appeals. In the initial phase of the merger, RCB will review and adjust its standard operating procedures and systems for response to natural disasters and complex emergencies in order to consolidate and improve them.

OCHA is committed to streamlining recruitment procedures and ensuring more timely administrative support to its field personnel.

Improved reporting on emergency situations and outstanding assistance needs
As necessary, Inter-Agency Task Forces will be formed in Geneva to ensure a systematic approach to large-scale disasters / emergencies. OCHA will reinforce its regular contact with Member States to ensure in-depth discussions on countries of current concern and to share achievements and constraints faced by the humanitarian agencies and OCHA in the field.

Training and strengthened preparedness
Staff training opportunities and regular briefings on OCHA services to RC/HCs, Country Teams, national counterparts and other relevant actors will be pursued. RCB together with OCHA field offices will work with governments of disaster-prone countries on response preparedness and related training activities.

In discharging its response coordination function, OCHA will promote United Nations policies on field coordination, needs assessment, protection and assistance to displaced persons, human rights and humanitarian action. It will further clarify the relationship between the RC/HC system and OCHA offices in the field, and work with the IASC to improve the recruitment process and training of HCs.

Facilitating regional cooperation
In order to improve the effectiveness of the OCHA offices in the field, Regional Strategic Planning Workshops will be held to discuss ways to make optimal use of personnel and other resources in the region for response to both natural disasters and complex emergencies.

OCHA’s regional activities in disaster-prone areas will be further strengthened by the appointment of two additional Regional Disaster Response Advisors, one based in Africa and one in the Caribbean.
OCHA's experience has shown the importance of rapidly deploying coordination staff with the appropriate skills, experience and equipment, in order to provide support, coordination and assessment of a new emergency, or of an intensified existing emergency or a disaster. The skills required include coordination, assessment, analysis, planning, advocacy and external relations, appeal preparation and information reporting, data synthesis and management.

Surge capacity is needed not just in the field but also at headquarters. This need reflects the additional headquarters workload that new emergencies entail, and includes the need for headquarters to be able to re-assign staff on a temporary basis, across branches if necessary, while still being able to cover their regular tasks in the interim.

OCHA will identify current staff at headquarters who could be trained and then deployed to the field for emergency response. Additionally, the Emergency Field Coordination Team training is to be further coordinated with UNDAC, Disaster Management Training Programme (DMTP) and Civil Military Cooperation (CIMIC) courses and to be developed as the base course that all persons placed on the standby deployment roster should complete.

A standby deployment roster of experienced headquarters staff will be developed. Once staff are nominated to the roster, supervisors will be obliged to make them available in the time frame required if the need to deploy arises. The Information Management Section (IMS) of the Emergency Services Branch (ESB) will maintain a technical roster for specialised IM functions.

OCHA will ensure that adequate procedures are put in place to provide the necessary resources, logistics and equipment, etc. for rapid deployment, and ensure liaison with the R/HC and his/her staff.

A ‘Rapid Deployment’ sub-account with an initial amount of US$ 200,000 drawing from unearmarked contributions for field coordination will be established, to be managed by the Field Coordination and Support Section (FCSS).

FCSS, assisted by IMS, will maintain a list of the equipment (e.g., vehicles, computers, telecommunications, personal support kits, and administrative support kits) needed to deploy surge teams.

A combined package will put together and provided for deployment. The package will include IT and telecommunications equipment, software and support needed to respond to both new emergencies as well as to support ongoing relief efforts.
The OCHA Chernobyl Programme coordinates implementation of the United Nations General Assembly resolution 45/190 of 1990 on “Strengthening of International Cooperation and Coordination of Efforts to Study, Mitigate and Minimise the Consequences of the Chernobyl Disaster”. Given the absence of regular budget provisions, the United Nations Chernobyl Programme is dependent exclusively on extra-budgetary contributions. In combining several functions of a different nature, it:

- Assures the Secretariat of the Ministerial Quadripartite Committee for Coordination on Chernobyl;
- Coordinates, convenes and provides substantive support to the Inter-Agency Task Force on Chernobyl; it serves in this context as a focal point for all contacts with United Nations agencies and other relevant international organisations, and maintains records and databases of ongoing and planned activities;
- Maintains close contacts with the governments of the three most affected countries and organises meetings to define priority projects for alleviation of the Chernobyl consequences;
- Prepares agreements with donor institutions and the above authorities on the implementation of projects and programmes;
- Coordinates and monitors Chernobyl-related projects;
- Supports resource mobilisation and advocacy activities related to the United Nations Chernobyl Programme;
- Drafts the Secretary-General’s reports to the United Nations General Assembly on Chernobyl; and
- Represents OCHA in working meetings and activities of the system-wide Inter-Agency Committee for Response to Nuclear Accidents.

YEAR 2000 PRIORITIES AND PLANNED ACTIVITIES

The Chernobyl Programme will focus on:

- Definition of a new United Nations Chernobyl strategy;
- Organisation of appropriate ceremonies to mark the 15th Anniversary of the Chernobyl accident;
- Preparation of the Secretary-General’s report to the United Nations General Assembly on Chernobyl;
- Raising the political awareness of the need for international cooperation on Chernobyl;
- Enhancing cooperation with the International Green Cross and private foundations;
- Enhancing of the Joint Radiation Emergency Management Plan of the International Organisations; and
- Coordination and monitoring of Chernobyl-related projects and programmes.

YEAR 2001 PRIORITIES AND PLANNED ACTIVITIES

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- Raising the political awareness of the need for international cooperation on Chernobyl;
- Enhancing cooperation with the International Green Cross and private foundations;
- Enhancing of the Joint Radiation Emergency Management Plan of the International Organisations; and
- Coordination and monitoring of Chernobyl-related projects and programmes.
Resource mobilisation and donor response coordination through appeals for complex emergencies and natural disaster response are principal functions of OCHA. These functions are assigned to special sections within the Response Coordination Branch and are reflected separately.

The financial and staffing requirements of the Appeals and Donor Relations Section are included in the RCB table and in the table for the CAP improvement project below.

**Improved resource mobilisation and donor coordination**

The coordination of the Consolidated Appeals Process (CAP) and Appeals for Assistance to Natural Disasters will be undertaken in close consultation with relevant geographical Desks. Regular meetings will be held with the Working Group on OCHA and the Humanitarian Liaison Working Group. Country-specific meetings with representatives from the Permanent Missions in Geneva will be arranged to seek ways to rapidly cover the shortfalls for emergency relief and to assist in the smooth transition from relief to recovery. Improved financial analysis will be provided to enhance donor response and possibly foster donor response coordination.

In order to strengthen OCHA’s capacity to react immediately to the most pressing needs of disaster victims, OCHA will continue to encourage donors to deposit reserve funds in the OCHA Trust Fund for Disaster Relief to be used in conjunction with the OCHA Grant.

Several visits will be undertaken to donor capitals to provide information on the role and structure of OCHA and raise funds for its annual requirements. As most of OCHA's funding originates from voluntary contributions, efforts will be made to achieve a more stable funding basis and enlarge the donor base.

The Section is the focal point for all workplans and other matters related to donor funding (such as the Institutional Strategy Paper between OCHA and the Government of the United Kingdom through its Department for International Development).

In order to streamline reporting to donors, efforts will continue to achieve standard funding agreements to the extent possible, and to ensure adequate reporting on the basis of standardised formats.

Follow-up with the major participants in the multi-city global launch of CAP 2001 will be ensured throughout the year to increase awareness on humanitarian action, the CAP, and to attempt to broaden the donor base, both for the CAP and for OCHA. Improved CAP tools, with special focus on monitoring and evaluation and on integration of thematic issues such as gender, HIV/AIDS and transition activities, will support the mandate of OCHA offices in the field and improve the response of the United Nations Country Teams and their partners.

The methodology and procedures for the rapid launch of United Nations Inter-Agency Appeals for Relief and Initial Rehabilitation in the wake of natural disasters will be improved in close cooperation with the IASC member organisations, based on an evaluation of the appeals launched in 2000.

The Consolidated Inter-Agency Appeals for humanitarian assistance in response to complex emergencies will be further strengthened through the Consolidated Appeals Process Improvement project described below.
The Consolidated Inter-Agency Appeal is one of the main tools provided to the Emergency Relief Coordinator by General Assembly Resolution 46/182 to promote effective and appropriate responses to emergencies. The Consolidated Appeals Process (CAP) is a programming process through which relief systems are able to mobilise and respond to complex emergencies that require system-wide response. Since the first Appeals were issued in 1993, demonstrable progress has been made in the CAP for the development of a common humanitarian strategy. Further improvements are planned in strategic monitoring and evaluation, integrated programming, and the phasing-out of humanitarian relief towards development initiatives.

### YEAR 2000

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Year 2002 Estimated Requirements: US$ 758,100

### PLANNED STAFFING FOR 2001

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In 2000, as the secretariat for improvements to the Consolidated Appeals Process, OCHA:

**Promoted the CAP as a coordination tool for strategic humanitarian planning**
- Implemented the Inter-Agency Standing Committee (IASC) recommendations through a Best Practices Workshop, developing field examples of monitoring tools;
- Revised guidelines for the Mid-term Review, resulting in Mid-Term Reviews for ten complex emergencies and three revised Consolidated Appeals presented to donors at the end of July;
- Improved training tools with CAP trainers and experts from the field, producing new training modules on monitoring, analysis, and thematic issues such as human rights, staff security, HIV/AIDS and Gender;
- Created a web site on ReliefWeb to provide basic and up-to-date information on the CAP;
- Adopted an innovative approach to the launch of 19 Consolidated Appeals for 2001, by decentralising the event to eight locations. Events were held simultaneously in major donor capitals, bringing the appeals closer to decision-makers and their constituents, and expanding media coverage.

**Strengthened the strategy process and expanded stakeholder involvement**
- Participated in a retreat with 17 donor countries on improving coordination and response to emergencies resulting in common observations that demonstrate donor commitment to the CAP.
- Organised ten field-based workshops on the CAP with inter-agency trainers. Participants in these workshops included donors, Peacekeeping missions, NGOs, and authorities from the recipient countries.

**Emphasised a flexible, continuous review process**
- Introduced the concept of ‘un-pegging’ to enable continual revisions to the Appeal to be accessible via the internet or via e-mail.
- Developed a project for enhanced financial tracking of humanitarian aid flows to make automated analysis available to the user.

**YEAR 2001 PRIORITIES AND PLANNED ACTIVITIES**

- **Advocate for increased awareness and participation**
  Training Workshops are planned to reach political and Peace-keeping branches of the United Nations, development agencies, and financial institutions. Further training will be organised in the field and at partner agency headquarters.

- **Improve transition from emergency relief to rehabilitation and reconstruction**
  Enhance linkages between humanitarian and relief and development actors. Promote use of the CAP to help define and identify links with development frameworks. Increase strategic planning and funding for peace-building and rehabilitation activities through the CAP.
- **Initiate Flexible Revision Process**
  Encourage ongoing field facilitation workshops on the CAP to promote the flexible revision of strategy and response. Develop a web-based programme to allow for on-line revisions.

- **Improve Financial Tracking of Humanitarian Aid Flows**
  A new, unified Financial Tracking System will be implemented. Automatic updates will be available on ReliefWeb and users will be able to request on-line report generation. Accurate tracking of contributions will allow stakeholders to assess progress and encourage more timely disbursements of aid. While the information will focus on the response to the Consolidated Inter-Agency Appeals, the objective is to track all contributions towards meeting humanitarian needs in countries in crisis.

The IASC commissioned “Global Humanitarian Assistance 2000”, a study which analyses funding trends. The Financial Tracking System will help inform future studies which aim to provide better understanding of international financing for humanitarian assistance.

- **Integrate Resource Mobilisation Mechanism**
  Streamline and integrate natural disasters into the Consolidated Appeals Process.

- **Analyse Policy and Develop Guidelines**
  Develop good practice guidelines for the following: sudden onset crises resulting in Flash Appeals; applying CAP methodology for crises that have elements of both complex emergencies and natural disasters; and ensuring bridging of the gap between relief and development.

- **Increase monitoring and accountability**
  Continue to strengthen monitoring of humanitarian strategy. Organise multi-donor missions and external evaluations to monitor and evaluate the impact of humanitarian assistance and coordination.

- **Promote consultations with donors**
  Consult core donors in developing priorities for funding within the framework of the CAP to foster transparency and promote a coordinated response to the Appeals.
EMERGENCY SERVICES

OCHA maintains a variety of emergency services through which it can mobilise the international emergency assets needed for successful response and coordination, in both natural disasters and complex emergencies. Consequently, these services are essential for the successful coordination of humanitarian emergencies in the field as they provide OCHA the range of resources needed for rapid deployment of personnel and equipment, both military and civilian, in an emergency. Although capability is already well developed in response to natural disasters, a surge capacity to be able to provide a faster and more coherent OCHA response to sudden onset complex emergencies is required. To ensure a cohesive response, these services are collated in a separate Branch organised into sections/units which are responsible for OCHA capacities in field coordination support such as UNDAC and INSARAG, military and civil defence such as MCDA and CIMIC, emergency logistics support, emergency telecommunications and response to the environmental dimension of humanitarian emergencies. Most of these activities are covered in greater detail in subsequent pages since they represent individual projects requiring donor support. In essence, the Emergency Services Branch (ESB) provides the senior management of OCHA and desks in the Response Coordination Branch and the Humanitarian Emergency Branch with the tools required to coordinate the international response to emergencies in the field. Its Information Management Section encompasses all OCHA information technology assets in Geneva, and the Policy Development Section provides the Geneva based inputs to OCHA's policy development functions. The latter two are functionally related to the relevant Branches based in New York. The financial and human resources are reflected under the respective projects.

### YEAR 2001 PRIORITIES AND PLANNED ACTIVITIES

- Create a “surge capacity” for OCHA to be able to respond quickly and efficiently to sudden onset complex emergencies;
- Improve existing emergency response tools by undertaking reviews of UNDAC and MCDU, which should provide recommendations for enhancing their effectiveness in the future;
- Build experience and response capacity in disaster-prone countries by greater integration of the Group of 77 developing and other countries into the UNDAC, INSARAG and MCDU systems;
- Improve international search and rescue response in sudden onset disasters by promoting activities of the International Search and Rescue Advisory Group (INSARAG) and especially of its regional groups;
- Continue raising political awareness to enhance the importance of civil-military cooperation and use of civil / military assets in emergencies; seek to establish a regular CIMIC training and exercise programme (to reach 12 courses and four exercises per year);
- Seek full implementation of an ITU resolution on minimum standards for telecommunications in humanitarian operations;
- Further strengthen the capacity to respond to environmental emergencies, through cooperation with UNEP;
- Continue to manage stocks of basic relief items for the United Nations Humanitarian Response Depot; and
- Assist in OCHA’s Information Management and Policy development functions in Geneva.

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Year 2002 Estimated Requirements US$ 405,500

29
Field Coordination Support (FCS) is one of the key emergency services in OCHA’s arsenal. It comprises the management of the United Nations Disaster Assessment and Coordination (UNDAC) teams, the International Search and Rescue Advisory Group (INSARAG) and of the International Emergency Response Consultative Mechanism (IERCM).

Working in close cooperation with regional desks, Field Coordination Support mobilises UNDAC missions from its membership of skilled emergency managers, provided so far by 33 countries and five international organisations. This includes organising UNDAC regional training; developing emergency assessment and field coordination methodology and guidelines; strengthening the network of international emergency response organisations (as the secretariat of INSARAG and IERCM); and establishing an On-Site Operations Coordination Centre (OSOCC) for international search and rescue teams after an earthquake.

In 2001, the Field Coordination Support Section (FCSS) will also develop the OCHA surge capacity for fielding of humanitarian personnel in emergency situations, a project that has grown out of the OCHA Change Process. Another new feature is the creation of an UNDAC Regional Team in the Caribbean, in accordance with the OCHA aim to foment closer relationships with the G-77 governments and other developing countries. The UNDAC system already has regional teams in Europe, Latin America and the Pacific.

### YEAR 2000 PRIORITIES AND PLANNED ACTIVITIES

**UNDAC Missions and Emergency Response:** In 2001, FCSS will mobilise and support UNDAC emergency relief missions in natural disasters and complex emergencies as required and will mobilise international relief efforts.

**OCHA Surge Capacity:** FCSS has been entrusted with the development of the OCHA surge capacity in natural disasters and complex emergencies. As part of this role, it will develop a new network for mobilisation of humanitarian personnel for periods up to six months and a related equipment support mechanism.
International Search and Rescue Advisory Group (INSARAG)
Smooth deployment and onsite coordination of international Search and Rescue (SAR) teams in sudden onset emergencies will be ensured and the drafting of an international Convention on the deployment and utilisation of international SAR teams will be facilitated.

UNDAC Training: FCSS will continue to provide training opportunities for UNDAC members to practise establishing OSOCCs, which includes co-organising Triplex 2000 to exercise resource deployment from participating countries. FCSS plans to organise courses in Europe and Latin America for its existing regional teams. An Induction Course in the Caribbean region will also be offered in order to further develop a regional capacity in disaster-prone regions.

Organisation of Institutional Meetings: FCSS will organise meetings of the INSARAG Regional Groups (i.e. Africa / Europe, Americas, Asia / Pacific), the INSARAG Steering Group meeting and IERCM;

Outreach in disaster-prone regions: Through its plans to extend outreach in disaster-prone regions and efforts to obtain sponsorship of UNDAC members from these regions, FCSS aims to further pursue the integration of G-77 and other countries into the UNDAC system.

Lessons Learned: In addition to continuing its systematic evaluation of UNDAC missions, FCSS will participate in the UNDAC Review, led by the United Kingdom and also involving UNDP, Sweden, Finland, Norway and Switzerland, which is expected to provide comprehensive recommendations for the future of the UNDAC system.

**Military, Civil Defence and Logistics Support**

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In order to ensure the most efficient use of military and civil defence assets in support of humanitarian operations, the Inter-Agency Standing Committee (IASC) in November 1995 established the Military and Civil Defence Unit (MCDU). It acts as a focal point and consults with interested Governments, regional organisations and military / civil defence establishments to maintain up-to-date information on preparedness and response measures related to military and civil defence support, and the use of their resources in support of humanitarian operations. It maintains a database on Military and Civil Defence Assets (MCDA) which have been registered with OCHA, and helps coordinate their use in the field. The MCDU conducts a number of United Nations Civil-Military Coordination (CIMIC) courses and participates in the planning and execution of a number of large-scale exercises. The MCDU reports to an advisory panel composed of members of the IASC, representatives from the major United Nations agencies, DPKO and observers from IFRC and ICRC.
OCHA’s Emergency Operations Centre, established and equipped in 1976 with support from the United States Government, is continuously staffed. However, the communication, television and projection equipment is outdated and upgrading of the Centre is required to warrant proper support for OCHA’s Rapid Response Capacity. Estimated cost for basic refurbishment is US$ 30,000.

No United Nations agency has a mandate relating to the provision and/or coordination of non-food, non-medical goods in the framework of natural disasters. OCHA, therefore, maintains a permanent, renewable stock of donated disaster relief items at the United Nations Humanitarian Response Depot (UNHRD) in Brindisi (Italy). These are basic (non-food, non-medical) survival items, such as tents, blankets, tools and generators donated by various Governments, which OCHA can have immediately transported to disaster- or emergency-stricken areas, subject to donor agreement and availability of items in stock. Goods and transport are offered to disaster-affected countries free-of-charge.

As a result of the OCHA change process, MCDU and LTU were merged into the Military Civil Defence and Logistics Support Section (MCDLSS) with two units MCDU and the Logistics Support Unit (LSU)

YEAR 2001 PRIORITIES AND PLANNED ACTIVITIES

- **Increase the capacity to establish efficient Civil-Military Cooperation and Coordination and increase the role of MCDLSS in field coordination:** Continue to train officers who can be mobilised and deployed quickly to areas where military forces operate alongside humanitarian agencies. Training programmes, aiming for 300 officers per year will include United Nations personnel, NGOs and those from civil defence and military establishments or regional organisations.

- In field coordination, MCDU’s successful experience in creating Civil-Military Coordination Centres, (such as in Mozambique, Sierra Leone, and now in Eritrea) will be systematised.

- **Promote international cooperation in the use of military and civil defence assets in emergency relief operations:** Continue to participate in regional meetings and seminars organised by major military or civil organisations, and continue to cultivate links with regional organisations with a CIMIC focus (centres of excellence).
• Update and expand the international guidelines on the use of Military and Civil Defence Assets (MCDA): Pursue the dissemination of the existing Oslo Guidelines for the use of MCDA in natural disasters and engage the process for the possible application of these guidelines in complex emergencies. To this end, maintain a Senior Liaison Officer in Brussels, responsible for relations with the North Atlantic Treaty Organization (NATO), Supreme Headquarters Allied Presence in Europe (SHAPE), the European Union (EU) and the West European Union (WEU).

• Revision of a field manual for military and civil defence personnel engaged in humanitarian operations: Finalise in collaboration with experts from King’s College, London, the final draft that is currently with the United Nations agencies. The manual will be made available in electronic format.

• MCDA database: Continue to refine the database on MCDA, where possible making use of advanced technologies in disaster response.

• Management of OCHA’s stocks of basic relief items: Replenish and improve the OCHA stocks of basic (non-food, non-medical) relief items in the UNHRD. In response to disasters or emergencies, and in cooperation with WFP (the manager of the UNHRD) and others, arrange for the dispatch of these items to affected areas.

• Provide logistical services in emergencies: Continue to act as OCHA’s focal point for suppliers and be instrumental in providing logistical support to the field for the transport of cargo and/or relief personnel. In order to achieve this:
  
  • Contingency plans will be drafted and implemented, on a regional basis, for the rapid deployment of (mostly) air assets for the transport of cargo and/or relief personnel;
  
  • Agreements with potential partners (WFP, ICRC, etc) will be concluded for the provision of emergency transport facilities whenever available and needed;
  
  • Rosters of commercial carriers / logistics experts will have to be set up and standby arrangements developed for expediting the chartering of air services in emergency situations;
  
  • Logistics and transport coordination will be provided, through the participation in the management of a joint logistics operations centre in the field; and
  
  • Supply management procedures and processes will be designed for subsequent implementation as and when appropriate.
OCHA helps countries cope with the environmental effects of emergencies, including industrial accidents, not covered by existing arrangements. It does so through cooperation with UNEP. This partnership allows OCHA to mobilise and coordinate international assistance to countries affected by environmental emergencies, upon Governmental request; to forge quick, direct links between country focal points and providers of expertise and specialised equipment. If necessary, to even help with the logistics of delivering assistance.

The Joint OCHA/UNEP Environment Section, serves as an information clearing house to provide rapid access to national and international sources of information and advice on the response required. It establishes contacts between requesting countries and designated experts or international bodies, and arranges assessment missions to assist in initial assessment and post-emergency analysis.

In 2000, the Unit:
- Mobilised assistance for the Federal Republic of Yugoslavia (toxic waste spill), Hungary (toxic waste spill), Kosovo (chemical spill), Romania (toxic waste spill), Venezuela (chemical storage damaged by mudslides);
- Developed guidelines for rapid environmental assessment in natural disasters;
- Prepared and distributed information reports on various disasters and their environmental consequences;
- Finalised practical recommendations to establish national response mechanisms for environmental emergencies;
- Provided inputs into UNDAC missions in connection with environmental emergencies and natural disasters;
- Improved procedures for notification of environmental emergencies and of requests for international assistance; and

YEAR 2001 PRIORITIES AND PLANNED ACTIVITIES

Through its collaborative effort with UNEP, OCHA will continue to monitor environmental emergencies worldwide and mobilise and coordinate international assistance following requests from affected countries. In particular, it will focus on:

- Further strengthening the joint OCHA / UNEP capacity to respond to environmental emergencies, capitalising on cooperative arrangements and strong relationships with key partners;
- Ongoing monitoring of vulnerable regions and tracking emerging events for potential environmental threats;
- Dispatching, on request, expert assessment missions to countries affected by environmental emergencies;
- Expanding the global network of national focal points for environmental emergencies;
- Establishing formalised linkages with a variety of partners both inside and outside the United Nations system through Interface Procedures;
- Raising awareness among affected countries of the consequences from environmental emergencies and of the availability of the services of the Joint OCHA / UNEP Environment Section;
- Developing a post incident assessment framework to evaluate international assistance following incidents, to identify lessons learned and areas for improvement;
- Establishing a computerised tracking system to compile historical emergency data, to identify and analyse trends in environmental emergencies for improved prevention, preparedness and response;
- Continuing assessment and implementation of best practices, improved use of technology and more extensive reliance on automated systems;
The Project on Emergency Telecommunications facilitates the use of appropriate means of telecommunications with and in the field, as vital elements of early warning, mitigation, assessment, resource mobilisation, response, feedback, operational coordination and evaluation for all partners in international humanitarian assistance and for the safety and security of humanitarian personnel. The project covers regulatory and policy aspects, in particular the transborder use of telecommunications equipment, as well as the operational cooperation of the telecommunications networks used in disaster response. The project, furthermore, provides expertise to the OCHA field coordination mechanisms.

OCHA maintains the secretariat and convenes the meetings of the Working Group on Emergency Telecommunications (WGET), which includes all United Nations agencies involved in humanitarian assistance, as well as major national, international, governmental, non-governmental humanitarian institutions and ICRC. WGET is a subcommittee of the Inter-Agency Standing Committee (IASC) and the mechanism for the coordination of all aspects of field telecommunication networks, including the implementation of the Telecommunications Coordination Officer (TCO) concept.

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**YEAR 2000 PRIORITIES AND PLANNED ACTIVITIES**

**Use of telecommunications for the safety and security of humanitarian personnel**

In view of recent developments and events, application of minimum standards of communication for humanitarian operations, and ensuring immediate action in case of staff encountering acute security problems, remain the highest priority objectives.

**Advisory activities**

The project will continue to support all emergency services of OCHA and other missions as well as field offices in the selection and application of appropriate telecommunications facilities, and to provide expertise on the development of emergency telecommunication structures to national governments and other institutions.
Cooperation with the private sector
The project will continue the cooperation established with private sector enterprises in 2000 and shall aim at an increased mobilisation of resources through the corporate citizenship approach in the private sector.

Links between disaster response and telecommunications
The role of telecommunications as a tool of humanitarian assistance would benefit from a more stable framework, including institutionalised cooperation between the United Nations and the International Telecommunication Union. The possibility of establishing a joint OCHA / ITU unit, similar to the existing OCHA / UNEP Section or other appropriate options will be pursued further.
POLICY DEVELOPMENT AND STUDIES

As a result of the Change Management process, policy development - a core OCHA function – has been reconstituted and consolidated. Policy Development will continue to be pursued in close collaboration with OCHA's capacity for Humanitarian Emergency Response Coordination, and OCHA will work closely with the Department of Political Affairs (DPA), the Department of Peace-keeping Operations (DPKO) and the United Nations Development Programme (UNDP) in order to promote coherence and consistency between the political, humanitarian and developmental aspects of United Nations operations. It will retain an active and, regarding certain issues, leading role in inter-agency policy development initiatives in the context of the IASC and ECHA, and will also commission and carry out lessons-learned studies at the request of the ERC or the IASC/ECHA.

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Year 2002 Estimated Requirements US$ 1,348,100

The policy development of OCHA, focusing on generic policies related to humanitarian assistance and protection, has five broad functional goals: (a) Support humanitarian coordination, (b) Strengthen the protection of civilians in humanitarian crises, (c) Support the response to natural/environmental disasters, (d) Provide analysis and lessons learned on humanitarian issues, (e) Strengthen the development and implementation of policies at field level.

Policy development is concentrated in New York and is also functionally represented in Geneva. In New York, policy development will focus on: (i) humanitarian coordination, (ii) protection of civilians, (iii) evaluation and studies, (iv) reporting and field liaison. The policy development capacity in Geneva will have a special focus on policy dimensions in natural disaster response, resource mobilisation and field-based common programming; it also will function as the Geneva-based backstopping and liaison for those parts of policy development that are carried out in New York.

The Policy Development and Studies Branch will undertake the following general activities: prepare policy options for the USG; advise other branches of OCHA on policy issues; prepare draft reports for the Secretary-General, in cooperation with Secretariat departments and with IASC members, for submission to ECOSOC, the General Assembly and the Security Council; cooperate with member agencies of both the IASC and ECHA to establish common policies; provide expert advice and guidance on policy issues to United Nations Humanitarian Coordinators, OCHA field offices and partners in the field; participate in, and conduct/commission evaluations and lessons-learned studies on aspects of humanitarian action.

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37
YEAR 2001 PRIORITY AND PLANNED ACTIVITIES

A) HUMANITARIAN COORDINATION

Development of coordination models
Complete a series of case studies on coordination arrangements and consolidate the results. Disseminate the lessons-learned from these studies and ensure the implementation of their recommendations.

Assistance to, and protection of, Internally Displaced Persons (IDPs)
Set up a system of inter-agency field training to improve the coordinated response to situations of internal displacement, including programmes for the protection of IDPs and for sustainability in displacement. Establish internal guidelines on OCHA’s role in promoting assistance and protection of IDPs at field level.

Through the Senior Inter-agency Network on IDPs, reinforce the operational response to crises of internal displacement by reviewing field operations and initiating appropriate follow-up measures.

Promote the implementation of the Inter-Agency Standing Committee’s “Policy on the Protection of Internally Displaced Persons” and the “Supplementary Guidance to Humanitarian / Resident Coordinators on their Responsibilities in relation to IDPs”.

Peacebuilding
Formulate a clear set of principles on the relationship between humanitarian action and peace building. Advocate these principles within and outside the United Nations system. Incorporate the principles into the Secretary-General’s 2001 report on a peace-building strategy and related agenda setting documents.

Clarification of the relation between Special Representatives / Representatives of the Secretary-General and Humanitarian/Resident Coordinators
In collaboration with United Nations partners, implement the Secretary-General’s Note of Guidance clarifying the relationship between SRSGs/RSGs and Humanitarian/Resident Coordinators at the field level.
**Public/private partnership**
Contribute to the development of guidelines and standards for private sector activities in relation to humanitarian relief. Sensitise public and private sector policy makers on the establishment of, and adherence to, these guidelines and standards.

**Staff Security**
In collaboration with United Nations partners, participate in the implementation of the recommendations of the Secretary-General’s report on staff security (as well as recommendations put forth through the IASC and ECHA.)

**Humanitarian segment of ECOSOC**
Prepare the report of the Secretary-General to ECOSOC 2001 on the Strengthening of the coordination of humanitarian emergency relief assistance of the United Nations.

**Guidelines on armed escorts for humanitarian convoys**
Develop draft guidelines on the use of military or armed escorts for humanitarian convoys. Present these guidelines with a detailed discussion paper to the IASC-WG for endorsement.

**B) PROTECTION OF CIVILIANS**

**Report of the Secretary-General on the Protection of Civilians in Armed Conflict**
Lead and coordinate the drafting of the Secretary-General’s report to the Security Council on the Protection of Civilians in Armed Conflict. In this context, undertake advocacy measures including the organisation of workshops and panel discussions to coincide with the Security Council’s consideration of the issue in Spring 2001.

**Regional cooperation on protection policies**
Hold two regional workshops in eastern and western Africa on the protection of civilians in armed conflict and follow up on the recommendations made at the Harare Workshop in 2000.

**Small arms**
In view of the small arms conference to be held in New York in 2001, and in support of the global campaign to curb the proliferation of small arms, continue to contribute to the on-going study on the humanitarian impact of small arms and to the follow-up on the study.

**Humanitarian impact of sanctions**
Develop and strengthen OCHA’s capacity, within an inter-agency framework, to monitor and assess the humanitarian situation in countries targeted by sanctions, and advise sanctions authorities on mitigating unintended consequences of sanctions.

**C) POLICIES ON NATURAL DISASTERS**

Develop policies, which will enhance the capacity of national governments and of the international community to prepare for and respond effectively to natural and environmental disasters. Follow up on policies agreed upon by the IASC; prepare evaluations and/or lessons-learned exercises in respect of selected recent natural disasters.

**D) STUDIES AND EVALUATIONS**

Design and conduct or commission evaluations of humanitarian operations both for inter-agency consumption and for internal purposes. In doing so, place special emphasis on improving accountability and on ensuring that lessons-learned exercises are integrated into future or ongoing humanitarian operations. Collaborate with other studies and evaluations and share methodologies and experiences. Undertake annual evaluations on subjects of priority concern to OCHA and to United Nations agencies.

**E) POLICY SUPPORT TO RESOURCE MOBILISATION / INTER-AGENCY PROGRAMME PLANNING**

Enhance OCHA’s capacity to mobilise resources for assistance in humanitarian crises. Strengthen the policy dimension in inter-agency planning efforts, including in the Consolidated Appeals Process (CAP).
The project is intended to strengthen the capacity of OCHA to support the Under-Secretary-General in promoting specific inter-agency initiatives on IDPs (training, development of common policies, country-specific support to coordination and strategic programming in crises of displacement) and in designing long-term strategies to assist governments in fulfilling their responsibilities for providing protection and assistance to IDPs. Overall support to the IDP-project, under the supervision of a Senior Advisor on IDPs, is provided by PDSB in New York.

In September 2000, a High Level Inter-Agency Network was established to carry out a series of reviews of the international response in countries with displaced populations and to make immediate proposals for an improved inter-agency response to their needs. A Special Coordinator on Internal Displacement, based in OCHA Geneva, has been appointed to lead the Network in conducting field reviews of a selection of critical country operations. By end-2000 the Network has undertaken missions to the Horn of Africa and Burundi. After conclusion in early summer 2001 of a full series of reviews, the Special Coordinator will put forward a number of general recommendations, based on consultations with the Network. These recommendations will include indications for future institutional arrangements that may be required in order to ensure the sustainability of common efforts to improve the response to crises of internal displacement.

The costs for the Network Initiative, for a period of nine months from September 2000, have been largely covered thanks to ad hoc contributions from donor Governments. The costs for a follow-up arrangement after the conclusion of the Initiative will, if required, be submitted to donors in a separate funding request.

In 1998, the IASC outsourced the development of a Global IDP Database to the Norwegian Refugee Council (NRC). After a pilot phase, the database was launched in December 1999. OCHA supports the further development of the project and promotes funding for it. The Global IDP Database has become a central information source with 30 country profiles on line (www.idpproject.org). For the year 2001, NRC will increase the database coverage to an estimated 55 profiles and will include analytical data and up to date information. Database information will be made available to those without Internet connection, i.e. on CD-ROMs and through the publication of summaries. OCHA strongly recommends that donors support the database through direct funding to NRC. The estimated costs for 2001 are US$ 613,000.
**Vast resources for humanitarian relief lie with the private sector. Moreover, the role of the private sector in conflict prevention, peace building and reconstruction is essential. The challenge is to effectively make these resources complementary to resources provided by traditional donors for humanitarian relief operations of the United Nations. The concept of corporate “social responsibility” is today of increasing importance.**

**OCHA has a critical role to play with regard to the development of guidelines and standards for private sector activities in relation to humanitarian relief.**

Three regional workshops (Africa, Central Asia and South America) are planned to sensitise and train public and private sector policy makers on the establishment of, and adherence to, guidelines and norms of public private partnerships in humanitarian relief efforts.

**Public / Private Partnerships in Humanitarian Operations**

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**Humanitarian Impact of Sanctions**

United Nations sanctions regimes pose an increasingly difficult dilemma for the United Nations dual mandate of preserving peace and protecting human needs. Today it is an accepted standard that sanctions authorities bear the fundamental responsibility for mitigating unintended consequences of coercive measures adopted by them and for ensuring that sanctions regimes enacted to uphold international norms do not cause suffering disproportionate to the ends served.

OCHA plays a major role in this debate and contributes by advising sanctions authorities on the humanitarian consequences of sanctions. Therefore, its capacity to assess and monitor the impact of these coercive measures has to be further developed and strengthened. To deepen practical experiences in this regard OCHA, in response to demands from headquarters and/or the field, will carry out practical sanctions evaluations through assessment studies and by holding workshops on the issue. Based on these experiences a standardised methodology will be developed to facilitate further in-depth assessment projects. It is estimated that three assessment studies and two workshops will be required in 2001.
To improve the effectiveness of coordinated humanitarian response efforts, OCHA and three United Nations agencies have combined efforts to undertake annual evaluations on subjects of priority concern to all of them. This evaluation process will begin in early 2001 with a country specific evaluation that aims to review the effectiveness of needs assessments in identifying vulnerable populations in a complex emergency.

**Lessons-Learned Study - Drought in the Horn of Africa**

In light of the increased number of natural disasters in recent times and their diverse effects on vulnerable communities, there is a need to expand understanding about the contributions made by humanitarian response. In particular, by focusing on the humanitarian response to the recent drought in the Horn of Africa, the effectiveness and impact of the humanitarian assistance provided to affected communities will be ascertained. The focus of this study will be to gauge whether humanitarian assistance has helped provide affected communities with some of the tools necessary to help them withstand possible future droughts in the region.

In carrying out the study, attention will also be paid to issues such as the strengths and weaknesses of the regional approach undertaken by the humanitarian community in response to the drought. The lessons-learned from this study would be systematically evaluated, applied, and integrated into future or ongoing humanitarian programmes, where relevant.

**Disaster Policy Coordination Project**

In light of OCHA’s increasing attention for the formulation of policies related to natural disasters, and to increase support for the efforts of the IASC in the development of common policies on natural disasters, the assignment of the senior policy officer carrying out this task within the Office of the Director in Geneva needs to be extended. As part of the Policy Development Support Section (PDSS), the senior officer will also follow up on agreed policies, and prepare evaluations, and/or lessons learned exercises in respect of selected recent natural disasters. One General Service staff will support the senior officer.
Advocacy of humanitarian issues is one of the three core functions of OCHA. Advocacy is an essential tool in mobilising political and financial support for humanitarian action from a wide range of constituencies and in promoting the awareness of and respect for international humanitarian principles. It can have a favourable impact on the lives of the victims of emergencies and disasters. Through advocacy, OCHA strives to enhance its overall effectiveness.

The comprehensive review of advocacy undertaken in the context of the OCHA Change Management process in 2000 concluded that, while OCHA had made significant progress in the three years since advocacy was designated as one of its core functions, additional resources were necessary for OCHA to fully live up to its potential as an advocate on humanitarian issues.

In 2000, OCHA’s Advocacy and External Relations efforts resulted in:

- Press conferences and interviews for the USG, deploying to the field during high-profile emergencies in Mozambique and Ethiopia/Eritrea, drafting press releases and statements for the USG and the Secretary-General, formulating press kits for major events.
- OCHA-led and organised media missions in connection with the UN Chernobyl Programme, and the effects of the drought in Central Asia.
- Provision of technical assistance in the area of public information to the offices of several UN Humanitarian Coordinators and to the UN Senior Network on IDPs.
- Provision of press office support to the Fribourg Forum organized by the Swiss Government.
- Production of the UN’s first novel, entitled “Marie: in the Shadow of the Lion” aimed at promoting the protection of civilians in armed conflict.
- Production of OCHA’s newsletter, “OCHA News”.
- Planning of events to raise the profile of OCHA’s work, including the launch of the Consolidated Inter-Agency Appeals for 2001 in donor capitals and UN Headquarters.
- Production and dissemination of videos, on Women and War, and on the drought in Tajikistan.
- Monthly meetings with InterAction members on pressing humanitarian emergencies.
- Presentation of a curriculum on media relations during the UNDAC course held in May 2000.
- A review of advocacy, in order to develop a master plan for OCHA’s work in this area.

YEAR 2001 PRIORITIES AND PLANNED ACTIVITIES

In addition to ongoing activities with regard to media relations, public information, and government relations, three specialised advocacy programmes will be instituted: (a) a revitalised and expanded OCHA website; (b) an expanded OCHA News and Writing Campaign; and (c) the creation of a Parliamentarian Outreach Programme.

These programmes are presented in greater detail in the Advocacy Support Project, which follows.
The Advocacy Support Project is designed to enhance OCHA's ability to reach target audiences worldwide, which include donor and recipient governments and local authorities, the media, non-governmental organisations, civil society groups, relief agencies and the public at-large. In order to meet this expanded advocacy work requirement, OCHA is seeking funding for three additional professional posts (one in New York and one in Geneva) and two General Service staff, and their related support costs. These resources will strengthen the current capacity of the Advocacy and External Relations Sections, both in New York, and in Geneva.

**Media Relations**

OCHA will continue to work with the media, in New York, Geneva and in the field, to raise the profile of ongoing emergencies and disasters, and to ensure that there are no “forgotten emergencies”. Support will be given to Humanitarian Coordinators by deploying public information specialists to the field at the onset of emergencies, and through the provision of training in media relations. This entails press briefings, interviews, press trips, the preparation of press kits for major events (including the annual CAP launch), the drafting of articles for print media and of public statements for the Emergency Relief Coordinator and the Secretary-General. OCHA will collaborate with its humanitarian partners to elaborate common public positions, and will utilise the mechanism of the IASC to issue joint statements.

**OCHA Advocacy Web Site**

OCHA will take full advantage of the tremendous power of the Internet in shaping public opinion and influencing policy-making by revitalising and expanding OCHA-Online as a “corporate” Web site, and as an advocacy tool. This site will have two main functions: to provide users with a central location for accessing information about OCHA and information produced by OCHA; and to serve as a platform for undertaking humanitarian advocacy efforts. A special focus of the site will be on the needs of the victims of emergencies and disasters on the ground and the extent to which resource requirements to address them are being met. At least two special themes will be addressed in 2001: protection of civilians in armed conflict, and women in war.

**OCHA News and Writing Campaign**

This programme is aimed at reaching target audiences through publications. Some will be made available through electronic means, but much of the distribution will be in printed form, given that a great portion of the world’s population does not yet have access to computer technology.

- **OCHA News** will continue to be printed and distributed in both hard copy and electronically twice a month to donors, government officials, international and regional organisations, NGOs, and humanitarian workers around the world. It will continue to include hard news from field offices, feature reports of interest to the humanitarian community and personal and professional views of humanitarian workers.

- **Publications.** In 2001, it is planned to publish a wide array of materials to promote the efforts of OCHA and its partners, including a new brochure and leaflet reflecting the restructured OCHA, and country profiles to familiarise donors with ongoing developments in areas of concern. Following the publication in 2000 of the UN’s first novel, it is envisaged to produce a second book for young people to become aware of and involved in humanitarian endeavours.

- **Documentaries.** In support of the Consolidated Appeals Process, OCHA intends to produce two documentary films in 2001. One will cover humanitarian developments in the field, the other will focus on the CAP theme for the year. Both films will be used in the CAP launch events and will be available for airing on public and commercial television networks. They will also be made available to Governments, NGOs and educational institutions, and used on the OCHA Web Site.

**Parliamentarian Outreach Programme**

In recognition of the importance of working closely with parliamentarians to advocate humanitarian issues, and building on the experiences of initial outreach to parliamentarians through the 2001 CAP Launch, the proposed programme will include:

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### ADVOCACY SUPPORT PROJECT

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**PLANNED STAFFING FOR 2001**

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Year 2002 Estimated Requirements US$ 885,638
• Coordinated efforts by New York, Geneva and field offices to further enhance cooperation with parliamentarians on areas of conflict or natural disasters.
• Substantive seminars involving parliamentarians and experts on the protection of civilians in armed conflict, including protection of and assistance to internally displaced people, and on women and war. In addition, a special programme is planned on the challenges of humanitarian assistance in the 21st century.
• An end-of-year report on the accomplishments and recommendations of this programme, in cooperation with Geneva and field offices.

Government relations
OCHA will establish and maintain direct links at various levels with governments and regional intergovernmental organisations, and will maintain permanent contacts through Permanent/Observer Missions and directly with the capitals. The Advocacy and External Relations Sections in New York and in Geneva will promote and assert OCHA’s role at international fora and national events; and will provide briefings to Permanent Representatives and national/regional actors on crisis situations.

NGO Relations
OCHA will continue to collaborate with non-governmental organisations in designing and implementing targeted advocacy campaigns. Regular meetings will be held in New York with the InterAction Consortium, and in Geneva with ICVA and the Steering Committee for Humanitarian Response. OCHA will also work in close collaboration with the NGO Working Group on the Security Council.

In 2001, OCHA will organise special events in New York and Geneva, in collaboration with non-governmental organisations active in the area, to mark the 15th anniversary of the Chernobyl disaster.

**Fribourg Process Follow-up Project**

OCHA will continue to work towards improving coordination and cooperation in crisis management in Europe and the CIS, through the mechanism of the Fribourg Process. OCHA’s programme focuses on the establishment of: (a) a policy framework facilitating collective and individual undertakings in the field of humanitarian assistance by concerned States and organisations in Europe; (b) a plan of action emphasising operational and political responsibilities within existing structures and networks in order to avoid overlap of mandates; (c) the identification of remaining gaps to translate operational needs into policy; (d) implementation/monitoring of the recommendations of the Forum; and (e) the assessment of future policy needs.
Information Management comprises five areas of work:

**Early Warning and Contingency Planning**
OCHA takes a lead role in the United Nations early warning for new complex emergencies, including helping to identify preventive measures and working with United Nations country Teams to develop and maintain inter-agency contingency plans.

**ReliefWeb**
The premier on-line source of humanitarian information reached over 44 million hits per week in peak periods in 2000, up from 6 million in 1999. ReliefWeb provides a wide range of information, including maps and financial tracking, for both natural disasters and complex emergencies. The funding for the new ReliefWeb office in Asia is requested under that project in the Asia Field Office Section.

**Field Information Support (FIS)**
Begun in 2000, FIS provides staff and technical assistance for field level inter-agency coordination efforts for complex emergencies and major natural disasters. This includes the use of technologies such as Geographic Information Systems and other electronic data bases, remote sensing information and inter-agency information sharing mechanisms.

**Information Management/Dissemination**
Aims at enhancing the flow of electronic and paper information to all OCHA staff, and facilitating exchange with OCHA’s partners and the general public. Serves as an information resource for a wide range of documents and publications by OCHA and the humanitarian community.

**Information Technologies Support**
Promotes actions to ensure that OCHA headquarters and field staff have the necessary computer hardware and software, Internet access and technical support. Deploys to the field at the onset of new emergencies and major disasters to ensure IT connectivity for OCHA teams (and to support inter-agency IT coordination).

In addition to the extra-budgetary funding requirements of the Branch summarised above, several of its work areas are (partially or fully) funded, as projects. These projects are described on the following pages, and include, the Field Information Support Project, the Information Management/Technologies Support project, and ReliefWeb.

In addition to these five areas of work based at Headquarters in New York and Geneva, the Advocacy, External Relations and Information Management Branch (AERIMB) includes the Integrated Regional Information Network (IRIN), an impartial, field-based information service managed from its Nairobi regional office and reporting to the Chief of AERIMB. IRIN has additional regional offices in Johannesburg (covering Southern Africa), Abidjan (covering West Africa), and Islamabad (covering Asia). A more detailed description of IRIN’s work in 2000, and its priority actions and funding requirements for 2001, is contained in the IRIN Project description at the end of Section III.

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Year 2002 Estimated Requirements US$ 2,148,695

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<td>General Service</td>
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**PLANNED STAFFING FOR 2001**

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YEAR 2001 PRIORITIES AND PLANNED ACTIVITIES

Early Warning and Contingency Planning
Continue a leading role in the inter-agency Framework for Coordination early warning mechanism. Identify early warning indicators best suited for use by OCHA and the United Nations, and how to better use open source early warning information. Ensure that all United Nations Country Teams in areas at higher risk of a possible complex emergency develop and maintain inter-agency contingency plans. Help finalise the inter-agency contingency planning guidelines for emergencies and disasters, and initiate a training programme for its use.

Information Management Thematic Network
Establish an Information Management Thematic Network (IMTN) within OCHA as an advisory board on information management strategy and systems development. The Network will provide strategic direction to the OCHA information management system, identify requirements and problems, and facilitate the implementation of solutions, including information management policies and standards.

ReliefWeb
Open a ReliefWeb antenna office in Asia, to ensure 24-hour coverage of complex emergencies and natural disasters, and to strengthen access to humanitarian information in the Asia time zones. Launch a newly designed Map Centre, with an expanded range of maps, imagery and geographic information products and services, and an online mapping service. Host an international symposium to share best practices and lessons learned in the exchange and management of humanitarian information.

Field Information Support
Work in cooperation with the inter-agency Geographic Information Support Team (GIST), e.g., to undertake preparedness actions, and support the setting-up of regional resource centres in Eastern Europe, Africa, Asia and Latin America. Finalise agreements with key actors for obtaining satellite imagery and other remote sensing data, and for sharing this data among humanitarian agencies. Deploy as part of the OCHA “surge capacity”, and help recruit and support information management staff for ongoing operations.

Information Technology Support
Complete the installation of Lotus Notes in all field offices. This will provide access to all major OCHA databases and applications regardless of the location of staff, a greater exchange of information, and increased efficiency. Coordinate and support the development of customised software applications for the special needs of OCHA headquarters and the field. Expand technical and training support to OCHA staff, including by establishing a Regional IT Officer for Africa, based in Nairobi.

Information Management/Dissemination
Take a leading role in developing and implementing OCHA’s overall Information Management System, including in defining users’ needs and in developing standards, policies and procedures. Maximise the consolidation of OCHA’s institutional memory into electronic databases for use at headquarters and in the field. Strengthen OCHA’S e-mail and fax capacity. Assume supervision of Registry functions in New York and Geneva, including increased use of computer technologies.
OCHA is creating a new Information Management and Technologies Support Project in order to strengthen its capacity in information management, which underlies much of the overall work of OCHA. Strengthening OCHA’s use of the best information management (IM) systems and information technologies (IT) will produce a marked increase in information flows and rapid access to the right information, both within OCHA and with its humanitarian partners. This will result in more efficient and rapid coordination efforts internationally and in-country.

To improve its efforts in this area, OCHA is taking a two-prong approach. The first is to systematically engage OCHA staff at headquarters and in the field in an ongoing dialogue about OCHA’s IM/IT needs and problems, and solutions to them. This will be done by establishing an OCHA Information Management Thematic Network. The Network will include representatives of all OCHA Branches and Sections, and of its field offices. It will meet on a regular basis (usually via teleconferencing, but at least annually face-to-face) to provide strategic direction and implementation support for OCHA’s IM and IT work.

The second approach is to strengthen OCHA’s IT/IM human resources and related support in order to handle the marked increase of OCHA activities in this area. Responsibility for coordination of OCHA’s IM/IT work, and directly implementing many key aspects, lies with Information Management / Dissemination, and Information Technologies Section of the Advocacy, External Relations, and Information Management Branch (AERIMB).

As this Section is already overstretched, increased capacity is needed in 2001 to handle an expanded workload. For example, in 2000 the Section more than doubled the number of staff online with OCHA Lotus Notes system, including staff in 13 OCHA field locations. Another 20 field locations will be linked to the system. This will create a major increase in the demand for technical support and IT/IM trouble-shooting.

A relevant workload expansion in 2001 relates to meeting the applications development needs of OCHA’s offices around the world. OCHA has an unusual breadth and complexity of work, with a range of emergency related functions, two headquarters offices, and a multitude of field locations. Therefore, a considerable number of customised software – i.e. applications – need to be developed and updated. It is crucial that this work be well coordinated and integrated to ensure maximum inter-operability, and to avoid duplication of effort and waste of funds. Thus, AERIMB needs the capacity to assist these offices in clarifying their applications development needs, identifying appropriate consultants to develop them, and monitoring and supporting this applications development process.

In order to carry out these and other expanded IM/IT work requirements in 2001, OCHA is seeking funding for two Professional staff, the equivalent of one full-time Consultant, and one General Service staff (together with their related support requirements):

- An Information Management / Technologies Officer will be based in the newly created AERIMB Information Management Section in Geneva. This Officer will act as a focal point for IT and IM related activities in the Geneva office. In particular, the Officer will maintain a dialogue between OCHA staff in Geneva and the AERIMB concerning IM/IT needs and problems, and ensure that effective solutions are implemented. This Officer will assist also with Geneva Help Desk support, provide direct IM/IT support to staff as needed, and supervise the Geneva Registry staff (including implementation of increased use of computer technologies in this work in coordination with the New York Registry).
- An Information Management Analyst will be based in New York to take the lead in identifying new OCHA information management needs. The Officer will propose new OCHA IM policies and standards as required, as well as necessary changes to the current IM systems or the development of new ones. The Officer will help evaluate new IM systems to ensure their smooth introduction, identify and help put in place the required changes in work processes, and help develop the necessary user training programmes.

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**PLANNED STAFFING FOR 2001**

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An Applications Development Coordinator will be based in New York, but with substantial travel to Geneva, and to selected field offices. This Consultant will have the OCHA-wide responsibility for coordinating the identification of needs for the development of special applications, working with the users to better specify these needs and the related technical requirements, identify appropriate consultants to undertake the technical work required, and to monitor and trouble-shoot this process.

An Information Dissemination Assistant (GS) based in New York will work within the Information Management / Dissemination component of the Branch. He / she will facilitate the information flow, maintain emergency contacts, and organise and index relevant generic or thematic information and reference material to be accessed electronically from OCHA Headquarters and from field offices.

**FIELD INFORMATION SUPPORT PROJECT**

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The rapid development of technologies, such as electronic databases, Geographic Information Systems and remote sensing, has created new opportunities to strengthen information functions in the field. Recent complex emergencies and natural disasters, for example the Kosovo crisis and the Mozambique floods, have demonstrated the importance of using new technologies in providing critical and accurate information to decision-makers.

In light of the above, OCHA initiated a Field Information Support (FIS) component in June 2000 within the AERIMB. The project has two main objectives:

- To strengthen OCHA’s and the wider humanitarian community’s capacity to carry out field-based information management functions in both new and ongoing complex emergencies and natural disasters. This is to be done both through pre-crisis preparedness activities, as well as coordination of information and analytical products for ongoing operations.

- To enable OCHA to deploy information management staff to the field in support of agencies, governments, and the Resident / Humanitarian Coordinators, as part of a larger “first wave” response to new emergencies and disasters.

The Field Information Support project works jointly with OCHA’s humanitarian partners in carrying out its work. Crucial to this team effort is the functioning of the Geographic Information Systems Team (GIST), a group of information managers from several United Nations agencies and donors including UNHCR, OCHA, UNICEF, WFP and FAO as well as the World Bank, USAID/OFDA and the Joint Research Centre (JRC) of the European Community. This team, chaired by OCHA, works together on identifying information management needs in the field, and in supporting solutions to them, ranging from deployment of the necessary staff through trouble-shooting implementation problems that may occur on the ground.

A related focus of the project is on the development of a common frame of reference for developing and sharing information management products. This Structured Humanitarian Assistance Reporting (SHARE) approach will provide a framework for systematic organising of critical information ready to be pooled, analysed, compared, contrasted, validated, reconciled and mapped. Most of the key actors are now involved with this development process, and are discussing how to more effectively implement this approach in practice on the ground.
YEAR 2001 PRIORITIES AND PLANNED ACTIVITIES

- Provide the necessary personnel and support to ensure that information management tasks, including the use of relevant technologies and the implementation of inter-agency information sharing procedures, are put in place from the beginning of new relief efforts.
- Provide essential GIS and mapping support to OCHA field operations, including technical support from headquarters and the deployment or recruitment of staff if needed. The component will increase its direct technical support capacity to field operations in the development and management of information products with the further development and training of its core consultant roster.
- Promote the creation of regional resource and coordination centres (e.g. in Africa) which can provide closer support for inter-agency information management efforts in the field, and provide strengthened preparedness (e.g. through preparation of relevant map layers and other information pre-crisis).
- Take a leading role in the completion of the Structured Humanitarian Assistance Reporting (SHARE) framework. This will provide an agreed, systematic way of organising critical information so that it can be pooled, analysed, compared, contrasted, validated, reconciled and mapped. Training on SHARE will be undertaken on an inter-agency basis.
- Reach agreements with data and remote sensing providers and developers, both in the public and private sectors, that allow inter-agency collection and sharing of such data. Seek to maximise the availability of remote sensing products to the international humanitarian community, including through proven dissemination mechanisms such as ReliefWeb.

In 2000, the Field Information Support Project

- Initiated its activities with the hiring of the head of the component and the transfer of the existing OCHA GIS Specialist/Data Coordinator to the project.
- Provided direct field assistance by deploying information management staff to the Horn of Africa, Russia, Gaza, Mozambique, the Balkans and Sierra Leone.
- Led the inter-agency work (GIST) on field information standards and served as the task manager of the United Nations Geographic Information Working Group on field applications (including UNHCR, WFP, FAO, UNICEF, OCHA, the World Bank, OFDA and the EU).
- Initiated operational linkages for the provision of information with key Government and United Nations agency partners and private companies such as Spot Image and ESRI.
In January 2000, ReliefWeb launched its redesigned website, giving it an updated look and state-of-the-art functionality. The new design greatly enhances accessibility and navigation to time-critical emergency reports, maps, appeals and contributions. The new site also features daily headlines on significant humanitarian issues and news.

During crisis periods, ReliefWeb receives up to one million hits a week, and serves as an indispensable decision-making tool for the humanitarian community. With users in over 170 countries, ReliefWeb is acknowledged as the premier on-line source of information, maps and financial tracking for both natural disasters and complex emergencies.

ReliefWeb is committed to facilitating field-based information exchange, and in 2000 the ReliefWeb’s Geographic Information Systems Unit was strengthened to become the Field Information Support Project (FIS). FIS coordinates information collection, standardisation and exchange among partners in the field, and promotes sharing of baseline geographic information and the use of Geographical Information System (GIS) technologies to support planning activities. ReliefWeb ensures the accessibility of this information on-line by providing field Web site development and hosting services, as well as a geographic information repository and gateway in the Map Centre.

In 2000, ReliefWeb

- Successfully launched a redesigned “ReliefWeb” site;
- Published over 16,000 documents, covering all aspects of humanitarian response efforts, as well as analyses, evaluations, and early warning reports on pre-crisis situations;
- Launched the ReliefWeb-via-e-mail service to allow users to subscribe to critical humanitarian information even in remote field locations;
- Strengthened partnerships with OCHA field offices and provided Web site development services and Internet hosting for field-based information;
- Added over 2,000 country specific background links to the By Country section;
- Redesigned and expanded the Map Centre and increased capacity to produce thematic maps depicting humanitarian information; and
- Was endorsed by IASC as the official source on training with ReliefWeb’s revitalised Humanitarian Training Inventory (HATI) section.

YEAR 2001 PRIORITIES AND PLANNED ACTIVITIES

ReliefWeb Coverage of the Asia-Pacific Region

To ensure 24-hour global coverage of complex emergencies and natural disasters, ReliefWeb will open an antenna office in Asia in early 2001. With an information management staff of two, ReliefWeb will ensure time-critical coverage of the region and thereby provide access to relevant information to the humanitarian community operating in the Asian time zone. With the development of new Asia-Pacific information partnerships, ReliefWeb will both extend its coverage of the region, and add to its more than 500 humanitarian information sources worldwide. (see detailed description under field offices in Asia).
Enhanced Geographic Information
ReliefWeb will launch a newly designed Map Centre to accommodate an expanded range of maps, imagery and geographic information products and services. Access by theme, source and keyword searches, as well as by geographic region and country, will greatly simplify navigation and access for ReliefWeb users. ReliefWeb, active in the exchange of geographic information, will also develop a repository in the new Map Centre to store and ensure the accessibility of shared geographic resources between and among humanitarian information partners. To ensure ReliefWeb users’ ability to maximise the use of this expanded range of shared geographic data, the Map Centre will offer an on-line mapping service.

Financial Tracking System (FTS)
In collaboration with the Response Coordination Branch (RCB), ReliefWeb will launch a completely redesigned, automated system for the tracking of financial contributions to both complex emergencies and natural disasters. By combining historical and current data into an integrated system, the new FTS will allow up-to-the-minute contributions reporting, as well as provide the ability to enter information on new donations via the Web.

Symposium on Best Practices in Humanitarian Information Exchange
As part of ReliefWeb’s ongoing leadership in the field of humanitarian information, ReliefWeb in collaboration with the Field Information Support Project, will host an international symposium to share best practices and lessons learned in the exchange and management of humanitarian information. The symposium will allow information professionals to share their expertise and find common solutions to challenges in the collection, exchange, standardisation, integration and management of humanitarian information, both internationally and in the field, and to discuss the latest information and communication technologies.

Virtual Humanitarian Library
ReliefWeb is expanding the range of humanitarian documentation available in its library to include research and analysis, lessons-learned, reference materials and other related reports, manuals and annuals. To ensure easy access and navigation, ReliefWeb will design a “Virtual Humanitarian Library” with fully catalogued electronic documents that are appropriately classified and searchable by title, keyword, format and source or author.

Automation
Using state-of-the-art technologies, ReliefWeb will improve the efficiency of its humanitarian information services by automating the Vacancies, Training and Directory sections. ReliefWeb clients of these services will thus be able to directly submit on-line forms to post their job vacancies, announce training initiatives and update their organisational contact information. These sections will be further developed to enhance usability and navigation. ReliefWeb remains committed to the continual improvement of its information resources in order to better serve the international humanitarian community.
OCHA has several types of presence in the field. Most frequently, OCHA offices are established in response to a complex emergency. The ERC may appoint, after consultation with the IASC, a Humanitarian Coordinator to ensure effective field-level coordination of humanitarian operations. Alternatively, the Resident Coordinator, SRSG, or a lead agency may be assigned field-level humanitarian-coordination functions. OCHA field offices, all funded from voluntary contributions, provide support to the Resident / Humanitarian Coordinator or other coordination mechanism to ensure that a common humanitarian strategy at global and sectoral levels is put together and implemented by the inter-agency Country Team. Field Offices range from one international or national officer with local support staff (DPRK) to 13 international staff or more, such as in Luanda. OCHA also has offices of Regional Disaster Response Advisors for Asia, South Pacific and South America. A third category of OCHA field presence are the three offices of the Integrated Regional Information Networks (IRIN) in Africa, and for the Central Asia region located in the OCHA office in Islamabad.

In order to add value to humanitarian operations in various contexts, the services provided by OCHA field offices remain within OCHA's core mandate but are tailored to the needs of each particular operation, i.e. advocating for stronger donor engagement; negotiating access to vulnerable populations; and leading inter-agency assessment / monitoring missions. Because of OCHA's service orientation, the functions of the office must be flexible to respond to conditions on the ground. Functions may also change over time as the operation moves, for instance, from an emergency phase, to a protracted emergency phase. Field staffing levels and profiles are constantly reviewed to allow them to perform the required functions.

The following is the range of functions most often taken on by OCHA field offices:

**OCHA presence** (Head of Office): supports the HC in providing leadership and vision to the Country Team in strategy-setting, scenario-building, leading assessment missions, and putting together a well-coordinated response plan for the country. One of the primary mechanisms for agreeing on and implementing a country strategy is the Consolidated Appeals Process.

**Field operations:** in order for humanitarian assistance to be effective, coordination is required, not only in the capital, but also in areas of the country which are hubs for humanitarian activity, helping to identify gaps in assistance and facilitating information sharing.

**Information products:** identify information needs and seek to meet them using the latest information technology (e.g., mapping, databases); produce public information materials, such as sit-reps, briefing notes and maps; help in drafting key official documents; and develop a distribution network for products.

**Natural disaster expertise:** in countries prone to natural disasters, short- or longer-term staff with natural disaster expertise may be needed to support a response, or to ensure that natural disasters are taken sufficiently into account during strategy-setting, early warning, and scenario-building.

**External and/or donor relations:** depending on the operation, it may be necessary to have a dedicated external and/or donor relations officer who provides information for mass media consumption, maintains regular contact with donors on funding and strategic issues, and facilitates financial reporting.

**Policy guidance:** some operations may demand a short- or longer-term policy capacity to assist the country team in developing an overall strategy, or to provide specific guidance on, for instance, the United Nations policy in regards to an issue facing the country (i.e., forced relocation, linking relief and development programmes, sanctions).

**Advocacy:** on a short- or long-term basis, as required, staff assist the Country Team in identifying issues that require advocacy in order for the United Nations and its partners to do their work (e.g., access to people in need, lack of donor funding). Develop an advocacy strategy with a coherent implementation plan.
**Humanitarian community liaison**: larger operations, with numerous non United Nations humanitarian actors, may require a dedicated liaison function to ensure good coordination with international and non-governmental organisations.

**Early warning and contingency planning**: every office monitors events to ensure early warning and planning for contingencies as part of its overall functions. However, it may also be necessary to have a dedicated function, on a short- or longer-term basis.

**Administrative / financial support**: at the inception of an OCHA office, to ensure that proper administrative and financial procedures are put in place. Depending on the operation, such a function may need to continue; ensure the capacity to review and assist field offices in administrative issues.

In 2001, OCHA will close its office in the Republic of Congo, where the focus is shifting from humanitarian aid to development cooperation, and open new offices or enlarge its presence in Indonesia, DRC, North Caucasus / Russia. OCHA will then be present in 28 countries and regions in Africa, Europe, Asia and Latin America: Angola, Kenya (regional office for the Great Lakes region and Central Africa), Burundi, the Democratic Republic of the Congo, the Republic of the Congo (until mid-2001), Rwanda, Uganda, Eritrea, Ethiopia, Sierra Leone, Somalia, the Sudan, Southeastern Europe (Bosnia and Hercegovina and the Federal Republic of Yugoslavia, including Kosovo), the Russian Federation, Georgia, Tajikistan, Afghanistan, the Democratic People's Republic of Korea, Fiji, Peru, Japan, and Colombia. OCHA is also present in South Africa and Ivory Coast with IRIN offices. Furthermore, temporary presence has been established in Guinea and Liberia in support of the Resident Coordinators in those countries, and in the Occupied Palestinian Territory.
Despite tangible improvements during 2000, Angola’s humanitarian situation remains serious and may deteriorate during 2001 if assistance is reduced either too quickly or significantly. Due to acute vulnerability among a large percentage of the Angolan population, the scope of the humanitarian operation remains extensive. At least four million people, close to 25 per cent of the population, received some form of assistance during 2000. According to UNICEF, Angola is one of the worst countries in the world to be a child. One third of all children die before they reach the age of five. More than 75 per cent of the entire population lives below the poverty line and 53 per cent of young people are stunted because they do not receive adequate nutrition.

Although similar numbers of displaced and resident populations are expected to receive aid in 2001, the overall direction of the humanitarian operation will shift. Food agencies will move from general distributions to targeted assistance for the most vulnerable groups. Food production will be bolstered by food-for-work and agricultural programmes. Real efforts will be made to lower mortality and morbidity rates through integrated water and sanitation, and mother and child health-care programmes. Programmes will be integrated across sectors for each caseload at the provincial level in accordance with the Government’s policy of decentralisation. Mine action will be fully incorporated into the humanitarian operation with activities undertaken in high priority areas. Building on initiatives already under way, agencies will work under the leadership of the Government to address protection issues.

As in previous years, overall coordination of the operation will be undertaken by the Ministry of Social Affairs and Reintegration (MINARS) on the part of the Government and by the Humanitarian Coordinator on the part of the United Nations, supported by OCHA, which will continue to serve as the Coordinator’s secretariat. Seven United Nations agencies, 95 international NGOs and more than 280 national NGOs and church organisations will work on the basis of these strategies, providing emergency and emergency recovery assistance to both host and displaced communities. Their efforts will be coordinated with seven technical ministries and departments within the Government and provincial authorities. A key aim will be to support the Government in taking concrete steps to strengthen coordination and to encourage the channelling of more Government resources into emergency programmes and the social sectors.

The adjustments in the humanitarian operation reflect the priorities of the Government including increased decentralisation, flexible programming and more...
transparent coordination. The aim of the humanitarian partners is to develop an assistance framework flexible enough to deal with changing conditions along the spectrum of emergency, emergency recovery and transition, but which also ensures integrated and rights-based programming. The components for 2001 are:

(a) strengthening of existing coordination structures; (b) unification of assessment methodologies and strengthening of assessment mechanisms; (c) unification of monitoring indicators and creation of practical monitoring mechanisms; and (d) consolidation and expansion of capacity-building and institutional development.

In 2000, OCHA office in Angola:

Under the leadership of the Humanitarian Coordinator, OCHA Angola was instrumental in facilitating the coordination of humanitarian assistance through a series of inter-linked activities:

- Following an inter-agency mission in March, led by the Emergency Relief Coordinator a.i., the Office coordinated a rapid assessment of critical needs. During the assessment, 14 inter-agency teams visited 31 locations in ten provinces. The assessment confirmed that in many communities the needs of the most vulnerable populations were not being met, leaving them on the brink of survival.
- To implement the recommendations contained in the report on the rapid assessment of critical needs, the Office supported an inter-agency technical working group convened by the Government. The working group, which included seven ministries and departments, United Nations agencies and NGOs, was responsible for developing a national plan of emergency action with the roles and responsibilities of each partner clearly defined. The national Plan was incorporated into the Mid-year Review of the Appeal and formed the framework for humanitarian interventions during the second half of 2000.
- To ensure the effective coordination of humanitarian assistance programmes at the provincial level, the Unit supported its Government counterpart, Technical Unit for the Coordination of Humanitarian Assistance (UTCAG), in convening a provincial planning workshop in Luanda in September. During the workshop, more than 90 delegates from Government ministries, United Nations agencies and NGOs were trained in emergency planning. At the provincial level, OCHA field advisors assisted local government staff in the drafting of provincial plans of emergency action. Based on the national framework and incorporating other initiatives, the provincial plans outline concrete steps for each sector, many of which are integrated into the 2001 Consolidated Inter-Agency Appeal.
- In a major step forward, MINARS and OCHA worked closely together to develop minimum operational standards for the resettlement and return of displaced populations. The norms describe preconditions for resettlement as well as targets for post-relocation assistance and were formally approved by the Council of Ministers in mid-October.
- To facilitate the implementation of the recommendations of the Rapid Assessment report, the Office, through its Emergency Response Fund (ERF), funded 27 projects during the first nine months of the year, including approximately US$ 1 million disbursed to NGOs in support of the national emergency seeds and tools campaign;
- In an effort to strengthen strategic coordination, the Office established and facilitated an inter-agency technical team. A key aim of this team is to work with Government ministries and departments to ensure that unified assessment methodologies are adopted and that beneficiaries are included in initiatives. In addition, the technical team is helping to develop strategies determining appropriate interventions to meet the needs of populations at risk in locations recently accessible to humanitarian actors;
- In order to strengthen the capacity of the Luanda team to respond rapidly to changes and needs in the field where OCHA has nine field advisors, an operations room was established in the Luanda office;
- In conjunction with UNHCR, the Office participated in the development of a working group on protection of internally displaced persons. The group is working closely with Government representatives to facilitate a national strategy aimed at strengthening the response capacities of provincial and national actors; and
- An OCHA review of the Angola office was undertaken in September 2000. The review presented a number of major recommendations for reorganising and strengthening the office and ensuring effective coordination of humanitarian assistance.

YEAR 2001 PRIORITIES AND PLANNED ACTIVITIES

- Ensure the provision of effective, quality assistance and protection to internally displaced persons (IDPs) through improved coordination structures;
- Develop into a centre of excellence for quality information on the humanitarian situation;
- Remain a reference point for ensuring minimum standards in the provision of humanitarian assistance;
- Be an interlocutor with the Government and all parties, on behalf of the humanitarian community, on access;
- Help to strengthen the partnership with the Government, United Nations agencies, donors and NGOs; and
- Develop an exit strategy for OCHA by training national officers for a future take-over of responsibilities from international staff.

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Mozambique was hit by heavy rains and subsequent flooding in February and March 2000. The six southern and central provinces of Maputo, Gaza, Inhambane, Sofala and Manica, as well as Maputo City, experienced the most devastating floods in 50 years. Some 4.5 million people were affected. An estimated 650,000 persons were displaced and some 700 persons lost their lives. The impact of the floods on all sectors of the economy was enormous. The Government estimated the direct and indirect losses to the economy at around US$ 600 million.

The National Institute for Disaster Management (INGC), the operational arm of the Government in cases of emergencies, worked closely with the United Nations Country Team and other partners. Within the INGC, the coordination mechanism was set up with support from the United Nations system and the United Nations Disaster Assessment and Coordination (UNDAC) Teams fielded by OCHA. Regular information sharing meetings were held with the participation of Government ministries, United Nations agencies, donors and NGOs. Sectoral working groups and a joint logistics cell were established for a coordinated approach to the rescue and relief distribution operations.

The generous support from the international community was demonstrated throughout the emergency and culminated in the International Conference on the Reconstruction of Mozambique, organised by UNDP with the Government of Mozambique in Rome on 3 and 4 May 2000, where US$ 452.9 million were pledged. While the reconstruction process marked considerable progress during the year 2000, more efforts in restoring the country and preparing for another disaster will be required for 2001.

In 2001, OCHA will continue supporting the United Nations Resident Coordinator and the United Nations country team’s efforts to strengthen their capacity for disaster management. In November 2000, at the request of the Resident Coordinator, OCHA facilitated fielding of consultants to assist the United Nations country team in preparing a United Nations contingency plan. The preparation of contingency plans for the United Nations and the Government was identified as one of the priorities at the national lessons-learned workshop organised by the Government together with the United Nations in September 2000. Based on the recommendations from the consultants and at the request from the United Nations Resident Coordinator, OCHA will facilitate the recruitment of two staff by the Resident Coordinator’s office for six months starting from January 2001. The additional two staff members will backstop the Resident Coordinator in coordination and the INGC in developing and maintaining databases for rapid needs assessment, and base tabular and geographic data. The UK Government through OCHA has funded these posts which are envisaged to support the United Nations country team and the INGC in fully preparing themselves for another potential flood emergency in 2001.
In 2000, OCHA:

- Dispatched three UNDAC teams to Mozambique to assist the United Nations Country Team and the National Institute for Disaster Management (INGC);
- Assisted the United Nations Country Team in preparing two major emergency appeals in cooperation with the Government to mobilise international assistance;
- Played a prominent role in coordination by the appointment of the Assistant Emergency Relief Coordinator as Special Envoy of the Secretary-General for Mozambique;
- Provided staffing support to the INGC and assisted the Government and the UNRC's office with the coordination and monitoring of tasks until the end of the transitional phase from emergency, in September 2000;
- Participated in the national lessons-learned workshop organised by the Government together with the United Nations system and funded by the United Kingdom through OCHA; and
- Facilitated in November, at the request of the Resident Coordinator, fielding of consultants to assist the United Nations country team to prepare a United Nations Contingency Plan.

YEAR 2001 PRIORITIES AND PLANNED ACTIVITIES

- Continue support to the RC and country team to follow through on the contingency plan;
- Facilitate identification and recruitment of two staff members;
- In cooperation with the RC and the United Nations country team, ensure accountable reporting to donors on contributions made available through OCHA for the victims of the floods in 2000; and
- Maintain close links with the United Nations RC's office to be prepared for further flooding in 2001.
OCHA will appoint one Regional Disaster Response Advisor to be based in Southern Africa to assist the governments and the United Nations agencies in strengthening national and disaster management capacities, including early warning efforts, to respond to emergencies. Regional solidarity has already been demonstrated by the Southern Africa Development Community (SADC) countries, especially South Africa and Malawi, by making available assets including helicopters for search and rescue operations in Mozambique. The final communiqué of the extraordinary summit of the SADC Heads of State held in Maputo on 14 March 2000 also expressed the need for strengthening regional cooperation through the establishment of a regional institutional mechanism for disaster preparedness and management which could reduce the impacts of disasters. As a follow-up, UNDP led a joint UNDP, SADC, and OCHA mission to carry out a feasibility study and conceptual design for a regional institutional mechanism for disaster management within the SADC region. It appears pertinent to link this SADC initiative to the OCHA role in disaster management, by placing one Advisor in Southern Africa (the duty station being determined).

The Advisor will carry out the following functions:
- Support the establishment of regional disaster management mechanisms, with the governments and the United Nations agencies to address the issue of disaster response;
- Provide technical assistance in preparation and improvement of national and regional disaster management and contingency plans, by participating in damage and needs assessment, information management, response planning, coordination of relief operations and mobilisation of international relief resources (including the preparation of appeals);
- Lead and participate in disaster response coordination teams (UNDMTs / UNDAC teams);
- Provide assistance in training / seminars through the UNDMT;
- Organise and/or participate in training activities, workshops, seminars and post-disaster analysis activities with a focus on natural disaster response and response preparedness at regional and national levels;
Facilitate reporting on funds and resources mobilised by the international community in response to a disaster and advise on the management of funds channelled through OCHA;

Conduct or participate in post-emergency evaluations to review the response effort identifying the gaps that need to be filled, and to look ahead at preventive approaches, together with the governments, UNDP and other United Nations agencies, and

Assist in the follow-up to the African Symposium as appropriate.

OCHA plans to appoint the second Regional Disaster Response Advisor to be based in Western Africa in 2002. The terms of reference for the Regional Disaster Response Advisor for Western Africa with a different geographical focus, will be the same as for the OCHA Advisor for Southern Africa.
Since 1996 when the OCHA Regional Office for the Great Lakes Region (GLR) was established, the different interrelated crises in the countries of the region have worsened. Although the Republic of Congo, Rwanda and Tanzania are not currently at war, these three countries are impacted, either directly or indirectly, by the devastating conflicts affecting Burundi, the Democratic Republic of the Congo and Uganda, picking up the pieces of recent tragedies and/or coping with extreme poverty. Region-wide, the caseload of IDPs and refugees is expected to increase from 4,095,000 to almost five million in 2001. In addition to these well-defined categories, other groups, more difficult to classify or enumerate, are equally vulnerable, and estimated at more than 19 million people. Most of these people are deprived of health or educational facilities due to the destruction of health care centres and schools, thus increasing vulnerability. In this context, diseases are spreading very fast, especially cholera, water-borne diseases, malaria, sleeping sickness and HIV-AIDS. Malnutrition is also a major concern with severe malnutrition among children-under-five reaching serious proportions, as in Burundi (20 per cent) or the Democratic Republic of the Congo (10.6 per cent). The survival mechanisms of a growing number of people are diminishing day by day as the conflicts in which they are living continue to push them further into the poverty trap.

The working environment is also becoming more and more complex. It is today characterised by a proliferation of belligerents, State and non-State actors, external backers, plus a multitude of criminal groups or bandits. In this context, human rights as well as international humanitarian law are violated, disregarded, transgressed, and the innocent populations as well as the humanitarian workers are the first ones to suffer. Besides the physical and psychological abuse of human beings and harassment or even murder of humanitarian workers, the warmongering and consequent access restrictions result in a shrinking humanitarian space. Thousands of war victims remain inaccessible, and unattended as a result.

As the role of OCHA is, above all, to facilitate the provision of humanitarian assistance, the OCHA Regional Office for the GLR is in a central position to tackle the various issues and problems limiting or preventing an efficient humanitarian response.

Furthermore, the SRSG, assisted by the OCHA Regional Office, is the principal advocate for common political and humanitarian actions, principles and policies in the region.
YEAR 2001 PRIORITIES AND PLANNED ACTIVITIES

The core functions of the OCHA regional office for the GLR encompass liaison and support to the SRSG for the GLR, the Nairobi-based partners (donors, United Nations agencies, NGOs, International Organizations), and the OCHA offices in the Great Lakes region (Kampala, Bujumbura, Kigali, Kinshasa, Goma, Brazzaville and Dolisie). These core functions will be reviewed and defined more clearly during 2001. In addition to the core functions stated, and in line with the common Humanitarian Strategy adopted by the United Nations agencies at Great Lakes level, the OCHA regional office for the GLR will focus its efforts on:

- Improving access to victims and security and safety of humanitarian personnel;
- Increasing the level of funding of humanitarian programmes in the region;
- Augmenting the level and the quality of information on the humanitarian situation among all concerned;
- Strengthening support to field offices;
- Enhancing regional preparedness.

More specifically, the office will concentrate on the following activities:

- Provision of security training to OCHA personnel deployed in the field;
- Advocacy for respect of human rights and humanitarian laws in various circles;
- Finalisation of the standardised “Principles of Conduct” and “Ground Rules Agreement” at Great Lakes and Horn of Africa levels;
- Organisation of joint missions of United Nations, donor and NGO regional representatives to areas of humanitarian concern in the field;
- Sensitisation of media so as to increase media coverage on the GLR crises and to raise the level of interest of the international community;
- Further development of a database for use by the humanitarian community;

In 2000, OCHA office in the Great Lakes Region of Central Africa:

- Strengthened the coordination at regional level through the organisation of regular information and coordination meetings, such as the monthly Steering Committee for donors and United Nations agencies, the monthly United Nations Coordination Forum, and the fortnightly Information Exchange Forum for all humanitarian stakeholders;
- Initiated the standardisation of two generic humanitarian documents: the “Principles of Conduct” and “Ground Rules Agreement”, so as to facilitate the work and negotiations of humanitarian teams in a complex emergency environment;
- Continued and strengthened the Regional Contingency Planning process enabling the identification of the most-likely scenarios, corresponding affected caseloads and required intervention strategies. The process was shared with the donor community so as to plan in advance for additional funding;
- Developed and strengthened relations amongst OCHA offices in Nairobi (OCHA Sudan, OCHA Somalia, OCHA Kenya, IRIN and the Great Lakes office) with a view to tackling policy issues and benefiting from each others’ experiences;
- Continued and expanded the OCHA regional workshops with the participation of Somalia and Sudan, and focused on thematic issues such as advocacy, humanitarian principles, public information, etc. (three workshops were organised in 2000);
- Initiated a study on armed non-state actors in the Great Lakes region with a view to facilitating future engagement and negotiations with these groups in order to increase humanitarian access to victims and improve the security and safety of humanitarian workers;
- Strengthened fund-raising activities for humanitarian operations in the region through regular contacts / briefings with donors, the establishment and in-depth documentation of donor profiles, shared amongst all humanitarian partners, and the coordination and elaboration of the Regional Consolidated Appeal for the Great Lakes Region;
- Developed a training capacity: training sessions on security, information and international humanitarian law were organised in 2000;
- Provided backstopping for the Burundi, Rwanda, Uganda and Democratic Republic of the Congo offices on several occasions and provided logistical support to OCHA Field Coordination Units in the region;
- Developed a regional humanitarian database containing data on affected populations, activities, actor profiles and funding. The database is complemented by a mapping facility;
- Ensured a comprehensive flow of information on humanitarian issues and concerns to all partners (various ad hoc briefing sessions organised for visitors from different capitals, an internal weekly sitrep continued and regular Affected Populations Report continued);
- Collaborated with the Regional Humanitarian Coordinator for the Drought in the Horn of Africa in the collection and analysis of related information, the production of a drought update in the Great Lakes and ad hoc information; and
- Provided support and advice to the Special Representative of the Secretary-General for the Great Lakes.

YEAR 2001 PRIORITIES AND PLANNED ACTIVITIES

The core functions of the OCHA regional office for the GLR encompass liaison and support to the SRSG for the GLR, the Nairobi-based partners (donors, United Nations agencies, NGOs, International Organizations), and the OCHA offices in the Great Lakes region (Kampala, Bujumbura, Kigali, Kinshasa, Goma, Brazzaville and Dolisie). These core functions will be reviewed and defined more clearly during 2001. In addition to the core functions stated, and in line with the common Humanitarian Strategy adopted by the United Nations agencies at Great Lakes level, the OCHA regional office for the GLR will focus its efforts on:

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More specifically, the office will concentrate on the following activities:

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- Finalisation of the standardised “Principles of Conduct” and “Ground Rules Agreement” at Great Lakes and Horn of Africa levels;
- Organisation of joint missions of United Nations, donor and NGO regional representatives to areas of humanitarian concern in the field;
- Sensitisation of media so as to increase media coverage on the GLR crises and to raise the level of interest of the international community;
- Further development of a database for use by the humanitarian community;
● Continuation and strengthening of the Information Exchange Forum, Steering Committee and United Nations coordination meetings;
● Systematic circulation of humanitarian reports with a view to constituting a humanitarian library available on the Web;
● Backstopping of OCHA field offices with the rapid deployment of an OCHA regional staff member to the field;
● Update and follow-up of Regional Contingency Plan meetings with sensitisation and participation of donors enabling quick response to emergencies and establishment of regional stocks.

The OCHA regional office for the GLR will be composed of five international staff members, one Senior Humanitarian Affairs Officer / Head of Office, whose role is also to advise the Special Representative of the Secretary-General for the Great Lakes Region on humanitarian issues and problems, assisted by three Humanitarian Affairs Officers. Such a level of staffing allows for rapid backstopping and the dedication of one person to research issues (such as the documentation on armed non-State actors carried out in 2000), and for an efficient follow-up of activities in the six concerned countries in order to ensure proper briefings for regional partners.

In 2001 the Office will also be the base for the first OCHA regional Information Technologies Officer working for the Advocacy, External Relations and Information Management Branch, who will support OCHA field offices across Africa. This will include managing the proper functioning of computers and related equipment (including the necessary connectivity), advising on the purchase of new equipment, providing technical assistance with Information Technology aspects of projects undertaken by these offices, and linking with the IT systems at OCHA Headquarters. This person will also assist with the OCHA “surge capacity” by directly assisting with the setting-up of any new OCHA offices in Africa.
The protraction of the armed conflict throughout 2000 continued to dramatically affect the humanitarian situation in Burundi, with particular regard to internally displaced persons (IDPs), women and children. The closure of all "regroupment" camps in Bujumbura Rural province (completed by end July 2000), as well as the reinstallation of a considerable number of IDPs in Bubanza province (October 2000), led to a significant decrease in the number of displaced persons living in sites (from 800,000 to 325,000). However, it is estimated that the overall number of IDPs in the country still stands at some 500,000. In addition, over the course of the year the number of Burundian refugees living in camps abroad increased to 370,000 of whom 350,000 remain in Tanzania. Two consecutive droughts, which affected a combined total of 1.5 million people, added a further dimension to the suffering of the most vulnerable and led to considerable population and livestock movements.

Encouraging political developments in the second half of the year, namely the signature of the Arusha Peace Accord by all 19 Burundian parties to the negotiation process, created a new atmosphere of cautious optimism. The international community is called upon to support the Burundian society in getting prepared to face the challenges and the needs that the country will be confronted with once peace and security are restored. The successful implementation of the peace agreement, however, is still surrounded by uncertainty. The security situation remained extremely fragile throughout the year, particularly in the southern and eastern provinces. This continued to have a negative impact on the degree and continuity of access to vulnerable populations by humanitarian agencies. On the other hand, a review of the security phase structure conducted in April 2000 led to a phase reduction (from IV to III) for 11 of the 17 provinces in the country, which paved the way for a substantial re-dynamisation of United Nations humanitarian activities.

The OCHA office in Burundi has been experiencing difficulties with regard to the continuing vacuum in the leadership of the OCHA office. Of the 12 national staff, none are professional staff. This should be rectified in 2001. Despite considerable constraints encountered, in terms of frequent staff changes, the office continued to support the Humanitarian Coordinator, mainly by collecting, analysing and disseminating information, maintaining contact with more than 50 international NGOs and facilitating coordinated planning, in particular concerning joint evaluation missions. The support provided to OCHA Burundi by The Netherlands, Norway, Sweden, and the United States in 2000 was important.
In 2000, OCHA office in Burundi:

- Organised and led, with particular regard to the “regroupment” crisis in Bujumbura Rural, rapid assessment teams that evaluated the most urgent needs and identified primary assistance requirements;
- Facilitated the weekly United Nations / NGO contact group and other inter-agency planning forums to support the exchange of information on humanitarian activities and developments in the field, as well as to initiate follow-up action;
- Continued to facilitate coordination both at central and at provincial level, through participation in the meetings of the Thematic Groups and of the Provincial Focal Points;
- Monitored the CAP 2000 and coordinated the preparation of the CAP 2001;
- Supported the humanitarian coordinator in the preparation and launching of the United Nations System Emergency Plan for Burundi;
- Facilitated the development by the humanitarian community in Burundi of a Common Framework of Reference for Humanitarian Intervention, built around a Review of the Common Humanitarian Strategy, the Principles of Engagement and the Guiding Principles for Humanitarian Intervention; OCHA Burundi also supported OCHA HQ in reviewing the IASC policy on “regroupment” and promoted its dissemination and implementation;
- Supported the visit of the Senior Coordinator of the Network on IDPs to Burundi. This important programme event presented a number of recommendations;
- Consolidated its database on IDPs and prepared specialised maps, charts and graphic supports regarding the humanitarian situation on the ground and the activities of humanitarian agencies for information, programme and planning purposes;
- Initiated and jointly coordinated the work for the preparation of a country plan on IDPs; and
- Commenced activities to establish links between Humanitarian Aid and Peace / Reconciliation (a national staff member was hired to strengthen the coordination between the two dimensions).

YEAR 2001 PRIORITIES AND PLANNED ACTIVITIES

- Re-establish a strong leadership in the management of the OCHA office;
- Intensify the deployment of inter-agency (United Nations / NGO) multidisciplinary rapid reaction teams, with the aim to conduct joint needs assessment missions and ensure the appropriate follow-up;
- Ensure that sectoral and provincial coordination forums convene on a regular basis, in consultation with the designated lead agencies, and are systematically attended by the appropriate humanitarian affairs officer;
- Strengthen existing coordination forums / mechanisms for proactive joint analysis and strategic planning in respect of key issues of fundamental principles and policy (in particular through the revitalisation of the “humanitarian think tank”);
- Support the further development and implementation of the Common Framework of Reference for Humanitarian Intervention, building upon the significant achievements of 1999 and 2000;
- Strengthen information activities, including the preparation of regular reports on humanitarian operations, advocacy documents, a weekly humanitarian update and a monthly humanitarian bulletin;
- Improve the database on IDPs, with particular regard to the displaced populations who do not live in sites, as well as the general database on humanitarian activities on the ground; and
- Improve capacities with regard to natural calamities, especially in terms of monitoring and needs assessment activities, with a special attention to the longstanding problem of drought.
Since August 1998, the war in Democratic Republic of the Congo (DRC) has only intensified and become the largest conflict in modern African history, involving many African countries, several rebel movements and non-State armed groups.

The Lusaka Agreement signed on 10 July 1999 by all major parties to the conflict has been repeatedly violated and there has been little progress in national dialogue and reconciliation initiatives. These circumstances have postponed the deployment of the United Nations Peacekeeping force (MONUC) in DRC.

After 27 months of war, more than 1,800,000 persons, have been displaced, mainly in North and South Kivu, Province Oriental and Katanga and Equator Provinces. Efforts deployed by the United Nations and the humanitarian community in 2000 to access these populations were confronted with bureaucratic constraints and growing insecurity.

More than 310,000 Congolese have sought refuge in neighbouring countries and the regionalisation of the war has created new refugee influxes into DRC. There are now some 330,000 Sudanese, Angolan, Congolese (from the Republic of the Congo), Burundian and Rwandan refugees in DRC.

The number of humanitarian actors responding to the Congolese crisis has risen considerably since the beginning of the war. Currently, there are an estimated 40 international NGOs, 11 United Nations agencies, and the Red Cross family is represented by the International Committee for the Red Cross (ICRC), the International Federation of Red Cross and Red Crescent Societies (IFRC), Congolese and other national Red Cross societies operating in all 11 provinces of DRC.

The unprecedented scale and variety of humanitarian emergencies during 2000 have underlined the important role of OCHA in developing common humanitarian strategies but also in implementing, consolidating and facilitating emergency interventions.

OCHA supported and contributed to large humanitarian initiatives by negotiating access to vulnerable populations, promoting international humanitarian law and organising joint United Nations NGO assessment missions to previously inaccessible areas. The expansion of its structure through the establishment of three sub-offices, in Mbandaka, Bunia and Gbadolite in addition to the existing ones in Kinshasa, Kisangani, Goma and Bukavu strengthened the OCHA information collection network, analysis and response capacities as well as sound methodologies for collection and treatment of statistics on

<table>
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<th>YEAR 2000</th>
<th>YEAR 2001</th>
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<tr>
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**Year 2002 Estimated Requirements**

**US$ 2,863,500**

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<th>PLANNED STAFFING FOR 2001</th>
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<tbody>
<tr>
<td>International</td>
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<td>Professional</td>
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<td>General Service</td>
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OCHA OFFICES IN THE FIELD

DEMOCRATIC REPUBLIC OF THE CONGO (DRC)
internally displaced persons (IDPs). The management of the Emergency Humanitarian Interventions programme (EHI) enabled the humanitarian community to respond to arising emergencies.

In 2001, OCHA will continue its support to humanitarian coordination but also implement new strategies: launch exchanges across the front line, negotiate the opening of humanitarian corridors to access the most vulnerable populations and sensitize all belligerents on principles of humanitarian interventions.

Comprehensive support will be provided to the United Nations Humanitarian Coordinator and through him/her to the Special Representative of the United Nations Secretary-General in DRC. This includes policy recommendations, analyses of the social, economic and humanitarian situation, liaison with international and local humanitarian partners and local authorities.

To achieve these tasks, the OCHA office in DRC will continue to expand its presence in the field by the deployment of additional humanitarian affairs officers, and the opening of three sub-offices in Lubumbashi, Kalemie and Kindu in addition to the existing seven in Bunia, Kisangani, Goma, Gbadolite, Bukavu, Mbandaka and Kinshasa.

In 2000, the OCHA office in the Democratic Republic of the Congo:

- Developed and implemented a common humanitarian strategy for the United Nations system and the relief community for South and North Kivu, Province Oriental and Equator and partially Katanga Provinces;
- Strengthened the emergency response capacity of the United Nations agencies through the “Emergency Humanitarian Interventions programme” and implemented 27 emergency interventions;
- Advocated and promoted respect for humanitarian principles;
- Produced comprehensive analyses on the social and economic situation in main towns (in Kinshasa, Eastern Kasai, Western Kasai, Katanga and other eastern Provinces);
- Monitored population movements country-wide (internally displaced persons, returnees, dispersed persons);
- Negotiated access with DRC Government and rebel authorities;
- Organised and led inter-agency and United Nations / NGO / authorities assessment missions in Kasai Oriental, Kasai Occidental, Katanga, South Kivu, North Kivu, Equator and Oriental Provinces;
- Implemented the post crisis action plan for Kisangani and evaluated the needs and the mechanisms for rapid recovery of the town;
- Facilitated a nation-wide State exam campaign;
- Supported and facilitated (United Nations agencies) humanitarian actions by:
  - Conducted (in conjunction with WHO / UNFPA) a mortality survey in Kinshasa; and
  - Hosted and participated in the inter-agency mission led by the AERC in November 2000 that reviewed the humanitarian coordination arrangements in the country.

YEAR 2001 PRIORITIES AND PLANNED ACTIVITIES

- Increase the Emergency Response capacity of the United Nations system through the “Emergency Response Fund” (previously the Emergency Humanitarian Interventions programme);
- Strengthen coordination dynamics between the humanitarian community and local authorities and establish United Nations / NGO / authorities consultative bodies;
- Facilitate the decision making process and provide policy recommendation and guidance in the field of humanitarian assistance;
- Analyse the dynamics of the humanitarian situation in DRC;
- Monitor displaced population movements and assess their needs;
- Provide analytical support to the United Nations system and the relief community in general;
- Rectify the staffing situation to include national professional officers;
- Facilitate the nation-wide State exam coverage;
- Ensure rapid stabilisation of the humanitarian situation in areas affected by acute crises;
- Support and enhance economic, social and humanitarian exchanges between various provinces of DRC;
- Advocate the adherence to humanitarian principles;
- Sensitise belligerents on the need for humanitarian assistance; and
- Provide a comprehensive action plan for humanitarian emergencies.
The past year has shown drastic changes/improvement in the humanitarian situation in the Republic of the Congo (ROC) following the signature by almost all of the belligerents of a reinforced Ceasefire and Cessation of Hostilities Agreement on 29 December 1999. The ceasefire took hold at the beginning of the year and, still prevails. By end-October, of the estimated 810,000 displaced persons (including tens of thousands of refugees in the Democratic Republic of Congo (DRC) more than 770,000 had returned to their place of origin.

Since February 2000, access to regions affected by the civil war has become of decreasing concern. However, in the Northeast regions (Likouala and Cuvette) — affected by the arrival of DRC asylum-seekers (Betou-Impfondo, Loukolela) — humanitarian access is hindered by various factors and conflict in the DRC.

In February 2000, OCHA opened a small office in the Niari region (Dolisie), cost-shared by UNDP and WFP, and staffed with a national information assistant. The same month an Associate Humanitarian Affairs Officer for Information was recruited, and in May a Humanitarian Affairs Officer / Head of Office. Recently, a second national information assistant was appointed, allowing OCHA to have full coverage in all regions, as well as to strengthen its coordination capacities.

The United Nations country team successfully planned the phasing-out of the relief phase into rehabilitation through a transitional CAP in June and further into development with the United Nations Plan for the Republic of the Congo in November 2000.
In 2001, OCHA office in the Republic of the Congo:

- Organised fact-finding and inter-agency missions to regions in a post-conflict phase or affected by refugee influx and natural disaster;
- Supported the maintenance of logistical access networks;
- Organised and coordinated inter-agency and NGO activities, and sectoral meetings;
- Maintained frequent contacts with Government ministries involved in humanitarian assistance in emergencies and disasters and supported them in their responsibilities towards IDPs and refugees;
- Advocated acceptable security conditions for the population in affected regions;
- Continued to provide support to the return and reintegration of IDPs in their communities of origin;
- Enhanced awareness of the remaining humanitarian needs in the country, as well as efforts to promote democracy and human rights, and response activities to promote greater donor interest and funding for the United Nations Plan for the Republic of the Congo 2001-2002; and
- Provided a series of information products, including: Monthly reports / Updates / Flash Information / Region Bulletin News / Maps.

YEAR 2001 PRIORITIES AND PLANNED ACTIVITIES

In order to ensure a smooth transition from relief to development, OCHA will maintain its presence in Congo for the first half of 2001, prior to phasing out by June 2001. It will also:

- Assist as necessary with the negotiation of secure humanitarian access to refugees and logistical networks;
- Organise fact-finding and inter-agency missions as needed and backstop coordination meetings, both general and by sector;
- Maintain frequent contacts with Government ministries involved in humanitarian assistance (DRC refugees) and/or population affected by natural disaster (floods);
- Promote awareness of the country’s remaining humanitarian needs, along with efforts to promote democracy and human rights;
- Capture and document, for applications in future situations elsewhere, the experiences and lessons learned by the United Nations Country Team in planning and preparing for the phasing out of relief assistance into recovery and development;
- Support joint planning of all United Nations activities for Congo, 2001-2002;
- Provide a series of information products, including: (a) maps of “Who is doing what, where”, (b) lists of “Who is financing what, where”, (c) special maps, i.e., “Where are the ex-combatants”, or “Road access”, (d) ad hoc one-page reports and (e) regular monthly reports; and
- Promote use of satellite mapping for specialised needs.
It is widely recognised that today only a few pockets of humanitarian needs remain in Rwanda and that significant work remains to be done by development agencies. The Office is phasing out the position of the Humanitarian Coordinator in Rwanda and streamlining its activities in 2001. The Office will continue to support the Resident Coordinator in his humanitarian functions.

Although humanitarian needs have decreased, and development needs have increased since the 1994 genocide, there is still a requirement for a simultaneous response to all the needs of the Rwandan population. When coping mechanisms fail, development issues become humanitarian concerns, which can lead to renewed tensions and conflict if not dealt with.

The main humanitarian / transitional issues Rwanda is facing are:

- **Resettlement:** The formerly displaced population in the North-west (650,000 by early 1999) has mainly been “resettled” in grouped sites or *imidugudus*. Many of those sites are still lacking basic infrastructure and services and a number of the former IDPs still have no adequate shelter. Moreover, more than 23,000 families in the North-west have not yet been given their final land;

- Also in other areas families are waiting to be resettled. Over 280,000 families are living under plastic sheeting, over 65,000 in seriously damaged shelters and nearly 63,000 in illegally acquired housing. These families live in existing *imidugudus* and in unplanned squatter sites or “temporary” sites scattered throughout the country. Anecdotal evidence suggests that this is a conservative estimate, as more refugees continue to return. The data collected within the context of the thematic consultations indicates that around 370,000 families (more than 1.5 million people) are living in a refugee-like situation. Combined with the families illegally occupying others’ houses, this brings the total figure to around 420,000 families without a proper home;

- **Internally Displaced Persons:** There are more than 8,000 IDPs, mainly in the North-west and in Bugesera (Kigali-Rural); and

- **Food shortages:** Rwanda has been experiencing food security problems over the past three years. Lack of rains is a yearly occurrence in Bugesera and in other areas of the country. This year has been a particularly difficult one with virtually no rains in Bugesera from September 1999 to September 2000. An appeal to the international community was launched by the Prime Minister in November 2000 to help address this issue. Besides immediate assistance, mainly structural long-term solutions need to be provided.
YEAR 2001 PRIORITIES AND PLANNED ACTIVITIES

Early Warning:
Enhance early warning capacity to prepare for possible impact related to developments in neighbouring countries; monitor closely the situation in the North-west and in other sensitive areas of the country. Support the setting-up of early warning systems in Rwanda and contribute to building the national capacity in this field.

Advocacy:
Provide updated information and analysis of developments in Rwanda and in the region as well as their impact on the humanitarian situation in the country. Keep the humanitarian community abreast of the most recent developments through regular field visits, reports and databases on IDP / recently resettled / vulnerable populations, etc.; periodic coordination / information meetings gathering all partners (Government, donors, NGOs and United Nations agencies); drafted a donor alert for the drought; kept the humanitarian community informed of the latest developments through: regular field visits; and reports; updated databases on IDPs and affected populations, etc.; periodic coordination / information meetings gathering all partners (Government, donors, NGOs and United Nations agencies); and

Contingency Planning:
Continue to actively participate in the Common Country Assessment (CCA), in particular for reintegration. Provide an update and review on the Inter-agency Contingency Plan for Rwanda: defining case-scenarios, response-capacity and mechanisms of United Nations agencies in Rwanda and regional offices. Participated in contingency planning at the regional level to include the Rwanda plan in the regional context and ensure consistency; and

Strategic Planning:
Act as a resource body for inter-agency planning in the design and development of a comprehensive approach to rehabilitation and reintegration issues. Contribute to the UNDAF exercise in the field of transition activities. Some of the transitional issues in Rwanda (e.g. resettlement), if not addressed in a timely and adequate manner, could become a major source of conflict and develop into humanitarian concerns. Focus is put on disaster mitigation.

Resource mobilisation:
Donor contributions to the remaining humanitarian and reintegration needs have been very limited over the year 2000. For transitional needs, neither clearly relief or development, it has been difficult to identify an appropriate donor mechanism. In the year 2001, the United Nations system intends to respond to the transitional and development needs in Rwanda through the UNDAF.
During 2000, the humanitarian situation in Uganda deteriorated considerably. Rebel attacks on civilian populations escalated in western and northern Uganda, forcing thousands to move to protected areas. Successive droughts in the north-eastern Karamoja region rendered nearly 50 per cent of the population food insecure. Cattle rustling by Karamojong warriors displaced thousands more in neighbouring districts while civil wars in neighbouring countries resulted in a continued need to host a significant number of Rwandan, Congolese, and Sudanese refugees. By mid-2000, the number of persons affected and dependent upon external assistance had nearly doubled from 690,000 at end-1999 to 1,036,800, including 190,000 drought affected, 639,760 displaced persons, and 202,000 refugees. An estimated 5,044 abducted children remain to be located and reintegrated into society.

In 2000, OCHA office in Uganda:

- Supported the exchange of information on humanitarian and transitional needs and programmes by issuing regular humanitarian updates, situation reports, a Consolidated Inter-Agency Appeal and contact lists, and by holding regular coordination meetings with Government, NGOs, United Nations agencies and bilateral donors;
- Included, for the first time, full NGO participation and project proposals in the Appeal, as well as proposals for security and staff safety;
- Established database inventories on United Nations and NGO projects and on assistance gaps in all the affected areas, including Rwenzoris, West Nile, Acholiland and Karamoja;
- Monitored population movements (displaced persons, returnees, abducted children, refugees) country wide, and organised and led inter-agency missions to assess their needs;
- Organised a round of consultations with donors, Government, NGOs and United Nations agencies on lessons learned; conducted workshops to familiarise humanitarian agencies and Government with the Common Humanitarian Action Plan and Appeal Process;
- Elaborated Principles for Humanitarian Action, codes of conduct and common criteria for intervention as a preliminary step in establishing ground rules with local authorities;
- Established sectoral lead agencies and district focal points to facilitate field coordination;
- Assisted the United Nations Expert Panel on Exploitation of Natural Resources to investigate linkages between resource exploitation and conflict in the region;
- Advocated humanitarian issues and commissioned studies on regroupment and its implications for displaced persons, revenue collection, agricultural production, private and public investment, and the continued dependence on external assistance.
The humanitarian crisis in Uganda is large and “complex”. It involves several diverse emergencies, occurring simultaneously, and resulting in damage to societies and economies in 13 separate districts. Adding to the complexities are (a) the increase in United Nations agencies, NGOs and other organisations involved in relief and recovery operations; (b) the difficulties in assessing requirements for numerous vulnerable groups having varying capacities and levels of need; (c) the numerous regional and internal political and security constraints that hinder both planning and access; and (d) the scale and geographical spread of response requirements that extend beyond the capacities of any single agency and/or United Nations country programme. While needs have significantly increased, overall resources have decreased.

There is an increased need to ensure that needs / gaps are identified, that they are incorporated into comprehensive and coherent plans, and that adequate and appropriate resources are mobilised, pooled in a complementary and integrated manner and targeted at priority areas for maximum impact and cost-effectiveness.

YEAR 2001 PRIORITIES AND PLANNED ACTIVITIES

Early Warning and Disaster Preparedness: OCHA will assign a National Officer to the Vulnerability and Assessment Mapping (VAM) Unit being established jointly by WFP, Office of the Prime Minister (OPM), Save the Children Fund / United Kingdom (SCF / UK), Famine Early Warning System (FEWS), and IOM. The National Officer will be co-located with these agencies and will collect and compile data on early warning indicators. The Officer will maintain regular networking between field offices in emergency prone districts and between these offices and agency, Government and donor offices based in Kampala and elsewhere. The OCHA Officer will train and hand over responsibilities to Government staff in one year.

Contingency Planning: on a regular basis, OCHA will convene workshops with United Nations agencies, NGOs, Government offices and donors to (a) review recent events / trends; (b) identify likely and worst-case scenarios; (c) consider consequences, assumptions, and triggering mechanisms; and (d) incorporate this information into contingency and operational plans.

Inter-agency Needs Assessment: OCHA will initiate and organise inter-agency field assessment missions, ensuring that teams are multidisciplinary and technically capable; and that data is accurate and comparable through the use of standard formats, methodologies, instrumentation and controls for bias.

Humanitarian Action Plan and Consolidated Appeal: OCHA will coordinate the formulation of the Common Humanitarian Action Plan (CHAP), Consolidated Appeal (CA) and possible other appeals, ensuring that priority needs and sectoral gaps are identified.

Field Coordination Support: The CHAP and CA process will be enhanced by posting two National Officers to support District Disaster Management Committees in evaluating and preparing inventories of ongoing and proposed interventions and financial gaps. The inventories will provide inputs for district development plans and appeals.

Advocacy of Humanitarian Principles: through advocacy, public disclosure and negotiation, OCHA will promote a “principled approach” to operations; it will intervene to ensure continuous, unimpeded access to affected groups; and will introduce and obtain consensus on basic principles and ground rules for humanitarian engagement.

Emergency Response Fund (ERF): OCHA will establish the ERF on behalf of donors, ensuring that rapid dispensing funds are available to NGOs for sudden emergencies; that proposed interventions are consistent with the CHAP; that projects are evaluated and that proper accounting procedures are maintained. OCHA will establish a Humanitarian Evaluation and Advisory Team (HEAT) of Government, NGO, United Nations and donor staff to manage the fund and to undertake assessments and evaluations of projects included in the Appeal.

Information Dissemination: OCHA will facilitate “coordination via information sharing” by establishing an inter-agency web site and providing on-line, instant access to needs assessments, situation and evaluation reports; detailed project proposals, maps, agency directories, appeals and financial tracking data. The site will include sub-domains for each agency participating in the CAP, as well as links to web sites maintained by NGOs and United Nations agency head offices. The web site will enable stakeholders to rapidly obtain all information related to the humanitarian crisis in Uganda from a single, comprehensive source.
The Office of the Regional Humanitarian Coordinator for the Drought in the Horn of Africa (ORHC) was established in May 2000 in Addis Ababa (Ethiopia) as part of the United Nations Secretary-General's initiative to address the drought crisis and promote longer-term food security in the region of the Horn of Africa. Subsequently, a Regional United Nations Drought Appeal, encompassing Djibouti, Eritrea, Ethiopia, Kenya and Somalia, was launched in June 2000 to mobilise a total of US$ 383 million food and non-food requirements for over 13.4 million drought-affected people in the region. Food requirements were 85 percent resourced and non-food fulfilled up to 40.5 percent.

Taking into consideration that three out of the five countries in the Horn of Africa fall into the category of the 20 least developed countries in the world according to the 1999 UNDP Human Development Report (Somalia was not included in the report as it had no government until recently) and that the region has served as a theatre of war for generations, successive droughts add further to the magnitude of the long-prevailing humanitarian crisis in the region.

ORHC is based in Addis Ababa and works in close collaboration with the United Nations Emergency Unit of Ethiopia with which it shares premises and facilities. Its primary aim is to ensure coordination at the regional level of the inter-agency humanitarian response to the drought.
YEAR 2001 PRIORITIES AND PLANNED ACTIVITIES

- Integrate databases and information systems of the Office and the coordination systems in Ethiopia and the Horn of Africa;
- Establish a tracking system for drought relief contributions provided to NGOs towards obtaining a full picture of the response to the emergency;
- Continue to address relief needs and advocate for funding for the non-food sector with emphasis on health and sanitation, livestock, seeds and agricultural tools;
- Update donors regularly on the status of implementation of the 2001 Drought Appeal with respect to contributions received;

On 30 January 2001, Ms. Catherine Bertini, the United Nations Secretary-General Special Envoy for the Drought in the Horn of Africa, officially launched in Geneva the 2001 Regional Appeal for the Horn of Africa, covering basic needs related to the drought. USD 353 million are requested by United Nations Agencies and implementing partners, for over 12.8 million drought-affected people.

In view of the serious shortage of support for non-food sector requirements, in the course of 2001 particular emphasis will be put by ORHC and United Nations agencies on facilitating mutually supportive national and country level strategies to improve this situation. Also, one of ORHC's main objectives will be to ensure that drought relief programme activities are linked to longer-term recovery and food security initiatives. To this end, an exit strategy will be completed by January 2001, to be implemented before its closure at the end of June, to ensure synergy between relief and recovery whereby mitigation and preparedness capacities/mechanisms in emergency response at national level are strengthened.

Thus, in addition to following up on the Special Envoy to the Secretary-General's (SESG) recommendations made in September 2000, to continuously address the emergency needs in the Horn of Africa with respect to the drought, ORHC will facilitate the coordination and harmonisation of respective country programmes addressing relief, recovery and long-term development interventions.
Continue to strengthen emergency coordination mechanisms at country level in the Horn of Africa.

Coordinate relief with World Bank short- and longer-term initiatives such as the emergency recovery programme in Eritrea and Ethiopia and the Poverty Reduction Strategy Papers (PRSP) process in the same two countries and Kenya;

Further assist respective UNCTs in improving the quality of collaboration, coordination and cooperation amongst United Nations agencies, donors, government counterparts and NGOs;

Encourage governments of the region to develop recovery strategies addressing food security and long-term food production, with emphasis on the establishment of food security and early warning systems adapted to pastoralists;

Seek ways to mobilise donors and partners in support of recovery efforts with respect to linking drought relief with long-term development; and

Encourage United Nations agencies, donors and NGOs in respective countries in the Horn of Africa to strengthen local and national capacities in disaster response, prevention and preparedness with particular emphasis on timely implementation of emergency food distribution, health and nutritional surveillance as well as agriculture and livestock needs assessment.
The OCHA Office of the Humanitarian Advisor for Africa will be established in the second half of 2001 in Addis Ababa, to succeed the Office of the Regional Humanitarian Coordinator for the Drought in the Horn of Africa. The main focus of the Office will be on response to natural disasters, including droughts and floods. It will provide support and guidance on response preparedness as well as humanitarian policy, advocacy and information exchange, and the mobilisation of international resources. It will, inter-alia, provide technical support to United Nations Resident / Humanitarian Coordinators and United Nations Country Teams in drought-affected countries in the Horn of Africa (Djibouti, Eritrea, Ethiopia, Kenya and Somalia) as well as in other countries not otherwise supported by an OCHA regional facility. It will perform these tasks in close cooperation with national governments, sub-regional and, as required, regional organisations. These will include the Secretariat of the Organisation for African Unity (OAU), the Inter-Governmental Authority on Development (IGAD), and the United Nations Economic Commission for Africa (UN-ECA). The Office will work closely on improving humanitarian response with United Nations Agencies and partners.

The Office will incorporate the functions of the existing OCHA Liaison Office to the OAU and the Office of the Regional Humanitarian Coordinator for the Drought in the Horn of Africa, currently based in Addis Ababa. It will also maintain close working relationship with the OCHA offices such as the OCHA Office for the Great Lakes Region, the OCHA Offices for West Africa and the Office of the Regional Disaster Response Advisor for Southern Africa, in the field of disaster management and coordination, especially as the latter relates to the Southern Africa Development Community (SADC).

The Office will work with the OCHA-Geneva Response Coordination Branch (RCB) and the OCHA-New York Humanitarian Emergency Branch (HEB), to ensure a coherent and effective coordination support to the United Nations Resident / Humanitarian Coordinators in relief operations and the mobilisation of international assistance.

Staffing
The Office will comprise a Director, at the Principal Officer level, assisted by a core group of Humanitarian Affairs / Information Officers and General Service staff. For specific expertise the Office will use the services of consultants.

Functions
The Office’s relations will focus on:

- United Nations Country Teams and Resident / Humanitarian Coordinators: Provide support and advice to the Resident / Humanitarian Coordinators and Governments on response preparedness. In close cooperation with the RCB and the ESB, and in conjunction with other United Nations Agencies and NGOs, the Office will lead and participate in disaster response coordination teams, organise and/or participate in training activities, workshops, seminars and post-disaster analysis activities with a focus on natural disaster response and response preparedness at regional and national levels. Assist in the preparation of Inter-Agency Appeals and fund-raising efforts, and maintain a close information network on regional humanitarian issues affecting relief operations.

- Regional Cooperation: The Office will interact on humanitarian issues with the OAU and other regional institutions to promote and advocate on humanitarian issues.

### Year 2001 Costs in US$ Costs in US$

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<th>XB Non-Core</th>
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<th>YEAR 2000 COSTS IN US$</th>
<th>YEAR 2001 COSTS IN US$</th>
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### PLANNED STAFFING FOR 2001

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Note: Office to be operational as of July 2001
YEAR 2001 PRIORITIES AND PLANNED ACTIVITIES

The Office will be expected to:

- Assist the Emergency Relief Coordinator (ERC) and, as appropriate, support United Nations Resident / Humanitarian Coordinators in the Africa region in their response, advocacy and resource mobilisation efforts;
- Perform a leading role, on behalf of the United Nations system, in early warning of incipient complex emergencies and natural disasters, in advocating timely preventive and preparedness measures;
- Maintain close relations with United Nations Agencies, regional organisations and other partners on regional and cross-border issues affecting relief operations;
- Convene regional seminars and training workshops on key issues;
- Support, as required, inter-agency fact-finding and assessment missions within the sub-region;
- Guide the development, standardisation and maintenance of UNCT contingency plans;
- Assist concerned governments, the UNCTs and other local partners to improve their national and sub-regional disaster management capacity;
- Draft or contribute to policy documents relative to IDPs, principles of engagement for improved access and assistance to affected populations in countries;
- Disseminate regional situation reports and analysis in close cooperation with the IRIN regional office in Nairobi;
- Provide information and publications on the humanitarian situation in countries of the region;
- Interact with regional organisations and donors on issues of humanitarian concern.
In 2000, Eritrea experienced a humanitarian crisis of very large proportions as a result of the third major round of hostilities between Eritrea and Ethiopia and continued drought conditions in three of the six Administrative Zones. By June 2000, it was estimated that approximately 1.6 million Eritreans (the overall majority being women and children), i.e. more than one third of the entire population, were directly or indirectly affected by either war or drought. These circumstances placed an enormous strain on the Eritrean society and economy and found the Government of Eritrea and its humanitarian partners confronted with a growing need for humanitarian assistance.

Although slow in certain sectors due to inadequate funding and the limited presence of humanitarian agencies in the initial stages of the crisis, the overall response of the Government of Eritrea, United Nations agencies and other humanitarian partners, in conjunction with traditional support systems and coping mechanisms, has been effective in stabilising the conditions of IDPs, refugees and drought-affected populations.

Since the signing of the Cessation of Hostilities Agreement between Eritrea and Ethiopia on 18 June 2000, a number of important changes have occurred in the humanitarian situation in Eritrea. As a result of the changing security situation, the second part of 2000 has witnessed the return of IDPs and refugees to their areas of origin in accessible and relatively safe parts of the Administrative Zones bordering Ethiopia. It is estimated that 400,000 people have returned to their areas of origin from exile or from within Eritrea since 18 June 2000. Towards the end of 2000, over 200,000 Eritreans had not been able to return to their original home areas due to security concerns, the presence of landmines, loss of capital assets and damage inflicted on socio-economic infrastructure. These populations remained accommodated in camps. In addition, it is estimated that there were still over 100,000 IDPs outside camps, the majority of whom being accommodated in host communities. Other affected groups of concern to the humanitarian community are the approximately 76,000 rural deportees and Eritreans caught behind the front line.

As if the war was not enough, Eritrea is also still suffering from drought. Along with several other countries in the Horn of Africa, the Sahel area of Eritrea (predominantly pastoral areas) has been particularly affected by two consecutive years of inadequate rainfall. At the end of 2000, it was doubtful whether the rains in drought-affected areas had been sufficient to structurally improve humanitarian conditions. Over 730,000 people are estimated to be affected by drought.

At the end of 2000, the Government of Eritrea and the United Nations system initiated a comprehensive Annual Needs Assessment exercise to accurately establish the
numbers and needs of the aforementioned affected groups. This assessment process is facilitated by OCHA. The Annual Needs Assessment will form the basis for the 2001 United Nations Consolidated Inter-Agency Appeal for Eritrea, which will be launched in February 2001.

Developments in the humanitarian domain in 2001 are closely linked with, and contingent upon, the political-security situation and climatic conditions. A smooth deployment of the United Nations Mission in Ethiopia and Eritrea (UNMEE) Peace-keeping Force and progress in the political arena (e.g. through implementation of the 12 December Algiers Peace Agreement) are key to creating a more stable and secure environment, particularly in the border areas. This would enable more Eritreans to begin the re-establishment of their lives and livelihoods, and allow the humanitarian community to phase down emergency relief interventions and shift further towards recovery and rehabilitation programmes. The situation in drought-affected areas will remain, to a large degree, dependent on rainfall. Continued drought conditions, due to limited or erratic rainfall, would further strain traditional coping mechanisms and increase the need for external assistance.

In order to respond to the need for enhanced coordination of humanitarian affairs and assistance within this complex and rapidly changing environment, the OCHA Office in Eritrea has been substantially strengthened during the second half of 2000 by an increase from one to five staff.

In 2000, OCHA office in Eritrea:

- Increased its staff in Eritrea from one to five in order to respond to the growing need for coordination of humanitarian affairs and assistance;
- Continued its support to the United Nations Resident / Humanitarian Coordinator and the United Nations Country Team in the domains of humanitarian coordination, policy development, information management and advocacy;
- Facilitated, under the auspices of the United Nations Resident / Humanitarian Coordinator and in close collaboration with the Eritrean Relief and Refugee Commission (ERREC), the establishment and/or strengthening of coordination mechanisms, including sectoral working groups and general coordination meetings;
- Established and managed, under the joint auspices of the United Nations Resident / Humanitarian Coordinator and the ERREC Commissioner, an Information and Coordination Centre (ICC), tasked to facilitate the joint relief effort through the collection, analysis and dissemination of information pertaining to the humanitarian situation in Eritrea. Other functions and activities of ICC include: briefings for newly arrived NGOs and other concerned parties, the publication of focus papers, and the compilation and production of a Reference Compact Disk in support of the Annual Needs Assessments. In addition, ICC has established a Field Liaison Unit in order to strengthen information collection at the field level on population movements, humanitarian operations etc.;
- Facilitated and helped to organise visits of various high-level United Nations delegations and donor missions;
- Organised and participated in inter-agency assessments and acted as the focal point and facilitator for the 2000-2001 Annual Needs Assessment (ANA) exercise;
- Participated in the inter-agency collaboration amongst the United Nations Country Team in relation to the response to the drought, and the preparation of the Regional Drought Appeal;
- Acted as the secretariat for the compilation of the Emergency Appeal for the Drought in the Horn of Africa, as well as the July 2000 Revised United Nations Country Team Appeal and the 2001 United Nations Consolidated Inter-Agency Appeal for Eritrea;
- Worked closely together with the Office of the Regional Humanitarian Coordinator for the Drought and other OCHA offices in the region on issues with a regional dimension, drought in particular;
- Acted as focal point for resource mobilisation through the humanitarian appeals for Eritrea, and for regular exchange of information with concerned donors;
- Conducted, in conjunction with the above, the tracking of donor responses to the United Nations Appeals for humanitarian assistance to Eritrea and alerted the donor and international community to unmet financial requirements within certain sectors or agencies; and
- Collaborated closely with the United Nations Mission in Ethiopia and Eritrea on issues of mutual concern and provided briefings on the humanitarian situation in Eritrea for UNMEE military observers.

YEAR 2001 PRIORITIES AND PLANNED ACTIVITIES

Promote the preparation and execution of humanitarian assistance programmes within the United Nations system and the broader humanitarian community in accordance with the Common Humanitarian Action Plan (CHAP) of the 2001 United Nations Consolidated Inter-Agency Appeal for Eritrea. Within this framework, specific objectives will include:

- Promoting and facilitating an effective response to continued emergency relief needs;
- Enhancing, wherever and whenever possible, a further shift from emergency relief towards return, recovery, reintegration, and rehabilitation programmes;
- Strengthening emergency preparedness and early warning mechanisms;
- Continuing support to the United Nations Resident / Humanitarian Coordinator and the United Nations Country Team in humanitarian coordination, policy development, information management and advocacy;
Contributing to a further strengthening of central coordination mechanisms in Asmara in close collaboration with the appropriate Government of Eritrea entities, ERREC in particular, focusing primarily on facilitating a further transition towards recovery, reintegration, and rehabilitation programmes, where possible;

Continuing the collection, analysis and dissemination of information pertaining to humanitarian and recovery assistance programmes, primarily through the Information and Coordination Centre (ICC), through the establishment of enhanced information management systems and GIS;

Promoting a further strengthening of coordination and information collection at the field level, through the ICC Field Liaison Unit and enhanced coordination with regional and local authorities;

Advocating respect for humanitarian principles and the application of minimum standards and service delivery protocols;

Highlighting unmet needs and funding shortfalls within the Consolidated Appeal, vis-à-vis the donor community and other concerned parties;

Continuing collaboration with the Office of the Regional Humanitarian Coordinator for the Drought and other OCHA offices in the region on issues with a regional dimension; and

Facilitating adequate coordination between the UNMEE Peace-keeping Force and the humanitarian community through support and participation in Civil-Military Cooperation structures and mechanisms, and promoting a smooth information flow between these two entities on issues of mutual concern. This will be achieved through, amongst others, the positioning of an UNMEE CIMIC officer in the OCHA-managed ICC.
The United Nations Emergency Unit for Ethiopia, (UN-EUE), supports the Resident Coordinator for Ethiopia in ensuring a coherent, timely and cost-effective response by United Nations agencies and other humanitarian actors to the critical needs of populations affected by natural and/or man-made disasters inside Ethiopia. Moreover, the EUE functions as a Secretariat for the United Nations -Disaster Management Team (UN-DMT), undertaking specific tasks which do not fall under the clear mandate of the specialised agencies, providing adequate follow-up to any decisions or recommendations resulting from discussions, and a linkage between the UN-DMT and Government, donor and NGO counterparts. Also, the EUE provides support to the United Nations Country Team and the UN-DMT through information gathering and analysis and the facilitation of coordination within the team and with its non-United Nations partners where appropriate.

At the end of March 2000, the severity of the drought crisis in Ethiopia and its regional dimensions led the United Nations Secretary-General to appoint WFP Executive Director as his Special Envoy for the Drought in the Horn of Africa. The Office of the Regional Humanitarian Coordinator for the Drought in the Horn of Africa (ORHC) was set-up in Addis to cover all drought-related operations in the Horn and, in particular, to manage the drought emergency response to Ethiopia. Full support from EUE staff and resources was placed at the disposal of the ORHC. Also during the year, EUE assisted in the preparation and launching of three United Nations Country Team appeals for drought-affected populations, refugees and returnees as well as persons displaced by the conflict with Eritrea.

During 2001, EUE support will focus on establishing strong coordination mechanisms aimed at meeting needs across the country through integrated programming at sectoral level, strategic monitoring and analysis, and effective and continual communication and collaboration among partners.

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<th>PLANNED STAFFING FOR 2001</th>
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<td>General Service</td>
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YEAR 2001 PRIORITIES AND PLANNED ACTIVITIES

1. Coordination and Operational Support
   ● Strengthen the UN-DMT;
   ● Provide a forum for new approaches to relief assistance which should facilitate the post-crisis recovery process;
   ● Expand existing liaison arrangements with the host government, donor and NGO-partners;
   ● Maintain close consultation with relevant counterparts in UNMEE, HQ and field-levels;
   ● Develop linkages with counterpart United Nations Coordination offices in neighbouring countries;
   ● Build local capacities for disaster response and management.

2. Support for field monitoring and analysis
   ● Provide the wider international community with thorough analysis and reliable data on relief needs in Ethiopia;
   ● Work closely with the Early Warning Department of the Federal Government and enhance tools of needs-assessment;
   ● Undertake regular monitoring-visits and conduct more detailed studies and assessments;
   ● Consult closely with all key-players, (United Nations, government-officials, NGO-staff etc).

3. Information management and humanitarian reporting
   ● Prepare and make available situation-reports, maps, resource tracking reports etc. to the relief community, primarily through combination of hard-copy and electronic mailing-lists;
   ● Continue cooperation with the University of Pennsylvania for reliable background information.

4. Research and evaluation
   ● Pursue a number of thematic topics, notably on pastoralism;
   ● Conduct studies on conflict and poverty;
   ● Use the expertise of its existing field-staff as well as engaging short-term consultants
   ● Commission research through external partners.
Kenya is currently experiencing the worst drought conditions of the decade. The latest drought badly affects the already highly vulnerable population facing a serious economic crisis. Consequently, the demands on the international assistance community and the United Nations system to respond to the effects of the drought are considerable.

The various partners are developing a strategy to provide economic stability to communities and support existing coping mechanisms. The focus of the “assistance community” in the short-term will be on food security, protection of livelihoods, preventive health-care, potable water, together with coordination, monitoring and information collection. Immediate needs are being addressed as identified and as resources are made available. In the longer-term, these activities will need to be expanded and developed. While the focus is on northern Kenya, in particular the Turkana belt and around Lokichoggio, it is expected that the scope of required assistance will broaden as needs are identified in other regions. Since the emerging will require a coordinated response for at least a 12-month period, it is to be expected that the planning process will necessarily evolve as the drought continues.

To support this situation, the United Nations Resident Coordinator for Kenya requires support from OCHA to strengthen the coordination of the international response to drought-affected areas in Kenya. An OCHA support unit is being established in Nairobi staffed by two Humanitarian Affairs Officers.

YEAR 2001 PRIORITIES AND PLANNED ACTIVITIES

Working under the authority of the United Nations Resident Coordinator, the OCHA Office in Kenya will be responsible for:

- Implementing activities to sustain public interest in the level of response by United Nations agencies and partners to the humanitarian crisis caused by the drought in Kenya;
- Preparing periodic situation reports based on information received through a network of information sources of donors, NGOs, government officials, regional organisations, national and international media and United Nations agencies / departments.

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<td>Total Requested</td>
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PLANNED STAFFING FOR 2001

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Preparing periodic reports to donors on responses and requirements and public information materials such as fact sheets, profiles of major humanitarian actors, updates on financial responses, maps on coverage/population movements, etc.

Acting as a technical resource during the meetings and deliberations of the United Nations Country Team on drought issues.

Working with counterparts in other United Nations agencies, NGOs, other organisations working in Kenya, as well as with the Office of the Regional Humanitarian Coordinator for the Drought in the Horn of Africa, to ensure an effective flow of information-related assistance activities pertaining to the drought conditions, including all assessment and monitoring reports.

In collaboration with United Nations agencies represented in Kenya, and with the Regional Humanitarian Coordinator’s Office in Addis Ababa, ensuring that all relevant information can be utilised to produce effective and useful analysis.

Working in close collaboration with OCHA Response Coordination Branch to ensure prompt dissemination of humanitarian assistance information to all appropriate organisations.

Supporting the planning and execution of assessment missions, as required. This will entail travelling to the field to support coordination activities inside Kenya, as required by the Resident Coordinator.

Participating in the analysis of information and data, and making recommendations on appropriate interventions.

Providing technical advice to the Task Force on Drought.

Working in close consultation with the Resident Coordinator and the Regional Humanitarian Coordinator’s Offices to advise on best practices in drought response and share lessons-learned in other drought-affected countries in the Horn.
After nearly a decade without a recognised central government, Somalia is in the midst of complex political transition. During years of factional strife in southern Somalia, local and regional administrations emerged in the North-west and North-east of the country. Now, upon the conclusion of the Somalia National Peace Conference, a Transitional National Government has established itself in the capital, Mogadishu. Improved security conditions, together with reduced climatic stress, have alleviated emergency needs across most of the country. Nonetheless, war-related destitution and displacement have left hundreds of thousands of Somalis structurally vulnerable to the vicissitudes of conflict, markets and nature.

OCHA Somalia is a unique joint office supported by UNDP and a Human Rights Officer from the Office of the High Commissioner for Human Rights (OHCHR). The Office facilitates United Nations agencies — their donor and NGO partners — in the Somalia Aid Coordination Body (SACB) to develop strategic, inter-agency plans for assistance and protection of Somali communities. In the light of recent changes in the Somali context, the Office will ensure plans for rehabilitation and recovery, as well as seek to fulfil two objectives in the year 2001:

- Identify and fill gaps in response to aid agencies concerned by humanitarian needs and development priorities across the country through a joint inter-agency action plan based on regular, in-depth field assessments and monitoring; and
- Support local Somali efforts to construct representative governance structures, promotion of human rights and consolidate a durable and equitable national peace.
In 2000, OCHA office in Somalia:

- Mobilised resources for both United Nations and NGO operations in Somalia through the CAP, Regional Drought Appeal and other initiatives;
- Established the Humanitarian Analysis / Response Group for key SACB partners to discuss humanitarian conditions across Somalia, identified key gaps and priorities for aid programming and appropriate responses;
- Conducted a series of in-depth inter-agency field assessments in Gedo, Bay and Bakol regions of southern Somalia to improve the targeting of humanitarian assistance in the country’s most vulnerable areas;
- Initiated participatory community-based emergency prevention and preparedness exercises in stable areas with particular emphasis on redressing the plight of pastoralists in northern Somalia;
- Reviewed the situation of internally displaced persons (IDPs) across Somalia and the aid programmes designed for their assistance, including a detailed study of the economic factors affecting IDPs in the North;
- Enhanced policy and operational coherence of United Nations agencies, together with SACB partners, throughout the Somalia National Peace Conference, and assisted in formulation of phased planning options;
- Facilitated the design of an operational plan to support local governance structures and local efforts towards peace-building following the establishment of the Transitional National Government for Somalia;
- Promoted the establishment of regional humanitarian monitoring and programme coordination to address issues including flood early warning and improved cross-border aid delivery to drought-affected pastoralists; and
- Increased the number of field-based staff to monitor humanitarian stress and improve field-level communication and support for United Nations agencies and NGOs. In particular, field coordination was strengthened in Hargeisa to cover north-west Somalia and Bossaso to cover north-east Somalia.

YEAR 2001 PRIORITIES AND PLANNED ACTIVITIES

Support the coordination efforts of the United Nations Resident and Humanitarian Coordinator by providing advisory services and secretariat support to heads of agency meetings, chairing Joint Working Group meetings, supporting the SACB Steering and Sectoral Committees and facilitating field missions.

Establish principles for aid engagement to enhance respect for principles of international law by Somali authorities, increase access and security for aid operations, and raise standards of aid service delivery. Initial efforts will focus on preparing and reaching agreement with SACB partners regarding a policy framework for engagement in Somalia, followed by field missions and regional workshops to facilitate implementation.

Enhance strategic coordination of aid activities to increase the efficient use of limited aid resources in a manner that will strengthen emergency prevention and preparedness while rebuilding the livelihoods of vulnerable groups. Efforts will focus on strengthening or establishing regional, field-based coordination mechanisms to support United Nations agency and partner NGO programmes, agency space and approaches to addressing vulnerability.

Undertake regular monitoring of vulnerability by creating a common analysis of the causes and dynamics of vulnerability through the strengthening of baseline knowledge, trend analysis and early warning. Specific focus will be given to monitoring non-food security, socio-economic factors, and population movements.

Raise the profile of human rights and governance issues by addressing issues relating to protection of civilians, particularly IDPs and minorities. Efforts here will be coordinated to support OHCHR and UNDP, to include concept papers, documentation, field presence and advocacy.

Improve inter-agency information management for comprehensive and transparent reporting on United Nations and SACB activities in Somalia.

Support integrated resource mobilisation and monitoring and evaluation of aid delivery by identifying gaps in resources required to carry out the United Nations country strategy and recommending strategies for more participatory relations with both beneficiaries and donors.
Over the past year, despite relative stabilisation following the 1998 famine in Bahr El Ghazal, the humanitarian situation has remained fragile. The Office is continuously faced with difficulties concerning flight clearances, as well as other hurdles created by demands from the Government of Sudan (GoS). A more secure environment in some areas has allowed populations to develop a variety of strategies towards some level of food security. The late and erratic rainfall is likely to result in water shortages and a poor harvest in some areas. These may in turn cause further displacement, especially in areas of North Kordofan and North Darfur.

Unity State (Western Upper Nile) has seen escalation in conflict between pro-Government militias, inter-tribal factions and the Sudan People’s Liberation Army (SPLA). This resulted in an influx of approximately 60,000 people into Bentiu and surrounding areas in July and August 2000. Factional fighting is ongoing in areas such as the Sobat River, the area surrounding Kassala, Bahr El Ghazal and Eastern Equatoria.

Widespread human rights violations are committed during and in the wake of these conflicts. While some progress in having these issues addressed has been made by the international humanitarian community, protection, the promotion of humanitarian principles and of human rights remain a priority.

The Office for the Coordination of Humanitarian Affairs (OCHA) in the Sudan serves as the secretariat for the United Nations Humanitarian Coordinator, based in Khartoum. One Deputy Humanitarian Coordinator (South) is based in Nairobi for humanitarian operations in rebel-held areas, and is also the UNICEF Chief of Operations for southern Sudan. The Deputy Humanitarian Coordinator (North) is based in Khartoum, and is also the WFP Country Director for the Sudan.
The Humanitarian Coordinator is responsible for the overall supervision and direction of humanitarian operations, including policy formulation on the key issues of access, coordination, humanitarian principles and resource mobilisation. In addition, OCHA Sudan functions as a secretariat for the United Nations Secretary-General's Special Envoy for Humanitarian Affairs for the Sudan.

Under the supervision of the Humanitarian Coordinator and the Deputy Humanitarian Coordinator (North), OCHA Sudan maintains an office in the national capital Khartoum, headed by the Chief of OCHA Sudan and supported by a complement of both national and international officers. OCHA Sudan in Nairobi works under the direct supervision of the United Nations Deputy Humanitarian Coordinator (South), and liaises closely with the Chief of OCHA Sudan in Khartoum.

A network of OCHA Field Coordination offices in key locations throughout Sudan, staffed by national field officers, completes the core strategic coordination support structure.

### In 2000, OCHA offices in Khartoum and Nairobi:

- Expanded assistance and protection programmes for IDPs to northern and southern Sudan (in both Government of Sudan (GoS) and rebel-held areas), to ensure their safety, improving programming and investigating specific, long-term solutions to the problem, including local integration and resettlement;
- Maintained a structured dialogue with local authorities, aimed at ensuring adherence to humanitarian principles, as part of its programme for IDPs;
- Organised and undertook three needs assessments and delivered emergency response to populations in the Nuba Mountains;
- Prepared briefings and facilitated donor missions and visits by high-level delegations from Member States and the United Nations Secretariat;
- Contributed to the field-level coordination and facilitated the smooth flow of information between the northern and southern sectors;
- Implemented the 2000 Annual Needs Assessment to determine food security and levels of vulnerability; and,
- Facilitated the preparation of the fourth meeting of the Technical Committee on Humanitarian Assistance (TCHA). The protocols and agreements reached at the TCHA meeting represent a diplomatic breakthrough on cross-line road and corridor access as well as on beneficiary rights. The last round of TCHA consultations that took place in November 2000 focused on modalities for implementation of the agreements and concluded on the significant commitments by the Government of Sudan (GoS) and the Sudan People’s Liberation Movement (SPLM) delegations with regard to the provision of humanitarian assistance to affected populations in the Sudan.

### YEAR 2001 PRIORITIES AND PLANNED ACTIVITIES

The primary objectives of the office of OCHA Sudan, encompassing the presence in Khartoum and Nairobi, and field offices throughout the Sudan, include the following:

- Enhance contingency planning to pre-empt or respond to possible famine, and continuous negotiations with the Government of Sudan (GoS) for concessions on telecommunications equipment;
- Coordinate the implementation of humanitarian operations in the Sudan at a strategic level with the Government of Sudan, the rebel movements, United Nations agencies and programmes, national and international NGOs, and local counterparts, as appropriate;
- Act as a strong and well-managed secretariat for the United Nations Secretary-General’s Special Envoy for Humanitarian Affairs for the Sudan, and for the Humanitarian Coordinator for the Sudan and the Deputy Humanitarian Coordinators, and provide all possible support for those offices;
- Promote to the maximum extent possible the uniform implementation of humanitarian operations in all areas of the Sudan in accordance with appropriate rules, regulations, and accepted practices and procedures;
- Act as a focal point for the development of humanitarian policies in respect of the Sudan, liaising with the offices of OCHA Geneva and OCHA New York as appropriate;
- Promote and manage comprehensive information systems in close collaboration with implementing agencies aimed at developing reliable early warning mechanisms, tracking key social indicators, improving programme monitoring and evaluation, and providing concise information on access and the operational environment; and
- Lead in the promotion of a positive image of the United Nations humanitarian operations amongst Government and counterparts and the general public in the Sudan, so as to build a constituency in support of humanitarian assistance. A public information strategy designed in collaboration with implementing agencies is to be translated into action in the year 2001.
OCHA will continue to be the focal point in the Annual Needs Assessment (ANA) and the annual Consolidated Appeals Process for the Sudan. Building on the solid coordination foundations created over the past four years, OCHA will continue to play a leading role in analysing the impact of access denials and assisting the United Nations Humanitarian Coordinator for the Sudan and Deputy Humanitarian Coordinators, as well as the Special Envoy, in pressing for improved access, especially to areas with acute emergency needs.

OCHA will also continue to take a leading coordination role in Khartoum by convening: United Nations liaison meetings; the United Nations Technical Team; the Humanitarian Aid Forum; Quarterly Strategy Planning Meetings; Emergency Response Team (ERT) meetings; and ad hoc meetings on specific regions and sectors.

In Nairobi, OCHA will work closely with Operation Lifeline Sudan (OLS) and Consortium Humanitarian Services and Coordination Unit (HSCU) by convening and contributing to coordination and information sharing meetings with the NGOs and donors. The office will build on the critical relationship already established with the southern rebel movements for all issues related to humanitarian principles and humanitarian access.
Recent events in the sub-region - Côte d'Ivoire, Guinea, Liberia and Sierra Leone - have rendered it indispensable for the Office to strengthen its presence there. This should ensure an appropriate, coherent and integrated response to the range of actual or latent humanitarian crises in several of the ECOWAS states. Such a presence should also complement the preventive political actions that are being or will be taken during 2001. The United Nations system mission to the Gambia in November 2000 the eruption of violence in Guinea-Bissau, and the recent politically charged violence in Côte d'Ivoire offer three examples of country situations with apparent or latent tensions.

A major recommendation of the OCHA-sponsored meeting of United Nations system entities in October 2000 in Accra was for a preparedness plan for humanitarian intervention to complement current care and maintenance efforts of operational agencies in 2001. The Security Council’s mission report advocated a common approach to the problems in the region.

Part I (the Strategy Paper) of the Consolidated Inter-Agency Appeal for West Africa 2001 already provided the rationale and outline of planned activities to safeguard the lives and livelihoods of actual and potential victims. Ad hoc steps were taken in 2000 to support the Offices in Guinea and Liberia, in addition to the countries previously cited. Part II, consisting of an Inter-Agency Regional Appeal, will elaborate on the various sectors and thematic issues, and will be launched in March 2001.

OCHA will operate offices in three countries through this appeal. These offices will augment, and closely cooperate with, OCHA’s already existing office in Sierra Leone in order to provide support to humanitarian efforts in the sub-region. These offices will provide country-level support to their respective United Nations Resident Coordinators and United Nations Country Teams in coordinating all aspects of the humanitarian interventions.

Guinea (approximately US$1,080,000)
OCHA has established an office in Conakry, Guinea, comprising three international staff members. A fourth international staff member will be added in Gueckedou, once the security situation allows. The OCHA Office in Guinea will provide a full array of coordination services to the humanitarian community on behalf of the Resident Coordinator, including through the collection, collation and dissemination of information, organising and participating in joint assessment missions, and increasing the capacity of the Resident Coordinator’s office to deal with the humanitarian effects of the current emergency.

Liberia (approximately US$240,000)
OCHA has a full-time international officer to assist the United Nations Resident Coordinator and the Country Team

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<td>Total Requested</td>
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Year 2002 Estimated Requirements: US$ 2,422,000

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in managing the country's residual humanitarian challenges. OCHA will continue to assist the UNCT in ensuring adequate monitoring and preparation related to the potential humanitarian ramifications of the current instability in the sub-region.

Côte d'Ivoire (approximately US$780,000) International personnel will be deployed to assist the Resident Coordinator and the UNCT to respond to the humanitarian challenges resulting from recent events and to develop appropriate preparedness and risk reduction measures. Staff in Abidjan will also monitor conditions throughout the sub-region, facilitating a regional approach to the emergency, and may be assigned to perform any of OCHA's core functions. The Abidjan office will further provide a liaison function with other agency's regional offices and provide a backstopping presence for OCHA's other offices in the sub-region.

YEAR 2001 PLANNED ACTIVITIES

- Assist respective Resident Coordinators and UNCTs in improving the quality of collaboration, coordination and cooperation amongst United Nations agencies, donors, government counterparts and NGOs.
- Undertake joint needs assessments to promote and facilitate an integrated and cost-effective system-wide response to humanitarian emergencies;
- Collect, analyse and disseminate relevant information to facilitate effective and efficient delivery of humanitarian assistance;
- Ensure that priority needs are addressed and sectoral gaps filled;
- Support, as appropriate, initiatives which link humanitarian aid, human rights, and conflict prevention, conflict resolution, post-conflict recovery and peace building;
- Promote a "principled approach" to operations under international humanitarian law, including safe and unhindered access to destitute and vulnerable populations, and obtain consensus on ground rules for humanitarian engagement;
- Facilitate the development of early warning and disaster preparedness tools for vulnerability and assessment mapping and an effective Geographical Information System;
- Ensure an effective contingency planning regime is in place through regular meetings with partners -- United Nations agencies, NGOs, Government offices and donors -- to review trends and identify most probable scenarios that could lead to crisis, and update contingency and operational plans accordingly;
- Undertake joint training initiatives as appropriate to improve the capacity of the existing humanitarian actors in the sub-region.
The civil war in Sierra Leone saw in the year 2000 rebel forces in control of the northern province and parts of the East, and exposed many Sierra Leoneans to brutality and destruction. As United Nations humanitarian agencies and non-governmental organisations (NGOs) mounted a response to the crisis, OCHA continued to play a major role in highlighting needs and leading assessment missions. The international community then turned its attention to providing humanitarian aid to all accessible areas of the country and facilitating peace talks. Since then, efforts have concentrated on helping those most affected by the war.

The Humanitarian Coordinator, responsible for coordinating activities of United Nations agencies and NGOs, is supported by the OCHA office in efforts to strengthen and support the National Commission for Reconstruction, Resettlement and Rehabilitation. OCHA has been, and continues to be, at the centre of the mechanism of inter-agency coordination and response in Sierra Leone since 1995, and is seen as capable of addressing issues jointly with and on behalf of the humanitarian community. OCHA has been instrumental in the planning of a Strategic Framework for Sierra Leone with the United Nations agencies and the United Nations Assistance Mission in Sierra Leone (UNAMSIL).

As 2001 begins, the United Nations agencies, UNAMSIL and other humanitarian partners face the challenge of having to use limited resources to meet extensive needs in a country devastated by war. The Humanitarian Coordinator and his OCHA team will, therefore, focus on facilitating and supporting humanitarian activities and fostering the transition from humanitarian aid to reconstruction and development, as conditions permit.
**YEAR 2001 PRIORITIES AND PLANNED ACTIVITIES**

- Promote and facilitate an effective joint response to humanitarian emergencies by further supporting the field coordination structure, planning and coordinating assessments, and taking new initiatives focused on the challenges posed by the peace agreement. National and international staff will be provided for this purpose (staff will be located in Freetown and the main provincial towns, security permitting);
- Strengthen the ability of the United Nations and the National Commission for Reconstruction, Resettlement and Rehabilitation to gather, analyse and disseminate information, primarily by drawing on existing sources. OCHA will support the Government’s coordination activities, including those related to the implementation of the peace accord;
- Facilitate the transition from humanitarian aid to support for resettlement, reconstruction and reintegration activities, focusing primarily on the relevant coordination structures, both in the field and in Freetown;
- Develop and strengthen the link between humanitarian aid, human rights and conflict resolution / peace building, including extending links with the Human Rights Office of the United Nations Mission in Sierra Leone. The role of OCHA as a formal and informal contact point on humanitarian affairs for United Nations agencies, UNAMSIL and NGOs will be enhanced;
- Continue promoting a “principled approach” to operations under international humanitarian law, including efforts to promote advocacy for the needs of Sierra Leoneans, to extend access consistently and safely, and to consolidate the role of the Code of Conduct in supporting agency operations (including through meetings with former parties to the conflict);
- Ensure follow-up work on the Sub-regional Appeal and capacity building;
- Strengthen the capacity of the Humanitarian Information Centre and data analysis unit of OCHA and develop an information management system aimed at collecting and analysing existing data, as well as disseminating information on humanitarian needs and activities, and promoting advocacy. Develop a Geographical Information System (GIS) office to support needs assessments of humanitarian organisations and Government; and
- Coordinate and promote a standard response to the needs of IDPs through training, seminars and workshops.
At the request of the Office of the United Nations Special Coordinator for the Middle East Peace Process (UNSCO), an OCHA mission to the Occupied Palestinian Territory was undertaken in October 2000. The Mission assessed the coordination mechanisms in place and possible strategic interventions OCHA could make for their strengthening.

OCHA seconded experienced personnel to assist UNSCO, and through them all other stakeholders. The work of this OCHA team primarily focused on:

- **Coordination of humanitarian planning and response**: Particularly through the promotion of and support for appropriate structures. This has operated at two different levels: 1). Sectoral coordination, through the Sector Working Groups of the Local Aid Coordination Committee; 2). Field coordination focusing on the delivery of humanitarian assistance, which is supported by regional Field Coordination Groups.

- **Information**: Through the establishment of a database monitoring the international response to the emergency.

- **Access**: Through highlighting the issues and through promoting a more robust, systematic and inclusive response. The issue of access now forms a priority focus of the Humanitarian Task Force for Emergency Needs.

These three areas continue to provide the framework for OCHA’s continued support over the coming months. OCHA is proposing to undertake a number of strategic interventions in this regard. In the case of coordination of humanitarian planning and response, OCHA is assisting UNSCO to further enhance the database to support the activities of the Sector Working Groups. This expanded database will support operational coordination and allow consolidated analysis of priority funding shortfalls for alerting the donor community. In addition, OCHA is proposing to continue to second an emergency support planner.

There is a need for enhanced capacities within the Occupied Palestinian Territory to monitor, analyse and disseminate information on key humanitarian indicators. At the time of writing, key Palestinian research institutions and ministries, donor and United Nations agencies were developing a common framework and system for detailed, micro-level analysis. OCHA has offered to provide technical support if required.

Border closures and restrictions on the access of people, goods and services are recognised as the primary causes of sharp economic decline, the rapidly increasing impoverishment and worsening humanitarian situation of the population within the Occupied Palestinian Territory. OCHA intends to continue its support in addressing this issue. A priority focus is on support to the United Nations System and humanitarian agencies in the collection and consolidation of accurate and up-to-date information for supporting strategic interventions.

Secondment of OCHA staff to United Nations agencies, such as UNSCO and UNRWA, to support these initiatives will take place on the basis of agreed consultations with these organisations.
The United Nations Office for the Coordination of Humanitarian Assistance to Afghanistan (UNOCHA) acts on behalf of the Emergency Relief Coordinator (ERC) and operates under the authority of the United Nations Resident Coordinator. The office is the central coordination point for the United Nations humanitarian assistance programme. On behalf of the United Nations system, the office consults with Afghan authorities and with neighbouring and other concerned states about humanitarian assistance to the country. It secures, through appropriate channels, access to affected populations and protection of personnel.

The office coordinates and directs mine clearance and awareness activities in one of the most successful mine action programmes ever launched by the United Nations system. Furthermore, the office extends common services to the United Nations and NGO community through two specific projects, communications networking system and essential aircraft services. Through a small-scale emergency programme and regional initiatives, the office maintains contingency provisions to sudden disasters or emergencies.

UNOCHA also leads the Consolidated Appeals Process within the context of the Principled Common Programming (PCP) and reports on its progress and achievements as required by donors and the Government. It ensures effective liaison between the United Nations, donors and NGOs participating in the assistance programmes. UNOCHA serves as the secretariat to the Afghan Programming Body (APB) which is a joint forum of the United Nations, NGOs and donor representatives created in November 1998. UNOCHA publishes Afghanistan weekly updates, which highlight humanitarian issues and activities.

In view of the security situation in Afghanistan, UNOCHA's main office is temporarily located in Islamabad, as are the Afghan programme offices of the United Nations. UNOCHA's seven Regional Coordination Offices in Afghanistan located in Kabul, Mazar-i-Sherif, Herat, Kandahar, Jalalabad, Faizabad and Hazarajat support its coordination activities. In addition, UNOCHA's small unit in Geneva provides administrative support and liaises with UNOG, OCHA, the United Nations system agencies, donor community and NGOs.
YEAR 2001 PRIORITIES AND PLANNED ACTIVITIES

The activities of UNOCHA will remain central to the coordination of assistance activities in support of the Strategic Framework for Afghanistan. The Office will:

- Examine the impact and response of the recently imposed sanctions on Afghanistan on the humanitarian situation;
- Facilitate and support coordination at the regional level within Afghanistan through its Regional Coordination Offices;
- Continue to support policy dialogue between the authorities, donors and NGOs;
- Collect, collate and disseminate information, as well as provide essential services such as aircraft, communications and security;
- Continue to coordinate mine action activities.
Asia, as a highly disaster-prone region, suffered from extensive and prolonged flooding, severe snowstorms, earthquakes and unprecedented and widespread drought this year. These disasters affected millions of people and caused billions of dollars of economic losses. The magnitude of natural disasters in the region is increasingly challenging national governments as well as the international community in disaster response. After several disasters, the United Nations system was asked to support the national governments in the affected countries. In this context, the activities of the Regional Disaster Response Advisor (RDRA) for Asia were largely crisis-driven in order to provide timely assistance to the United Nations Resident Coordinators and the United Nations Disaster Management Teams (UN-DMTs). The Office of the RDRA is based at the Asian Disaster Reduction Centre in Kobe, Japan, which provides support staff and essential facilities.

In 2000, the RDRA

- Carried out 13 missions; seven of them directly related to disaster response (China, Mongolia, Cambodia, and Viet-Nam); four to disaster response preparedness (Thailand, Mongolia and Nepal) and two to international cooperation in disaster response (Australia and the Republic of Korea);
- Led two UNDAC missions and supported one UNDAC and one UN-DMT mission, resulting in three United Nations Inter-Agency Appeals for Emergency Relief and Initial Rehabilitation (Mongolia, Cambodia and Viet-Nam) and two disaster assessment reports (China and Mongolia);
- Advised the United Nations Resident Coordinators on the reactivation of the UN-DMT, use of funds provided by and/or channelled through OCHA, monitoring and evaluating relief assistance;
- Provided technical assistance to the Asian Disaster Reduction Centre (ADRC) in development of projects in disaster mitigation and capacity building, shared information on disasters on a daily basis, and shared mission results with government officials, ADRC and local media;
- Established good working relationships with disaster focal points from United Nations agencies, government officials in countries prone to natural disasters in Asia, and regional organisations; and
- Participated in the Pacific UNDAC Refresher Course in Papua New Guinea.
YEAR 2001 PRIORITIES AND PLANNED ACTIVITIES

The Office of the Regional Disaster Response Advisor for Asia will continue to focus on assistance to the United Nations Resident Coordinators and UN-DMTs in the three areas of disaster response, disaster response preparedness and promotion of coordination and networking in disaster response and response preparedness. Priorities for 2001 should be the evaluation of the disaster situation in Asian countries hit by disasters in 2000 and the identification of crucial areas in which to work in order to accomplish OCHA’s mandate in disaster response and response preparedness in a more coordinated and efficient way. Emphasis will be on the following areas:

- Ensuring the orientation of RCs on response mechanisms to disasters / emergencies which have been initiated by OCHA such as UNDAC and CAP;
- Promoting capacity-building of UN-DMTs and national authorities in disaster response;
- Strengthening information sharing on disaster related issues through monthly newsletters which focus on information on major disasters in the region, best practices in disaster response and response preparedness, and major events / initiatives regarding natural disasters, with the financial support of ADRC;
- Networking with national authorities and regional organisations in disaster response preparedness, through participation in and organisation of regional meetings, seminars and workshops, and through close cooperation in the activities of ADRC and its network in the region;
- Disseminating information on OCHA’s existing tools and mechanisms in disaster response, and encouraging government officials to participate in the UNDAC and INSARAG systems.

Due to the magnitude and frequency of natural disasters in the region, as well as the need for improving the disaster response preparedness capacity of the United Nations system and at national level, particularly in disaster-prone countries in Asia, an additional professional will be recruited to support the RDRA in Kobe, Japan.
During 2000, a number of highly significant events took place in the Democratic People’s Republic of Korea (DPRK). The first of these was the convening of a summit meeting between the leaders of the DPRK and the Republic of Korea in June 2000, followed by family reunion meetings and a series of high-level contacts between the two countries. In October the United States Secretary of State visited the country (the first Cabinet-level member of a United States administration to do so), following a high level visit of DPRK officials to Washington. The Country also established several diplomatic relations and attended the Association of South-east Asian Nations (ASEAN) Regional Forum for the first time. However, these significant political developments have not, as yet, improved the humanitarian situation, which remains extremely serious:

- The conditions which led to the current humanitarian crisis are still apparent;
- Continued erratic weather patterns disrupted the agricultural season in 2000. At the time of writing, before the results of the FAO / WFP Food Needs and Crop Assessment Mission are known, it appears that in all likelihood, crop yields will not be higher than those of 1999. The resulting food gap will have to be met from other sources;
- The food supply gap of more than 1.3 million MTs is met, in part, through generous food-aid donations. The shortage of food affects those who are least able to cope and who are most in need of food: children, lactating mothers and the elderly;
- Health services remain in a poor state, relying heavily on international assistance with which to provide medical support to the population;
- Water and sanitation utilities are old and poorly maintained. Incidence of diarrhoeal diseases, often caused by lack of access to clean water and adequate sanitation, shows signs of marked increase and is a cause of malnutrition amongst children;
- Power cuts are frequent, affecting all aspects of daily life from provision of water to homes and irrigated fields to power for cold-chain vaccine storage facilities and managing households;
- Environmental degradation continues as wood is collected for cooking and heating purposes and hillsides are farmed in order to provide additional food;
- Education, one of the country’s key achievements is threatened by a lack of resources and by the depleted infrastructure.

The humanitarian programme is a stop-gap measure, designed to meet the basic needs of the most vulnerable through the provision of food aid and complementary work in the social sectors (health, water, sanitation and education). However, the limited response of donors to longer-term rehabilitation and development activities means that the humanitarian operation continues to require substantial support – particularly for food aid.
OCHA has assisted in the elaboration of strategic planning since the establishment of its in-country office in 1998, using the Common Humanitarian Action Plan as an integrated planning tool for United Nations agencies, non-governmental organisations and in-country bilateral organisations. The Humanitarian Working Group, chaired by the United Nations Humanitarian Coordinator, ensures that the limited resources available are targeted to those most in need. The Group advocates for ongoing monitoring and evaluation and, where necessary, oversees adjustments to the strategic plan during the implementation phase.

OCHA manages the NGO Funding Mechanism which provides fast response small-scale grants for projects to be implemented by NGOs. The main aim of the Fund is to provide bridging support to NGOs and also to fund new and innovative projects.

Government interaction with the humanitarian community has improved slightly during the course of the year; however, much remains to be done. In this context the nine humanitarian principles are used by OCHA in its advocacy role in this regard. Access remains problematic, with the Government continuing to keep certain areas of the country off-limits and also requesting careful planning of all monitoring visits well in advance.

In 2000, OCHA office in Democratic People’s Republic of Korea:

- Supported regular inter-agency coordination through the inter-agency meetings and sectoral working groups on food aid, health, food security, and water and sanitation. The Office also established a thematic working group on gender issues;
- Worked closely with the humanitarian community and the Government on strategic planning and implementation through the Consolidated Appeals Process, with a particular focus on the Midterm Review and elaboration of the Consolidated Appeal for 2001;
- Continued advocacy and liaison with the Government on humanitarian issues;
- Provided support to the first joint NGO / Government workshop on Project Cycle Management;
- Assisted and supported NGOs through the NGO Funding Mechanism, attendance at the NGO Conference in Tokyo, Japan and regular consultations with resident NGOs;
- Promoted regular interaction with donors and media in Beijing, China;
- Supported the OCHA Review process; and
- Began work on the establishment of an information database for use by the humanitarian community in the Country.

YEAR 2001 PRIORITIES AND PLANNED ACTIVITIES

Coordination
The Office will continue to support the Humanitarian Coordinator, who is responsible for ensuring a coordinated approach to humanitarian assistance programming by United Nations agencies and encouraging programming synergy with other humanitarian partners.

Common Humanitarian Action Plan
The Office will support the implementation of the Common Humanitarian Action Plan for 2001 by assisting with process and impact monitoring. It will also advocate funding for the Consolidated Appeal and assist in prioritisation exercises as required.

Humanitarian Information
The Office will continue to provide donors and other interested parties with information on the in-country humanitarian situation and the response of agencies and will highlight sectoral priorities through the regular OCHA Bulletins as well as through ongoing donor briefings in Beijing, China.

Liaison with NGOs
The Office aims to continue operation of the NGO Funding Mechanism in support of implementation of quick-response programmes by NGOs in-country. The Fund will also continue to act as a bridging mechanism for NGOs during times when potential funding shortfalls exist. The resources for the Fund, aimed at reaching to US$ 1,000,000 (one million), are not included in the OCHA Office’s budget.

The Office will also enhance cooperation with non-resident NGOs through the establishment of an e-mail network of regional NGOs providing assistance to Democratic People’s Republic of Korea.

Natural Disasters
The Office will assist the Government in capacity-building activities relating to the ongoing natural disasters experienced on the Korean peninsula.
Indonesia has been hit by several internal conflicts in recent years. The number and intensity of calls by many regions for autonomy or outright independence have increased significantly in the aftermath of the East Timor popular consultations in August 1999 and with newly won political freedom. The latter has also led to ethnic and religious struggles with a violent outcome in many provinces. Consequently, areas such as Aceh, Irian Jaya, the Malukus, West Timor, central Sulawesi, and western Kalimantan have been the stage of armed conflict resulting in deaths, injuries and often significant population displacement. In addition to these man-made disasters, Indonesia is by tradition racked by frequent natural disasters. Landslides, earthquakes, forest fires and flooding all caused widespread suffering and damage during 2000.

Until mid-year 2000, OCHA involvement in Indonesia had been largely confined to supporting United Nations efforts in West Timor. However, with displacement from the Maluku crisis swelling to over half a million persons and with the appointment of a United Nations Humanitarian Coordinator for Indonesia in April 2000, it was deemed necessary to strengthen the presence in Jakarta and in the field. To that effect, two United Nations Resource Centres were established in Ternate (North Maluku province) and Ambon (Muluku province) during the summer. These centres, each headed by an OCHA coordinator, will be the nuclei of the United Nations humanitarian programmes in the two provinces. They will provide a functional monitoring system of United Nations supported activities, ensure coordination, broad-based convergence and consolidation as well as instil ownership of the programmes. This set-up will serve to liaise with local authorities, local and international NGOs, and to assist donor governments in making informed decisions on funding.

The main OCHA office in Indonesia (in Jakarta) is being structured to cover three main areas: namely, contingency planning, external relations and direct operational support to the field. As in other countries, the role of OCHA in the Indonesian humanitarian crisis is primarily one of facilitation if not, at this stage, of coordination. The number of United Nations agencies and NGOs engaged in humanitarian emergency operations is currently low; it has not been necessary for OCHA to assume much of its traditional function of coordination for a well-planned, complementary action. However, with anticipated growth in programmes and number of organisations involved, the need for coordination is likely to increase.
In 2000, OCHA office in Indonesia:

- Provided the coordination secretariat for United Nations activities in West Timor;
- Helped establish two United Nations Resource Centres in the Malukus;
- Led or participated in numerous inter-agency missions to Bengkulu, Sulawesi, Ternate, Tidore, Halmahera, Ambon, Seram and Irian Jaya;
- Played a lead role in coordinating United Nations agency and overall international response to natural disasters, such as floods and earthquakes;
- Provided advice to donors in their process of deciding which activities and organisations should receive funding.

YEAR 2001 PRIORITIES AND PLANNED ACTIVITIES

Early warning
OCHA will maintain a watching brief over all areas of impending and ongoing humanitarian concern by effectively monitoring events in such areas. A good understanding of the situation provides for preparation and mobilisation of resources for improved assistance delivery should this be required. It may also contribute to the prevention of full-blown emergencies. To assume this responsibility, OCHA presence is envisioned in Manado and Palu on Sulawesi, as well as in Sorong in Irian Jaya. People leaving the Malukus typically go to either Sulawesi or Irian Jaya. The purpose of the presence would thus be to gather information and monitor arriving IDPs, where they go and how their humanitarian and/or developmental needs, if any, are responded to.

Contingency planning
OCHA will facilitate timely inter-agency contingency planning and advocate or review contingency planning for relief operations amongst local organisations and authorities, and make recommendations on areas for improvement. This will help assure timely, appropriate and balanced response when needs increase in a specific area.

Assessment, data collection, and information gathering and management
OCHA staff will continue to initiate, participate or lead inter-agency assessments in various fields including security and logistics, as well as sectoral needs of the beneficiary population (food, nutrition, health, water and sanitation, education, shelter). These assessments constitute rapid analysis in response to field / in situ visits to the beneficiaries and are used as a basis for more specialist assessments. Information gathered through these assessments will be stored in a database to include details on humanitarian needs and resources available throughout the country, as well as information on assistance delivered. It will provide a basis for understanding how response is matched with needs as well as for information on allocation of resources.

OCHA will also produce regular humanitarian situation reports on needs, responses and issues of concern. This will be complemented by regular briefings to the international community on the humanitarian situation.

Identification of gaps in or duplication of the assistance effort
Based on information collected and managed throughout the country, OCHA will help identify imbalances in response. These may consist in sectoral or geographic needs. At this stage, there is very little fear of duplication and efforts are more focused on finding any gaps that may exist. The identification of these gaps is extremely important for the planning of assistance delivery and for ensuring an even coverage of the beneficiary population.

Response
With its non-operational mandate, OCHA will act as a catalyst for relief operations to any sudden onset emergency. In consultation with, and in support of, the national authorities, OCHA will ensure coordination and cooperation between national and international organisations. It will also facilitate the arrival and distribution of assistance provided by international organisations in response to natural disasters.

Strategy
OCHA will initiate, prioritise and coordinate the process of developing humanitarian assistance strategies and lead the preparation of consolidated inter-agency appeals. Subsequently, it will monitor the provision of resources against any appeals and facilitate additional resource mobilisation efforts. Also, as the information hub of the international community, OCHA will advise on refocusing of funding of activities to ensure resources cover prioritised activities.
Evaluation
OCHA will ensure monitoring and evaluation of relief efforts, in particular the coordination aspects thereof, and identify lessons learned. In response to evaluations, OCHA will propose any required changes in the United Nations programme response.

Advocacy
The main activity in this area is to advocate victims’ access to basic social services and humanitarian programmes.
In the Pacific, the year was dominated by civil unrest rather than natural disasters. Other than mobilising United Nations Disaster Assessment and Coordination (UNDAC) members for the Bengkulu Earthquake in Indonesia in June, most emergency response activities consisted of reporting on both the situation in Fiji following the coup on 19 May, and the worsening conflict in Solomon Islands. The OCHA Regional Disaster Response Advisor (RDRA) located in Suva, Fiji, was an integral member of the United Nations Security Management Team, which ensured the safety of United Nations staff in Fiji during the two and a half-month period of the hostage crisis, civil disturbance and military take-over. The disruption caused by this protracted crisis, not least of all to essential utilities such as the power supply, seriously impacted programme activities. The same team of agency heads also made recommendations to United Nations headquarters on the most appropriate response to the emergencies in these two Pacific Island Countries (PICs), but in Solomon Islands the lack of access to much of the country prevented effective reporting on the effects of the fighting on most communities.
In 2000, the RDRA:

- Facilitated final reporting on international relief funds channelled through OCHA for previous disasters in Fiji, the Marshall Islands, Tonga and Vanuatu;
- Supported the revitalisation of the International Search and Rescue Group (INSARAG) Asia / Pacific Regional Group;
- Distributed UNDAC personal mission kits, set up a stockpile of emergency mission equipment, and started to improve the mobilisation system in the Pacific (ongoing);
- Designed and managed the UNDAC Pacific Refresher Course, held in Papua New Guinea;
- Ran an Emergency Preparedness Workshop for United Nations agencies based in Samoa;
- Designed and presented training in “United Nations Foundation and Values” for United Nations staff in Fiji;
- Initiated a lessons-learned process on the United Nations management of the crisis in Fiji;
- Established effective working relationships with the Resident Coordinators and members of the United Nations Disaster Management Teams in Fiji, Papua New Guinea and Samoa;

The RDRA also worked at country level, primarily in support of the regional disaster management programme jointly implemented by UNDP and the South Pacific Applied Geo-Science Commission (SOPAC) covering the following areas:

- Designed content for and assisted in the implementation of workshops to improve management of the Emergency Operations Centres (EOC) in Samoa and Tonga;
- Participated in a workshop to refine Kiribati’s national disaster management plan;
- Contributed to the development of emergency management capacity in East Timor;
- Engaged in the process to determine an appropriate international and United Nations response to the conflict in Solomon Islands;
- Supported efforts to set standards and produce guidelines for post-disaster Damage and Needs Assessment (DANA) across the PICs; and
- Assisted in the design of the new SOPAC programme, and began to build partnerships with the wider disaster management community in the Pacific.

YEAR 2001 PRIORITIES AND PLANNED ACTIVITIES

Regional Disaster Response Advisor in the Pacific will seek to improve disaster response on three levels: (a) as the regional point of contact for the OCHA international response mechanisms, (b) in support of the United Nations system in the region, and (c) in cooperation with the 15 independent PICs themselves.

Activities in support of the OCHA response coordination role will include:

- Responding to emergencies as they occur, supporting humanitarian needs assessment, information management, response planning, coordination of relief operations, and the mobilisation of international resources (including the preparation of appeals);
- Facilitating reporting on international relief funds channelled through OCHA to PICs affected by disasters or emergencies;
- Cooperating with the Joint UNEP / OCHA Environmental Unit on monitoring emergencies with potential for adverse environmental impact;
- Leading or participating in UNDAC missions in Asia and the Pacific, and facilitating the mobilisation of the UNDAC team members in the region, when required;
- Continuing to improve the effectiveness of the UNDAC team in the Pacific, including through management of the network, membership, and equipment at regional level; and
- Continuing to promote the role and practical products of INSARAG in the region.

Activities in support of United Nations system emergency response preparedness, will include:

- Working with the United Nations Resident Coordinators and country teams in Fiji, Papua New Guinea and Samoa to strengthen their capacity to respond to emergencies at regional, national and community levels, through planning and the establishment of appropriate systems; and
- Preparation of generic appeal documents and procedures for their implementation, in preparation for major disasters in selected countries across Asia and the Pacific.
The capacity-building role of the Response Advisor at country level will become clearer as the project inputs required to implement the new SOPAC regional disaster management programme are more closely defined. It will include the following activities:

- Assisting the development of effective EOCs, including giving advice on information systems, defining standard operating procedures, and providing training as required;
- Advising on the establishment or improvement of national disaster management policies, structures, agencies, plans and specific procedures;
- Refining the regional approach to DANA and promoting this methodology to PICs;
- Continuing to support the SOPAC disaster management programme in general, and answering calls by any PIC for assistance with emergency response concerns.

Due to the need to improve the disaster response preparedness capacity of the United Nations system and at national level, particularly in disaster-prone countries in the Pacific, as well as the increasing involvement of the RDRA in complex emergencies in the region, an additional staff member will be located in the Office of the RDRA in Suva, Fiji.
Tajikistan took significant strides in 2000 to consolidate peace. The peace process officially ended; parliamentary elections were held; and a new, multi-party parliament was convened in March. There has also been a marked improvement in the security situation, allowing the United Nations, bilateral donors, and international and non-governmental organisations to access a greater portion of the population. These developments take place, however, against a backdrop of economic decline and infrastructure collapse, as well as continued difficulty by the Office in attracting donor interest in Tajikistan.

Economic conditions worsened in 2000 due to a severe drought that has destroyed most rain-fed crops, threatening the food security and health of 1.2 million people. Only 35 per cent of the population, mainly in urban areas, have access to piped water and 54 per cent of the urban population lacks adequate sanitation. Water distribution systems are non-existent in most rural areas and are extremely weak where they do exist. In 1999, 2,500 children died from water-borne diseases. Education continues to decline as many children do not attend school due to a lack of clothing, shoes, poor or no heating of schools in the winter, broken windows, shortage of textbooks and other basic school supplies. After a decade of coping with the economic impact of war, the demise of the Soviet system, and now drought, many households’ resources are exhausted.

During 2001, the United Nations and its partners aim to ensure that lives are not lost due to malnutrition and inadequate basic health care. However, relief assistance alone will not help the country break free from its downward economic spiral. Running parallel to humanitarian needs are critical development requirements, such as the restoration of basic social services and infrastructure. Therefore, the United Nations will also seek to address underlying economic problems that have contributed to and are compounded by the drought.

| YEAR 2000 | YEAR 2001 |
| COSTS IN US$ | COSTS IN US$ |
| XB Non-Core | 469,500 | 383,700 |
| Total Requested | 469,500 | 383,700 |

Year 2002 Estimated Requirements US$ 383,700

| PLANNED STAFFING FOR 2001 |
| Professional | International | National |
| General Service | 2 | 5 |
In 2000, OCHA office in Tajikistan:

- Facilitated the preparation of the Inter-Agency National Contingency Plan for Tajikistan, and the Inter-Agency Contingency Plan for the Ferghana Valley;
- Strengthened a coordinated approach among United Nations agencies, NGOs and other actors by ensuring early identification of urgent needs; coordinated assessments to areas with acute needs; and advocated to donors that gaps in assistance should be covered;
- In March, organised an inter-agency donor briefing in Tashkent, Uzbekistan, led by the Special Representative of the Secretary-General for Tajikistan;
- In collaboration with the country team, prepared an Inter-Agency Donor Alert for the drought in Tajikistan in September, requesting US$ 76.6 million to address the emergency food and non-food needs created by the drought; and
- In September, facilitated an international media mission to Tajikistan to raise awareness of the impact of the drought. The mission resulted in widespread coverage by the British Broadcasting Corporation (BBC), Cable News Network (CNN), The New York Times, the International Herald Tribune, and the Financial Times, among others.

YEAR 2001 PRIORITIES AND PLANNED ACTIVITIES

OCHA will support the Resident and Humanitarian Coordinator to strengthen coordination, through the following activities:

- Improve the collection, analysis and dissemination of information on the humanitarian situation in Tajikistan through the production of humanitarian information materials, situation reports, quarterly updates, briefing notes;
- Strengthen common strategy setting among the United Nations country team and its partners by supporting the development of a two-three year United Nations strategy, incorporating remaining humanitarian needs and development interventions;
- Facilitate inter-agency assessment missions to areas hardest hit by drought and previous civil conflict, in order to develop a database of information as a tool for identifying gaps and making recommendations for necessary adjustments in ongoing activities;
- Continue to facilitate contingency planning and scenario building for the Ferghana Valley, as well as for other possible humanitarian emergencies; and

Develop a strategy to Advocate stronger donor interest / commitment to Tajikistan through:

- Dissemination of humanitarian information products to donors based in Dushanbe, as well as those who cover the country from Tashkent and Almaty;
- Organising briefings for donors in Dushanbe, Tashkent and Almaty, and encouraging more frequent donor visits to Tajikistan for the purpose of raising awareness, assessment, and monitoring; and
- Cooperating closely with IRIN-Central Asia to increase daily reporting on the humanitarian situation in Tajikistan.

Monitor the goals and objectives, outlined in the Consolidated Appeal for 2001, through:

- Maintenance of a monitoring matrix, which is included in the CA for 2001; and
- Regular consultations with United Nations agencies participating in the CA to update the matrix and post on ReliefWeb.
In early 2001, OCHA will open a ReliefWeb antenna office in Asia in order to provide continually updated information on unfolding emergencies and natural disasters, both globally and in Asia. The antenna office will increase ReliefWeb’s capacity as the principal source of time critical and reliable information for global humanitarian assistance and will better serve the information needs of the humanitarian community operating in the Asian time zone. ReliefWeb will develop new Asia-Pacific information partnerships to extend its regional coverage and add to its more than 500 humanitarian information sources worldwide. With an information management staff of two, the ReliefWeb Asia antenna office will work in close collaboration with the Headquarters ReliefWeb teams in both New York and Geneva.

Much of the necessary preparations for setting up the antenna office were completed in 2000. ReliefWeb met with donors and information partners in Japan, Malaysia, East Timor, Singapore and Australia, and received assurances that strengthening coverage of the Asia Pacific was a priority in order to meet the information needs of the community in their own time zone and to facilitate information exchange in the region.

### YEAR 2001 PRIORITY AND PLANNED ACTIVITIES

ReliefWeb will set up the antenna office and recruit and train staff in managing the daily updates to complex emergencies and natural disasters on the ReliefWeb site. Emphasis will be on covering emergencies in the Asia Pacific to further strengthen the availability of information to decision makers with respect to relief, preparedness and contingency planning in the region.

ReliefWeb intends to launch the new Asia antenna office at the Global Disaster Information Network conference in Canberra, Australia, in March 2001, and at the conference initiate information exchange partnerships among members of the humanitarian and disaster management community in the Asia Pacific region. ReliefWeb will encourage the establishment of information sharing agreements with new partners so that important humanitarian information can be shared online, both regionally and globally. ReliefWeb will also undertake to participate in joint information dissemination projects with partners such as the Asia Disaster Reduction Centre. (For broad overview see ReliefWeb project).
EUROPE
Georgia has recovered from the country-wide instability of the early to mid-1990s, and is achieving some of its development aims. Some of the population still remain vulnerable and in need, however, due to the civil conflict in 1992 and the currently frozen conflicts with two separatist portions of the country Abkhazia and South Ossetia.

In Abkhazia, humanitarian needs persist in the absence of a functioning social safety net, the continued unchecked decay of the region’s infrastructure, and a relative dearth of transitional programming and community development resulting from insufficient political progress. In the Gali district of Abkhazia, home to many spontaneous returnees, agencies face particular difficulty in providing assistance due to continued instability associated with both the ethnic conflict and high levels of criminality.

In South Ossetia humanitarian needs also persist, again because of an absent social safety net and insufficient community development. Indeed, in the case of the Georgian / South Ossetian conflict, which is further along the road to political reconciliation, the lack of economic opportunities in the area is one of the biggest impediments to bringing about the return of displaced populations.

In the rest of Georgia, as many as 250,000 persons remain internally displaced from both Abkhazia and South Ossetia. These internally displaced persons (IDPs) are at risk of being marginalised. Half of them live in crowded collective centres that were renovated seven years ago to serve as temporary dwellings. Others continue to live in crowded conditions with host families. Most are unemployed, unable to afford quality health care or to vote in many elections.

Currently, segments of the population are now also vulnerable due to the severe drought that affected much of eastern and southern Georgia throughout the first nine months of 2000. The drought damaged a significant portion of the wheat and sunflower crops, as well as winter pasturelands.

OCHA's Goal, Strategy, and Tools
In this fragmented context, OCHA in Georgia no longer leads country-wide coordination using strategic planning tools such as the Consolidated Appeals. Country-wide strategic planning has been properly assumed by the Government in collaboration with various development organisations emphasising poverty reduction. OCHA is mobilising the collective efforts of the Government; civil society and the international community to undertake targeted humanitarian action. This focused response will alleviate the immediate suffering of the populations still affected by the conflicts and drought, but will do so in a sustainable manner by integrating such response into the overall development framework of Georgia. OCHA’s effort is based on information collection, analysis, collaborative strategic planning, advocacy and the provision of organisational support.
In 2000, OCHA office in Georgia focused on five priority activities:

**The Village Profile System (VPS)**

Due to the continued instability in the Gali area in Abkhazia, and the inability of many humanitarian agencies to operate there consistently, it has been difficult to assess needs in the area. United Nations Military Observers in Georgia operate there more frequently, but often lack training in humanitarian needs assessment skills. In order to redress both the information gap, and the differences in data collection by the humanitarian agencies and the military / political wing of the United Nations, OCHA worked with the military observers and International Committee for the Red Cross (ICRC) to create a village profile system. The VPS is an instrument used by the observers to collect data of use to humanitarian actors.

**Community Development in South Ossetia**

In order to foster the economic development needed in South Ossetia to reduce humanitarian needs and encourage sustainable returns of IDPs and refugees, OCHA has been advocating to bilateral development agencies the need for assistance to South Ossetia. In the year 2000, one donor launched the US$ 25 million Georgia Community Mobilisation Initiative which (GCMI) specifically operating in South Ossetia.

**Assessment of IDPs**

In order to address the increasing marginalisation of the IDP community in Georgia, the Government, OCHA, UNDP, UNHCR and the World Bank launched in 1999 a New Approach to IDP Assistance. Throughout that first year the focus of activity was on advocacy, both within Georgia and beyond, for the need to re-examine the policies and programmes relating to IDPs in Georgia in order to ensure IDP access to more appropriate development-oriented assistance, and thereby substantially improve the lives of the displaced.

In 2000, the New Approach moved from the initial advocacy phase into a pilot phase of data collection, experimentation and analysis. Information regarding IDPs and their host communities was disconnected, incomplete and in need of collation and cross-sectoral analysis. Accordingly, OCHA managed an assessment phase of activity to help New Approach partners improve their programmes and policy. As part of the assessment, a team of UNDP and OCHA consultants gathered and synthesised existing information into a concise overview report. A UNDP consultant authored an overview of IDP access to health care. UNHCR and the Georgian Young Lawyers Association compiled and analysed the existing corpus of Georgian law relating to IDPs. UNDP consultant used this analysis as a basis for examining the lingering effects of the Soviet _propiska_ system on IDP law and registration. Most importantly, in association with this assessment, the International Federation of Red Cross and Red Crescent Societies has conducted the first nationwide comparative socio-economic study of displaced and non-displaced households to learn more about how they live and the difficulties they face.

**The Georgia Self Reliance Fund**

Also part of the New Approach pilot phase is the Georgia Self Reliance Fund (GSRF). To test and develop new kinds of programmes that will help displaced people and host communities take care of themselves, OCHA worked with the World Bank to establish the GSRF with US$ 1.5 million from UNDP, UNHCR, the World Bank, USAID and the Swiss Agency for Development and Cooperation. In September OCHA managed the first request for proposals made by the Fund. Over 260 NGOs and others applied to receive financial support from the Fund to test innovative programmes that will help IDPs and their host communities gain access to land, better housing, vocational training, jobs, credit, information regarding rights, and news about existing programmes, as well as tools and opportunities they will be able to use to take care of themselves.

**Drought Response**

In response to the drought, OCHA led a coordinated approach to the disaster by holding a series of emergency planning meetings with the Government, donors and the aid community. The response plan to emerge from these included, as an immediate priority, the distribution of wheat seed allowing farmers to plant a winter crop of wheat. To determine appropriate levels and modalities, a joint FAO / WFP assessment mission was arranged on an urgent basis. The mission estimated that approximately 25,000 to 30,000 MTs would need to be imported to meet total planting requirements. FAO imports began in October. OCHA provided FAO with organisational support, liaising with Government and NGOs to ensure the timely distribution of seeds.

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**YEAR 2001 PRIORITIES AND PLANNED ACTIVITIES**

- **More Community Development Activities in Abkhazia**

  OCHA will work to alleviate human suffering in Abkhazia by promoting transitional assistance and community development activities in Abkhazia. OCHA will accomplish this goal by collecting information on needs and opportunities, engaging key organisations in strategic analysis, and advocating with Government officials, de facto authorities, donors and development oriented organisations.
**Consolidation of Community Development in South Ossetia**

OCHA will work to alleviate human suffering in South Ossetia by facilitating the entry of Mercy Corp International (MCI), USAID’s implementing partner for the GCMI in eastern Georgia. OCHA will accomplish this goal by encouraging information exchange between existing humanitarian and development organisations and MCI, as well as between the de facto authorities and MCI, in close cooperation with UNHCR and Organization for Security and Cooperation in Europe (OSCE).

**Creation and Launch of Three-Year IDP Programme**

OCHA will work to prevent the marginalisation and alleviate human suffering of the displaced in Georgia by working with the New Approach partners to build on the current pilot phase of the New Approach. Specifically, it is anticipated that in 2001, the partners to the New Approach will design with the Government, donors, international organisations, NGOs, and community leaders, a full-scale New Approach programme for implementation. This programme will take over two to three years and will include reorientation of government policy relating to IDPs and the social safety net as well as projects that will entail IDPs obtaining their own housing, vocational training, job creation, better access to credit, to land and to information pertaining to rights. As a funding mechanism for this programme, an enlarged version of the GSRF will be explored.

**Create and Build Indigenous Secretariat for the New Approach**

From design through the current pilot phase of the New Approach, OCHA has provided organisational secretariat support to the New Approach, including the GSRF. For sustainable amelioration of IDP suffering, however, this and other tasks within the New Approach need to be gradually assumed by the Georgian Government and society with support from key development actors. Accordingly, in preparation for the three-year programme and its need for secretariat support, OCHA will work in 2001 with its partners to create an indigenous Monitoring, Analysis and Evaluation Unit with sufficient capacity to assume the secretariat role.

**Review of the Office**

Undertake review of the Office to determine appropriate future arrangements for the coordination of humanitarian assistance in Georgia.
The goal of OCHA in south eastern Europe is to promote a well-coordinated, integrated United Nations-system effort to assess and meet humanitarian assistance and protection needs. In 2001, OCHA will continue to support the two United Nations Humanitarian Coordinators in the Federal Republic of Yugoslavia (FRY) (one in Belgrade and one in Pristina), as well as to support UNHCR with its post-Dayton lead-agency responsibility, and to facilitate linkages with all other relevant coordination efforts. With the general improvement in the region’s stability, development and recovery activities are gaining momentum, and the role of OCHA increasingly involves facilitation of common strategic planning with the relevant actors in that area.

OCHA begins 2001 with coordination support personnel in four locations: Belgrade, Podgorica, Pristina and Sarajevo.

The Podgorica sub-office (of the OCHA office in Belgrade) is foreseen to be closed by March, with staff reductions in Belgrade and Pristina expected in the second half of 2001. Each of the field offices will have country / province-specific objectives and activities, but the overarching objectives of their work are:

- To enhance information sharing and coordination among all actors involved in humanitarian assistance;
- To facilitate the transition from humanitarian assistance to development; and
- To contribute to the transfer of responsibility for social services and welfare from humanitarian agencies to local administration.
The level of engagement of the international community in the Federal Republic of Yugoslavia excluding Kosovo is expected to remain very high throughout 2001, with the focus gradually shifting from humanitarian and quick-impact recovery programmes towards transition and development activities. The OCHA office in Belgrade will support the Humanitarian Coordinator in coordinating coherent humanitarian programming and a transition in which basic needs continue to be met. The OCHA sub-office in Podgorica will phase out its activities early in 2001 by handing over its assistance-tracking and analytical functions to UNDP, other United Nations agencies, the Government, and regional organisations.

In 2000, OCHA office in Belgrade and sub-office in Podgorica respectively:

- Organised and acted as secretariat for weekly heads of agency meetings;
- Led cross-sectoral coordination meetings in the areas of water sanitation and winterisation;
- Issued weekly inter-agency situation reports on humanitarian activities in FRY;
- Maintained a database tracking humanitarian assistance by sector, beneficiary, and agency in Belgrade, and developed a broader database including all international assistance to Montenegro;
- Continued with analysis and advocacy in the energy sector, including issue of several updates and a June "End of Winter 1999-2000 Report"; acted as a liaison between donors and local authorities for the 2000-2001 winter;
- Developed vulnerability indicators, conducted socio-economic research, and issued eight humanitarian risk analyses highlighting a serious drop in living standards and an expansion of the population at risk spreading beyond those displaced by conflict;
- Assessed humanitarian risk in the water and sanitation sector (including identification of priorities for intervention) and established a coordination structure;
- Facilitated the regional 2000 Consolidated Appeals Process (CAP) Mid-Term Review and 2001 CAP; and
- Studied and reported on the humanitarian impact of economic sanctions against FRY.

YEAR 2001 PRIORITIES AND PLANNED ACTIVITIES

The head of the OCHA office in Belgrade will serve as deputy to the United Nations Humanitarian Coordinator in FRY excluding Kosovo. In further support of the Humanitarian Coordinator, OCHA will act as the secretariat for routine coordination activities such as production and distribution of weekly inter-agency situation reports, and the organisation and recording of inter-agency coordination meetings. The OCHA office in Belgrade will also maintain donor relations / liaison in the field and in donor capitals via OCHA headquarters, and will provide back-up support to special projects as required. In 2001, the coordination activities in FRY excluding Kosovo should increasingly be focused on the interface between humanitarian and development programme planning and implementation.

Operations Database

OCHA will continue to maintain and strengthen its databases developed to track humanitarian (and transitional in the case of Montenegro) activities. The two current databases will be merged in 2001 and their comprehensiveness will be improved to produce valid and useful analysis to improve coordination while the number and range of projects increase.

Analysis of Humanitarian Risks and Special Thematic Issues

OCHA will continue to regularly provide the humanitarian community with analyses of the humanitarian situation and of particular sectors and issues related to the assessment and delivery of assistance. The humanitarian risk analysis reports begun in 1999 will continue on a periodic basis.

Energy Assistance Secretariat

Following on the 17 months of OCHA experience in assessing vulnerability factors related to energy supply, demand, and distribution, the OCHA office in Belgrade will continue, at least through the winter, to be active in macro level energy analysis, consultation, advocacy, and coordination while, assisting in coordination of traditional winterisation assistance programmes.

Review of the OCHA Office in Belgrade

OCHA will undertake a review of the office for reduction of staffing by end-2001 and concerning continuation in 2002.
Originally established to support the United Nations Deputy Special Representative of the Secretary-General for Humanitarian Affairs, the OCHA office in Pristina is now supporting the United Nations Humanitarian Coordinator for Kosovo appointed in July 2000. In 2001, OCHA will continue its support to the Humanitarian Coordinator’s role of coordinating ongoing humanitarian assistance and contingency planning and response. Among its objectives for the year are: improved coordination between all actors involved in humanitarian assistance, reinforced links between humanitarian and development agencies, developed coordination mechanisms between humanitarian actors and municipal administrations, and effective exchange and analysis of information as a coordination tool.

In 2000, OCHA office in Pristina:

- Organised and regularised humanitarian coordination meetings, acting as the secretariat for biweekly plenary meetings and facilitating information exchange for sector-specific meetings;
- Contributed to analysis of existing coordination mechanisms and future needs to facilitate the June 2000 phasing out of the United Nations Mission in Kosovo (UNMIK) Humanitarian Pillar;
- Supported the establishment of the office of the United Nations Humanitarian Coordinator for Kosovo;
- Issued biweekly inter-agency situation reports on humanitarian activities in Kosovo;
- Coordinated special inter-agency initiatives such as humanitarian accounting, winter-preparedness survey, and planned response to threat of lead poisoning from the Trepca plant;
- Managed the Humanitarian Community Information Centre (HCIC) in Pristina, strengthened the Geographical Information System (GIS) and digital mapping services to all humanitarian actors and UNMIK components, and prepared an internal planning document on future development of HCIC;
- Lent HCIC expertise to set up information-management systems run by OCHA in other parts of the world; and
- Facilitated the work of the Kosovo-based agencies on the CAP 2000 Mid-Term Review and on CAP 2001.

YEAR 2001 PRIORITIES AND PLANNED ACTIVITIES

The head of the OCHA Office in Pristina will serve as Deputy to the United Nations Humanitarian Coordinator for Kosovo. In further support and under the leadership of the Humanitarian Coordinator, OCHA will bring together concerned players on key issues, provide regular and timely information on issues of interest to the humanitarian community, and identify and raise awareness of gaps in humanitarian assistance. The Office will facilitate the Consolidated Appeal Process and contribute under the UNDAF.

Field Liaison and Analysis of Information

OCHA will provide field liaison to promote the flow of relevant information to and from the field, and it will link this work to the management of the resources of HCIC in support of the Humanitarian Coordinator. One of the aims will be to facilitate interaction between humanitarian organisations and municipal administrations, and to undertake systematic data collection and analysis of use to all relevant actors.

Humanitarian Community Information Centre

One of the primary loci of OCHA activity in Pristina is HCIC, an inter-agency centre for information sharing and analysis. HCIC will build on its existing expertise to promote the coordinated use and exchange of information across a wider range of programmes. It will improve joint data collection and contribute to the design of future information collection, analysis, and exchange facilities and institutions in Kosovo.

Review of the OCHA Office in Pristina

OCHA will undertake a review of the office for reduction of staffing by end-2001 and concerning continuation in 2002.
OCHA will continue to provide support and assistance to UNHCR in coordination of the United Nations Agencies’ humanitarian and/or transitional programmes defined under the Dayton Peace Agreement. As in previous years, one National Officer will remain attached to the UNHCR Office of the Chief of Mission in Sarajevo.

In 2000, OCHA office in Sarajevo:

- Assisted UNHCR in monitoring the implementation of Post-Dayton programmes, especially in Bosnia and Hercegovina (BiH) and Croatia, but also on coordination of activities of the United Nations system in the region;
- Liaised with UNMIBH, UNDP, the World Bank, and other actors to avoid gaps in assistance in the transition from relief to development;
- Coordinated in-country the process of finalising the Mid-Term Review of CAP 2000 and the production of the CAP 2001 document, and contributed to the overall completion of the regional CAP documents;
- Organised the inter-agency strategic planning meeting in Sarajevo related to the regional CAP and contingency planning; and
- Managed distribution and promotion of CAP documents to United Nations agencies / donors / NGOs in Sarajevo and in the countries of the region where OCHA is not present.

YEAR 2001 PRIORITIES AND PLANNED ACTIVITIES

The OCHA office will increase liaison with United Nations agencies, United Nations Mission in Bosnia and Hercegovina (UNMIBH) and NGOs, as well as with donor representatives in Sarajevo, towards a common strategic approach to meeting immediate assistance needs and transitioning to medium-term rehabilitation and development. The office will organise inter-agency meetings and donor briefings as necessary, and provide donors with the appropriate reports when requested.

On the regional level, the office will also play an important role in the United Nations Inter-Agency Consolidated Appeals Process, including monitoring of implementation of 2001 Consolidated Appeal programmes. It will assist with the contingency planning of United Nations Agencies and monitoring early warning signs of developments and events with potential humanitarian consequences.

A review of OCHA functions will be undertaken to decide on the future direction of the Office.
The vast majority of OCHA’s work during 2000 focused on the humanitarian situation in the northern Caucasus, where events affected the lives of some 330,000 internally displaced persons (IDPs) and up to 690,000 residents in the Republic of Chechnya of the Russian Federation (Chechnya) and the Republic of Ingushetia of the Russian Federation (Ingushetia). Increasingly, however, OCHA’s office focused on other issues, such as relations between the Russian Government’s Ministry of Emergencies and natural disasters.

In 2000, OCHA Office in the Russian Federation:

- Negotiated a memorandum of understanding (MOU) between the United Nations and the Russian Government on humanitarian action in the northern Caucasus to provide a firm base for humanitarian programmes in the northern Caucasus;
- Led the inter-agency process of elaborating the March and July appeals, building on the 1999 flash appeal to 31 December 2000;
- Established and maintained active relations with some 30 embassies in Moscow to ensure strong relations between the United Nations and donors;
- Raised funds for the UNSECOORD office which manages the security of United Nations and associated staff;
- Hosted a contingency planning mission from OCHA headquarters to facilitate preparations for response to possible future humanitarian needs in the region;
- Established a sub-office in Nazran, Ingushetia, which has become a focal point to assist the United Nations agencies, ICRC, and NGOs in the region;
- Elaborated a comprehensive web site and database to promote information exchange and manage output and beneficiary-based information on humanitarian action;
- Developed a statement of humanitarian principles helping to guide United Nations humanitarian action in the northern Caucasus; and
- In October 2000, together with the Government, ICRC, and NGOs, re-assessed the situation in the northern Caucasus and planned programmes for 2001 (totalling US$ 44.9 million) which are elaborated in the 2001 Consolidated Inter-agency Appeal.
While most of its activities will focus on the northern Caucasus, the office will pay increasing attention to enhancing relations between the Russian Government and the United Nations, in particular on stand-by capacities for emergencies and natural disasters. The office will also work to support the preparations for the fifteenth anniversary of the technological disaster that occurred in Chernobyl in April 1986.

In the case of the northern Caucasus, the United Nations holds that the most likely scenario for 2001 is that, initially, there will be little return from Ingushetia to Chechnya (and of IDPs in Chechnya to their place of origin) but that, provided there is a reduction in tensions, a return more sustained than that witnessed in 2000 will take place. The overall goal of the United Nations humanitarian programme is to complement governmental action to alleviate suffering and improve the quality of living conditions amongst civilians in need by continuing to provide humanitarian assistance. The United Nations will implement its programme in conjunction with governmental and non-governmental partners. OCHA plans to support the United Nations Humanitarian Coordinator in conducting the following activities in order to ensure a strategic, coherent and efficient response to the humanitarian consequences of the crisis in the northern Caucasus:

- Maintain a dialogue with the Russian Government to ensure an effective framework of cooperation, in particular concerning operational modalities, governmental humanitarian assistance, and staff safety;
- Ensure that the United Nations agencies coordinate contingency planning, needs assessment, and programme implementation, monitoring, and evaluation. This takes place, *inter alia*, by holding bi-weekly United Nations agency representative policy meetings;
- Promote information exchange (*inter alia*, by producing regular situation reports and briefing notes) to ensure programme analysis and complementarity between the United Nations agencies, the ICRC, and the non-governmental sector;
- Facilitate donor visits to the northern Caucasus and organise monthly meetings between the donor community, United Nations agencies and the ICRC to further harmonise the international community’s humanitarian response to the crisis; and
- Conduct humanitarian advocacy on behalf of civilians in need.
Since September 2000, two OCHA staff members have been deployed to Colombia to support the UNHCR Chief of Mission in facilitating coordination among United Nations agencies, ICRC, IOM, NGOs and other intergovernmental organisations to address the humanitarian needs of internally displaced persons (IDPs) in Colombia.

OCHA staff is responsible for supporting and reinforcing existing inter-agency activities. While respecting the specificity and mandates of the United Nations agencies, such a system facilitates (a) appropriate and timely information sharing and communication; (b) joint strategic analysis and planning, general coherence of standards and approaches; and (c) joint initiatives and activities.

In 2000, OCHA office in Colombia:

- Supported the organisation of regular meetings of the United Nations Inter-agency Group on Internally Displaced Persons to discuss strategic issues and develop a humanitarian policy;
- Issued situation updates that provided an overview of the humanitarian activities for IDPs in Colombia;
- Prepared the visit to Colombia of the United Nations Special Coordinator on Internal Displacement chairing the Senior Inter-Agency Network on IDPs;
- Analysed existing information systems on the IDP situation and proposed alternatives to enhance the contribution of the United Nations system in this regard; and
- Organised information briefings on the IDP situation for the humanitarian community at large.
YEAR 2001 PRIORITIES AND PLANNED ACTIVITIES

Coordination
In 2001, OCHA staff will continue supporting UNHCR in its efforts to ensure coordinated actions benefiting IDPs among United Nations agencies, other international NGOs and all other humanitarian actors. This will entail, *inter alia*, convening regular meetings and organising inter-agency assessment missions. OCHA staff will focus, in particular on:

- Continuing to assist the Inter-agency Group on IDPs in developing a strategy and a humanitarian policy;
- Within the framework of the Inter-agency Group,
  a) Improving the level of political-technical dialogue with all concerned ministries; and
  b) Identifying gaps and required resources, and determining arrangements among agencies and NGOs to respond to specific situations; and
- In close coordination with UNHCR Offices in Putumayo, Uraba and Magdalena Medio, enhancing coordination systems in order to improve the United Nations response at local level.

Information activities
Under the guidance of UNHCR, OCHA staff will continue supporting the Inter-agency Group on IDPs in collecting, consolidating, analysing and disseminating information and issuing, in particular, periodic information bulletins and situation reports.
Opening of an office was planned for the year 2000, but could not be realised due to lack of funding. This Regional Disaster Response Advisor will be stationed, most probably, in Costa Rica to cover Mexico, Central America and the Caribbean. OCHA continues efforts to raise funds to establish itself in this important region with regard to natural disasters.

The assignment of the Regional Disaster Response Advisor (RDRA) is to: promote disaster response preparedness at country and regional levels; liaise with concerned humanitarian actors to encourage the establishment and maintenance of coordination structures, including inventories of available means to assist in case of a disaster (expertise, emergency funds, logistics and relief supplies); participate in disaster response coordination teams (UNDMT / UNDAC); and assist in conducting periodic stocktaking of existing disaster response preparedness (at the country and regional levels).
The assignment of the Regional Disaster Response Advisor (RDRA) is to: promote disaster response preparedness at country and regional levels; liaise with concerned humanitarian actors to encourage the establishment and maintenance of coordination structures, including inventories of available means to assist (expertise, emergency funds, logistics and relief supplies); participate in disaster response coordination teams (United Nations Disaster Management Team (UNDMT) United Nations Disaster Assessment and Coordination (UNDAC) teams); and assist in conducting periodic stocktaking of existing disaster response preparedness (at the country and regional levels).

After its first year of activities, the Office covered most aspects of the Regional Mandate to allow for proper networking and follow-up with all countries in the region, a second professional staff will be recruited.
In 2000, the RDRA:

- Assisted the Resident Coordinator and the United Nations Disaster Management Team (UNDMT) in Honduras in a number of disaster response preparedness and response activities. During his mission, the RDRA also prepared a matrix which summarised activities undertaken by the United Nations country team following the recommendations of the OCHA / UNDP / UNICEF / Pan American Health Organization (PAHO) Joint Disaster Response Recovery Mission to Central America after Hurricane Mitch;
- Provided assistance to the Resident Coordinator in Ecuador in responding to the ongoing volcanic activity of the Tungurahua and Guagua Pichincha volcanoes. The RDRA led an inter-agency assessment mission (OCHA, UNDP, WFP, UNICEF, WHO / PAHO and UNFPA) to the provinces of Tungurahua, Chimborazo and Pastaza and assisted the Minister of Housing in the organisation of donor meetings;
- Represented OCHA in Argentina at the First Days of the Federal Emergency System and delivered papers on “Disasters: Present Situation Around the World” and on OCHA;
- Immediately after massive floods and landslides in December 1999 in Venezuela, carried out four missions to lend support and assistance to the United Nations country team through the coordination of disaster response, transition from relief to rehabilitation, and facilitating a workshop on lessons learned.

Regional initiatives RDRA:

- Supported the cohesion of the group of UNDAC Latin American team members in maintaining an e-mail group list and in developing, along with the OCHA Field Coordination (FCSU), guidelines for UNDAC team members in the case of disasters occurring in their own country. He also participated as a resource person in the UNDAC-Latin America Refresher Course held in Curitiba, Brazil;
- Developed an Executive Guide for the Resident Coordinators in natural disaster situations summarising main actions to be taken to provide for an adequate level of preparedness and response;
- Initiated the development of United Nations Inter-agency Contingency Plans in Bolivia, Colombia, Ecuador, Honduras and Venezuela. Their main purpose is to improve and strengthen the disaster response preparedness and response capacities of the United Nations country teams;
- Participated along with UNDP officials in Venezuela in the design of SIGCO (Integrated Information Management System), a Web-based system for handling information on international humanitarian assistance in the event of disasters;
- Disseminated two OCHA Disaster Response Newsletters South America;
- Made a presentation on OCHA and the UNDAC system, and was the moderator of a session on news media during the Fifth International Congress on Disasters, the Convention Palace of Havana, Cuba;
- Supported Ecuador’s National Ministry of Civil Defence in laying the foundations for the First Andean Meeting of Civil Defence and Protection, and made presentations on OCHA, including the UNDAC system, and on the use of military and civil defence assets in the field of humanitarian assistance;
- Delivered a paper on the role of OCHA Regional Disaster Response Advisors at the International Seminar on Response Preparedness for Natural Disasters, Environmental Emergencies and Technological Accidents in Latin America, which took place in Curitiba, Brazil; and
- Represented OCHA in Panama at the Disaster Management Training Programme (DMTP) Planning Meeting for Central America; underlined the necessity of incorporating all phases of disaster management in the DMTP process and on the advances that could be made if an inter-agency approach were espoused.
YEAR 2001 PRIORITIES AND PLANNED ACTIVITIES

- **Response preparedness planning:** The process initiated during 2000 for the development of United Nations Interagency Contingency Plans will be finalised and consolidated in the countries where it has been initiated (Bolivia, Colombia, Ecuador, Honduras and Venezuela). Nicaragua will be incorporated into this process. There will be a follow-up with Resident Coordinators on their use of the *Executive Guide for the United Nations Resident Coordinators in natural disaster situations*;

- **Emergency missions:** participate in / lead UNDAC missions in the context of natural disasters;

- **Lessons learned:** Conduct, if appropriate, workshops with the United Nations Disaster Management Teams in the post-disaster phase;

- **UNDAC training:** Assist and support UNDAC courses and refreshers taking place in Latin America and the Caribbean region;

- **Representing OCHA:** Participate in relevant events to promote the OCHA integrated response mechanism;

- **Database of Search and Rescue (SAR) teams in South America:** The Office will undertake the development of this database;

- **Integrated Information Management System (SIGCO):** Promote and disseminate SIGCO and implement it whenever a disaster strikes in the region.

- **OCHA Newsletter on Natural Disaster Response in Latin America:** Disseminate four issues of the OCHA Disaster Response Newsletter.
The humanitarian catastrophe in the Great Lakes region of Central Africa in the mid-1990s highlighted the need for greater awareness and better understanding of the issues and events, which characterise each crisis.

Key to this greater awareness is a timely supply of pertinent, reliable information spanning political, economic, social, environmental and humanitarian issues.

Today, across Africa and, more recently, central Asia, the challenge of collecting and disseminating such information to and from some of the most remote countries is being met by the Integrated Regional Information Networks (IRIN). Established by the Office for the Coordination of Humanitarian Affairs, and now in its sixth year, IRIN provides an accurate picture of events as they unfold in 46 countries in sub-Saharan Africa and eight in central Asia. In addition to daily updates and weekly summary reports of the main events, IRIN's other regular reports and features "tell the story behind the news", with detailed background information and expert analysis.

In dealing with new crises, the IRIN reports aim to strengthen early warning and improve insight into the political, economic and humanitarian dynamics of the region.

IRIN's popular Question and Answer series featured interviews which included President Paul Kagame of Rwanda; President Yoweri Museveni of Uganda; new Interim President of Somalia, Abdulkassim Salat Hassan; former Botswana President, Ketumile Masire; United Nations Secretary-General, Kofi Annan; the Acting Emergency Relief Coordinator, Carolyn McAskie; and the United Nations Secretary-General's Special Advisor on Africa, Ibrahim Gambari.

In August 2000, IRIN opened an office in Islamabad, focusing initially on the Afghanistan emergency and its impact on neighbouring countries, including Tajikistan. It also upgraded its liaison office in New York through the placement of a staff member with strong writing skills to prepare and edit United Nations reports relating to Africa or central Asia, or of global interest.

### In 2000, IRIN:

- Expanded its information networks to include countries previously only covered on an ad hoc basis i.e. Côte d'Ivoire, the Horn of Africa (Eritrea, Ethiopia, Kenya, Somalia and Sudan), Nigeria, Mozambique, Madagascar, South Africa and Zimbabwe;
- Provided regular updates on the floods and cyclones that ravaged much of southern Africa, particularly Mozambique and Madagascar. Other long-standing humanitarian issues covered by IRIN include HIV/AIDS, the plight of children in war, and small arms proliferation;
- Enhanced OCHA field capacity by placing one staff temporarily in Sierra Leone to assist with reporting. In Somalia, IRIN and the Resident Humanitarian Coordinator’s Office worked closely on a number of projects, including Web site development and a pilot radio news project;
- Increased its e-mail subscribers from 6,500 in June to over 8,000 by September. This translates to a daily readership of over 40,000 for the Africa service alone;
- Continued to translate into French all daily and weekly updates, and some special reports, on the Great Lakes, Central and Eastern Africa, and West Africa;
- Translated Central and Eastern Africa (CEA) weekly reports into Swahili to reach the growing number of East African NGOs involved in the delivery of international assistance; and
- Increased its Web-site readers from 250,000 page requests a month to over one million “visitors” in August and 411,000 page view requests in the same month.
YEAR 2001 PRIORITIES AND PLANNED ACTIVITIES

Development of Core Products
IRIN will further support the wider humanitarian community to meet the new and ongoing challenges through the production of more in-depth reports, providing background detail, expert analysis and additional links to other relevant documents and information. IRIN will also work with its partners to ensure more grass roots involvement in the information gathering and dissemination processes. Particular attention will be paid to finding mechanisms that enable those without modern technology to input and access IRIN reports. IRIN will continue to pay special attention to countries largely ignored by the mainstream media, as well as highlight the regional impact of events, in particular the possible domino effects of crises. Additional efforts will be made to support early warning initiatives and other aimed at conflict prevention and advocacy of humanitarian principles and concerns.

More cost-effective
IRIN will aim for a more streamlined, flexible and mobile “look”. A team of writers, based on the African and Asian continents, will be deployed in the regions to collect, sift, verify and compile information on emergencies and issues of most concern, moving into new crisis areas, when necessary. Through harnessing new technology and equipping IRIN writers with mobile offices, these staff will be able to write, edit and send their reports from any part of the globe, quickly and cheaply.

Advocacy and awareness-raising
IRIN will continue to raise awareness of problems affecting nations in crisis and issues such as HIV/AIDS, mines, child soldiers and discrimination against women and children. Partnerships for advocacy in the field are now being discussed with a number of organisations, including the Economic Council Commission for Africa and the United Nations Programme on HIV/AIDS (UNAIDS). IRIN plans to develop a regional HIV/AIDS information service, including an e-mail discussion forum and radio package. The service will provide comprehensive, relevant information in initial weekly news feed and Web specials.

New features on the Web
Features planned include more regular updating of critical events; more use of graphics, maps, and links to other relevant information sources. The popular photo-galleries on countries in crisis, including Afghanistan, Angola, Rwanda and Sierra Leone, will be refreshed with new photographs and expanded to include new countries and issues. All of these photographs can be used free of charge by readers for their own reports and documents.

Expanding into new crisis areas
In addition to expansion in central Asia, some donors have asked that IRIN also include the Caucasus and parts of the Balkans. In the Caucasus, as in central Asia, IRIN would ensure that reliable information is disseminated regularly to the widest audience. In the Balkans, it would sift through and collate all relevant, reliable data and present it in concise, easy-to-read reports.

Spreading the word
IRIN will seek to bring its news and reports services to a wider range of people by making reports available in more languages, and through different media such as local radio. The primary purpose of these sites would be to foster a two-way exchange of information between French-speaking communities and decision-makers, and in the case of the Arabic service, between Islamic and non-Islamic humanitarian organisations.
## ANEX I

### 2001 BUDGET AND FINANCIAL STRUCTURE
**REQUIREMENTS FOR EXTRABUDGETARY CORE ACTIVITIES AND PROJECTS**

Value in US$

<table>
<thead>
<tr>
<th>Programme/Activities</th>
<th>Total estimated requirements</th>
</tr>
</thead>
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### A. Core activities

New York and Geneva

12,709,780

### B. Projects administered by OCHA New York

#### 1. New York-based

1. Advocacy Support Project 885,638
2. ReliefWeb (NY/GVA) 1,082,500
3. Information Management / Technologies Support Project 614,720
4. Field Information Support Project 840,438
5. Project on Internally Displaced Persons 394,400
6. Implementing the Management Review (NY/GVA) 490,300
7. Public / Private Partnership in Humanitarian Operations 283,000
8. Humanitarian Impact of Sanctions 212,400
9. Annual Evaluations 50,000
10. Lessons-Learned Study – Drought in the Horn of Africa 90,000
11. Disaster Policy Coordination Project 230,000

Sub-total (b. 1) 5,173,396

#### 2. Field

1. Integrated Regional Information Networks (IRIN) 4,169,000

Sub-total (b. 2) 9,342,396

### C. Projects administered by OCHA Geneva

#### 1. Geneva-based

1. Consolidated Appeal Process Improvement Project 758,100
2. Chernobyl Programme 154,800
3. Staff Development, Training and Career Development 755,300
4. Field Coordination Support 1,578,300
5. Military, Civil Defence and Logistics Support 1,776,714
6. OCHA / UNEP Environment Response 240,000
7. Emergency Telecommunications Project 399,600
8. Strengthening the Senior Management Team 991,200
9. Surge Capacity (NY/GVA) 1,195,000

Sub-total (c. 1) 7,849,014

#### 2. Field

1. Afghanistan UNOCHA 4,266,000
2. Field Offices 28,675,670
3. Reliefweb Asia Antenna 433,500

Sub-total (c. 2) 33,375,170

**TOTAL** 63,276,360
## 2001 Regular Budget and Extrapludgetary Funding of Core Activities

Value in US$

<table>
<thead>
<tr>
<th></th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
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<td>8,214,200</td>
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<tr>
<td>Extrabudgetary</td>
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</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>20,923,980</strong></td>
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</tbody>
</table>

Extrapludgetary: 61%

Regular Budget: 39%
### ANNEX III

#### DETAIL OF 2001-2002 EXTRABUDGETARY FUNDING REQUIREMENTS

<table>
<thead>
<tr>
<th>ACTIVITIES</th>
<th>YEAR 2001 (US$)</th>
<th>YEAR 2002 (US$)</th>
<th>TOTAL (US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CORE FUNCTIONS</strong></td>
<td></td>
<td></td>
<td></td>
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<td>Office of the Under-Secretary-General for Humanitarian Affairs / Emergency Relief Coordinator</td>
<td>461,800</td>
<td>461,800</td>
<td>923,600</td>
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<tr>
<td>Office of the Assistant Emergency Relief Coordinator / Director OCHA Geneva</td>
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<td>389,100</td>
<td>778,200</td>
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<td>Executive Office</td>
<td>492,200</td>
<td>492,200</td>
<td>984,400</td>
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<td>Common Costs - New York</td>
<td>336,170</td>
<td>336,170</td>
<td>672,340</td>
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<td>Administrative Office – Geneva</td>
<td>536,500</td>
<td>536,500</td>
<td>1,073,000</td>
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<td>Common Costs - Geneva</td>
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<td>963,400</td>
<td>1,926,800</td>
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<td>425,900</td>
<td>851,800</td>
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<td>IASC/ECHA Secretariat – Geneva</td>
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<td>227,000</td>
<td>454,000</td>
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<td>861,200</td>
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<td>Response Coordination</td>
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<td>3,430,000</td>
<td>6,860,000</td>
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<td>405,500</td>
<td>811,000</td>
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<td>Policy Development and Studies</td>
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<td>1,348,100</td>
<td>2,696,200</td>
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<td>Advocacy and External Relations</td>
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<td>684,215</td>
<td>1,368,430</td>
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<td>2,148,695</td>
<td>4,297,390</td>
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<td><strong>Sub-Total</strong></td>
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<td>12,709,780</td>
<td>25,419,560</td>
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<td><strong>HEADQUARTERS PROJECTS</strong></td>
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<td></td>
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<td>991,200</td>
<td>1,982,400</td>
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<td>Staff Development, Training and Career Development</td>
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<td>755,300</td>
<td>1,510,600</td>
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<td>Implementing the Management Review</td>
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<td>490,300</td>
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<td>Surge Capacity Project</td>
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<td>1,195,000</td>
<td>2,390,000</td>
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<td>Chernobyl Programme</td>
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<td>154,800</td>
<td>309,600</td>
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<td>Consolidated Appeals Process Improvement Project</td>
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<td>758,100</td>
<td>1,516,200</td>
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<td>1,578,300</td>
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<td>1,776,714</td>
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<td>240,000</td>
<td>480,000</td>
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<td>394,400</td>
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<td>233,000</td>
<td>516,000</td>
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<td>Humanitarian Impact of Sanctions</td>
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<td>212,400</td>
<td>424,800</td>
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<td>50,000</td>
<td>65,000</td>
<td>115,000</td>
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<td>Lessons-Learned Study – Drought in the Horn of Africa</td>
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<td>30,000</td>
<td>120,000</td>
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<tr>
<td>Disaster Policy Coordination Project</td>
<td>230,000</td>
<td>230,000</td>
<td>460,000</td>
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<tr>
<td>Advocacy Support Project</td>
<td>885,638</td>
<td>885,638</td>
<td>1,771,276</td>
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<td>Information Management/Technologies Support Project</td>
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<td>614,720</td>
<td>1,229,440</td>
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<td>Field Information Support Project</td>
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<td>840,438</td>
<td>1,680,876</td>
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<td>Reliefweb</td>
<td>1,082,500</td>
<td>1,082,500</td>
<td>2,165,000</td>
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<td><strong>Sub-Total</strong></td>
<td>13,022,410</td>
<td>12,437,110</td>
<td>25,459,520</td>
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<tr>
<td><strong>Total</strong></td>
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<td>25,146,890</td>
<td>50,879,080</td>
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<td>OCHA OFFICES IN THE FIELD</td>
<td>ACTIVITIES</td>
<td>YEAR 2001 (US$)</td>
<td>YEAR 2002 (US$)</td>
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<tr>
<td>---------------------------</td>
<td>------------</td>
<td>----------------</td>
<td>----------------</td>
</tr>
<tr>
<td><strong>AFRICA AND THE MIDDLE EAST</strong></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Angola</td>
<td>4,689,900</td>
<td>4,689,900</td>
<td>9,379,800</td>
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<tr>
<td>Mozambique</td>
<td>180,120</td>
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<td>180,120</td>
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<td>Regional Disaster Response Advisor for Southern Africa</td>
<td>230,900</td>
<td>218,000</td>
<td>448,900</td>
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<td>Regional Office for the Great Lakes Region</td>
<td>883,850</td>
<td>883,850</td>
<td>1,767,700</td>
</tr>
<tr>
<td>Burundi</td>
<td>943,000</td>
<td>1,025,000</td>
<td>1,968,000</td>
</tr>
<tr>
<td>Democratic Republic of the Congo</td>
<td>2,863,500</td>
<td>2,863,500</td>
<td>5,727,000</td>
</tr>
<tr>
<td>Republic of the Congo</td>
<td>202,800</td>
<td>0</td>
<td>202,800</td>
</tr>
<tr>
<td>Rwanda</td>
<td>443,600</td>
<td>443,600</td>
<td>887,200</td>
</tr>
<tr>
<td>Uganda</td>
<td>682,800</td>
<td>682,800</td>
<td>1,365,600</td>
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<tr>
<td>Office of the Regional Coordinator for the Drought in the Horn of Africa</td>
<td>478,200</td>
<td>0</td>
<td>478,200</td>
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<tr>
<td>Office of the Humanitarian Advisor for Africa</td>
<td>435,000</td>
<td>870,000</td>
<td>1,305,000</td>
</tr>
<tr>
<td>Eritrea</td>
<td>637,300</td>
<td>637,300</td>
<td>1,274,600</td>
</tr>
<tr>
<td>Ethiopia</td>
<td>1,170,000</td>
<td>1,170,000</td>
<td>2,340,000</td>
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<tr>
<td>Kenya</td>
<td>360,000</td>
<td>0</td>
<td>360,000</td>
</tr>
<tr>
<td>Somalia</td>
<td>902,300</td>
<td>902,300</td>
<td>1,804,600</td>
</tr>
<tr>
<td>Sudan (Khartoum and Nairobi)</td>
<td>1,990,000</td>
<td>1,990,000</td>
<td>3,980,000</td>
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<tr>
<td>OCHA Offices for West Africa</td>
<td>2,100,000</td>
<td>2,422,000</td>
<td>4,522,000</td>
</tr>
<tr>
<td>Sierra Leone</td>
<td>1,287,500</td>
<td>1,287,500</td>
<td>2,575,000</td>
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<tr>
<td>Occupied Palestinian Territory</td>
<td>338,000</td>
<td>0</td>
<td>338,000</td>
</tr>
<tr>
<td><strong>Sub-Total</strong></td>
<td>20,818,770</td>
<td>20,085,750</td>
<td>40,904,520</td>
</tr>
</tbody>
</table>

| **ASIA** | | | | |
| Afghanistan UNOCHA | 4,266,000 | 4,266,000 | 8,532,000 |
| Regional Disaster Response Advisor for Asia | 386,500 | 386,500 | 773,000 |
| Democratic People's Republic of Korea | 301,300 | 301,300 | 602,600 |
| Indonesia | 1,788,400 | 1,788,400 | 3,576,800 |
| Regional Disaster Response Advisor for the Pacific | 279,500 | 279,500 | 559,000 |
| Tajikistan | 383,700 | 383,700 | 767,400 |
| Reliefweb Asia Antenna | 433,500 | 433,500 | 867,000 |
| **Sub-Total** | 7,838,900 | 7,838,900 | 15,677,800 |

| **EUROPE** | | | | |
| Georgia | 533,600 | 533,600 | 533,600 |
| Southeastern Europe | 2,112,600 | 1,000,000 | 3,112,600 |
| The Russian Federation | 1,105,000 | 1,105,000 | 2,210,000 |
| **Sub-Total** | 3,751,200 | 2,105,000 | 5,856,200 |

| **AMERICAS AND THE CARIBBEAN** | | | | |
| Colombia | 308,300 | 308,300 | 616,600 |
| Regional Disaster Response Advisor for Mexico, Central America and the Caribbean | 354,000 | 354,000 | 708,000 |
| Regional Disaster Response Advisor for South America | 304,000 | 304,000 | 608,000 |
| **Sub-Total** | 966,300 | 966,300 | 1,932,600 |

| INTEGRATED REGIONAL INFORMATION NETWORK (IRIN) | 4,169,000 | 4,169,000 | 8,338,000 |
| **Total** | 37,544,170 | 35,164,950 | 72,709,120 |

| **GRAND TOTAL** | 63,276,360 | 60,311,840 | 123,588,200 |
## Annex IV

### 2000 Contributions for Core Activities

Income Received or Pledged (as of 31 December 2000)

<table>
<thead>
<tr>
<th>Donors</th>
<th>Income Funded (US$)</th>
<th>Funded (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>United Kingdom</td>
<td>1,779,472</td>
<td>24.0</td>
</tr>
<tr>
<td>Sweden</td>
<td>921,851</td>
<td>12.5</td>
</tr>
<tr>
<td>USA</td>
<td>800,000</td>
<td>10.8</td>
</tr>
<tr>
<td>Netherlands</td>
<td>765,873</td>
<td>10.4</td>
</tr>
<tr>
<td>Belgium</td>
<td>541,357</td>
<td>7.3</td>
</tr>
<tr>
<td>Norway</td>
<td>424,360</td>
<td>5.7</td>
</tr>
<tr>
<td>Switzerland</td>
<td>416,667</td>
<td>5.6</td>
</tr>
<tr>
<td>Denmark</td>
<td>366,680</td>
<td>5.0</td>
</tr>
<tr>
<td>Italy</td>
<td>357,379</td>
<td>4.8</td>
</tr>
<tr>
<td>Canada</td>
<td>346,078</td>
<td>4.7</td>
</tr>
<tr>
<td>Australia</td>
<td>296,725</td>
<td>4.0</td>
</tr>
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<td>Spain</td>
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</tr>
<tr>
<td>Japan</td>
<td>136,000</td>
<td>1.8</td>
</tr>
<tr>
<td>New Zealand</td>
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<td>0.7</td>
</tr>
<tr>
<td>Singapore</td>
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<tr>
<td>Private</td>
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<td><strong>Total</strong></td>
<td><strong>7,399,110</strong></td>
<td><strong>100.0</strong></td>
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### Graphical representation of contributions:

- United Kingdom
- Sweden
- USA
- Netherlands
- Belgium
- Norway
- Switzerland
- Denmark
- Italy
- Canada
- Australia
- Spain
- Japan
- New Zealand
- Singapore
- China
- Private

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2000 CONTRIBUTIONS FOR IRIN AND RELIEFWEB
Income Received or Pledged (as of 31 December 2000)

**IRIN**

<table>
<thead>
<tr>
<th>Donors</th>
<th>Income (US$)</th>
<th>Funded (%)</th>
</tr>
</thead>
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<tr>
<td>USA</td>
<td>600,000</td>
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<tr>
<td>Norway</td>
<td>559,522</td>
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<tr>
<td>Canada</td>
<td>329,828</td>
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<tr>
<td>Sweden</td>
<td>320,593</td>
<td>12.6</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>285,714</td>
<td>11.2</td>
</tr>
<tr>
<td>Australia</td>
<td>182,970</td>
<td>7.2</td>
</tr>
<tr>
<td>Ireland</td>
<td>163,053</td>
<td>6.4</td>
</tr>
<tr>
<td>Denmark</td>
<td>98,371</td>
<td>3.9</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>2,540,051</strong></td>
<td><strong>100.0</strong></td>
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</table>

**RELIEFWEB**

<table>
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<tr>
<th>Donors</th>
<th>Income (US$)</th>
<th>Funded (%)</th>
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</thead>
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<tr>
<td>USA</td>
<td>525,000</td>
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<tr>
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<td>137,397</td>
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<td>Canada</td>
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<tr>
<td>United Kingdom</td>
<td>107,143</td>
<td>9.6</td>
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<tr>
<td>Denmark</td>
<td>49,185</td>
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<tr>
<td><strong>Total</strong></td>
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<td><strong>100.0</strong></td>
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<td>DONOR</td>
<td>TOTAL (US$)</td>
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<tr>
<td>--------------------------</td>
<td>-------------</td>
<td></td>
</tr>
<tr>
<td>Angola</td>
<td>794,192</td>
<td></td>
</tr>
<tr>
<td>Armenia</td>
<td>10,000</td>
<td></td>
</tr>
<tr>
<td>Burundi</td>
<td>500,000</td>
<td></td>
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<tr>
<td>Democratic Republic of Korea</td>
<td>111,000</td>
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<td>Democratic Republic of the Congo</td>
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<tr>
<td>Eritrea</td>
<td>188,245</td>
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<tr>
<td>Ethiopia</td>
<td>260,000</td>
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<tr>
<td>Georgia</td>
<td>360,000</td>
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<tr>
<td>Great Lakes Region</td>
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<tr>
<td>Kenya</td>
<td>611,656</td>
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<td>Lebanon</td>
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<td>Republic of the Congo</td>
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<tr>
<td>Russian Federation</td>
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<tr>
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<td>2,519,893</td>
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<tr>
<td>Sierra Leone</td>
<td>430,404</td>
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<tr>
<td>Somalia</td>
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<td>South Eastern Europe</td>
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<td>Sudan</td>
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</tr>
<tr>
<td>Tajikistan</td>
<td>500,000</td>
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<tr>
<td>Uganda</td>
<td>1,036,591</td>
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<tr>
<td>West Africa Reserve FCU</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>2,765,124</strong></td>
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(1) Not including the following contributions made to UCAH/Emergency Response Fund: Canada (US$ 265,300); the Netherlands (US$ 1,379,919); Norway (US$ 781,294); Sweden (US$ 1,441,472) and Private (US$ 170,482).
(2) Not including the following contribution made to NGO Funding Mechanism: Sweden (US$ 455,722).
(3) Not including the following contributions made to Security Project: Norway (US$ 250,000) and United Kingdom (US$ 300,000).
(4) Contributions and pledges for Kosovo: to EC (to 30%); to ONC (70%); to ECHO (10%); to UNDP (5%); to CC (1%).
### 2000 Contributions for Field Offices

**Income Received or Pledged (as of 31 December 2000)**

<table>
<thead>
<tr>
<th>Donors</th>
<th>Income Funded (US$)</th>
<th>Funded (%)</th>
</tr>
</thead>
<tbody>
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<td>USA</td>
<td>6,901,900</td>
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<tr>
<td>United Kingdom</td>
<td>2,910,950</td>
<td>13.9</td>
</tr>
<tr>
<td>Norway</td>
<td>2,830,865</td>
<td>13.5</td>
</tr>
<tr>
<td>Sweden</td>
<td>2,698,112</td>
<td>12.9</td>
</tr>
<tr>
<td>Netherlands</td>
<td>1,471,759</td>
<td>7.0</td>
</tr>
<tr>
<td>Australia</td>
<td>794,192</td>
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<tr>
<td>Canada</td>
<td>749,690</td>
<td>3.6</td>
</tr>
<tr>
<td>Denmark</td>
<td>700,704</td>
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</tr>
<tr>
<td>Belgium</td>
<td>542,491</td>
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</tr>
<tr>
<td>Portugal</td>
<td>500,000</td>
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<tr>
<td>Italy</td>
<td>334,123</td>
<td>1.6</td>
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<td>New Zealand</td>
<td>240,473</td>
<td>1.1</td>
</tr>
<tr>
<td>Finland</td>
<td>93,277</td>
<td>0.4</td>
</tr>
<tr>
<td>Switzerland</td>
<td>59,880</td>
<td>0.3</td>
</tr>
<tr>
<td>France</td>
<td>43,516</td>
<td>0.2</td>
</tr>
<tr>
<td>Greece</td>
<td>20,000</td>
<td>0.1</td>
</tr>
<tr>
<td>Cyprus</td>
<td>19,721</td>
<td>0.1</td>
</tr>
<tr>
<td>Liechtenstein</td>
<td>17,241</td>
<td>0.1</td>
</tr>
<tr>
<td>Private</td>
<td>14,301</td>
<td>0.1</td>
</tr>
<tr>
<td>Belarus</td>
<td>10,000</td>
<td>0.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>20,953,195</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>
## 2000 Contributions for Disaster Response - DRB Projects

Income Received or Pledged (as of 31 December 2000)

<table>
<thead>
<tr>
<th>Donors</th>
<th>LTU/Pisa Warehouse</th>
<th>Regional Advisors - Asia, Latin America, Pacific Southern Africa</th>
<th>Total (US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Italy</td>
<td>939,228</td>
<td></td>
<td>939,228</td>
</tr>
<tr>
<td>Japan</td>
<td></td>
<td></td>
<td>152,000</td>
</tr>
<tr>
<td>Norway</td>
<td>138,445</td>
<td>107,296</td>
<td>245,741</td>
</tr>
<tr>
<td>United Kingdom</td>
<td></td>
<td>571,428</td>
<td>571,428</td>
</tr>
<tr>
<td>Private</td>
<td>173,931</td>
<td></td>
<td>173,931</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,251,604</strong></td>
<td><strong>830,724</strong></td>
<td><strong>2,082,328</strong></td>
</tr>
</tbody>
</table>

![Bar chart showing contributions from various donors](chart.png)
2000 CONTRIBUTIONS FOR DISASTER RESPONSE CHANNELLED THROUGH OCHA AND RELATED TO NATURAL AND SUDDEN ONSET DISASTERS (as of 31 December 2000)

<table>
<thead>
<tr>
<th>Donors</th>
<th>Income (US$)</th>
<th>Funded (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>United Kingdom</td>
<td>1,222,659</td>
<td>28.3</td>
</tr>
<tr>
<td>Sweden</td>
<td>771,792</td>
<td>17.9</td>
</tr>
<tr>
<td>Netherlands</td>
<td>765,873</td>
<td>17.8</td>
</tr>
<tr>
<td>USA</td>
<td>575,000</td>
<td>13.3</td>
</tr>
<tr>
<td>Luxembourg</td>
<td>321,975</td>
<td>7.5</td>
</tr>
<tr>
<td>Norway</td>
<td>236,738</td>
<td>5.5</td>
</tr>
<tr>
<td>Private</td>
<td>115,373</td>
<td>2.7</td>
</tr>
<tr>
<td>New Zealand</td>
<td>98,575</td>
<td>2.3</td>
</tr>
<tr>
<td>Ireland</td>
<td>63,665</td>
<td>1.5</td>
</tr>
<tr>
<td>Switzerland</td>
<td>60,241</td>
<td>1.4</td>
</tr>
<tr>
<td>Denmark</td>
<td>30,914</td>
<td>0.7</td>
</tr>
<tr>
<td>Singapore</td>
<td>20,000</td>
<td>0.5</td>
</tr>
<tr>
<td>Czech Republic</td>
<td>15,000</td>
<td>0.3</td>
</tr>
<tr>
<td>Cyprus</td>
<td>10,000</td>
<td>0.2</td>
</tr>
<tr>
<td>Monaco</td>
<td>5,146</td>
<td>0.1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>4,312,951</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

- United Kingdom
- Sweden
- Netherlands
- USA
- Luxembourg
- Norway
- Private
- New Zealand
- Ireland
- Switzerland
- Denmark
- Singapore
- Czech Republic
- Cyprus
- Monaco

Graph showing contributions by donors.
### 2000 Contributions for DRB Field Projects
(as of 31 December 2000)

<table>
<thead>
<tr>
<th>Donors</th>
<th>LTU/Pisa (US$)</th>
<th>R.O Suva Fiji (US$)</th>
<th>R.O Kobe Japan (US$)</th>
<th>R.O Southern Africa (US$)</th>
<th>R.O Quito Ecuador (US$)</th>
<th>Total (US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Italy</td>
<td>939,228</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>939,228</td>
</tr>
<tr>
<td>Japan</td>
<td></td>
<td></td>
<td>152,000</td>
<td></td>
<td></td>
<td>152,000</td>
</tr>
<tr>
<td>Norway</td>
<td>138,445</td>
<td></td>
<td></td>
<td>107,296</td>
<td></td>
<td>245,741</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>188,571</td>
<td>80,000</td>
<td>45,714</td>
<td>257,143</td>
<td></td>
<td>571,428</td>
</tr>
<tr>
<td>Private</td>
<td>173,931</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>173,931</td>
</tr>
<tr>
<td>Total</td>
<td>1,251,604</td>
<td>188,571</td>
<td>232,000</td>
<td>153,010</td>
<td>257,143</td>
<td>2,082,328</td>
</tr>
</tbody>
</table>
### 2000 Use of Pre-Positioned Funds for Disaster Relief
(as of 31 December 2000)

#### Donor: Denmark

<table>
<thead>
<tr>
<th>Beneficiary</th>
<th>Type of Crises</th>
<th>Granted in US$</th>
</tr>
</thead>
<tbody>
<tr>
<td>DPR of Korea</td>
<td>Typhoon</td>
<td>30,000</td>
</tr>
<tr>
<td>Vietnam</td>
<td>Floods</td>
<td>30,000</td>
</tr>
<tr>
<td>Bangladesh</td>
<td>Floods</td>
<td>36,000</td>
</tr>
<tr>
<td>Cambodia</td>
<td>Floods</td>
<td>30,000</td>
</tr>
<tr>
<td>Vietnam</td>
<td>Floods</td>
<td>20,000</td>
</tr>
<tr>
<td>Belize</td>
<td>Hurricane Keith</td>
<td>30,000</td>
</tr>
<tr>
<td>Indonesia</td>
<td>Floods</td>
<td>20,000</td>
</tr>
<tr>
<td>Mongolia</td>
<td>Snowstorms</td>
<td>50,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>246,000</strong></td>
</tr>
</tbody>
</table>

#### Donor: Italy

<table>
<thead>
<tr>
<th>Beneficiary</th>
<th>Type of Crises</th>
<th>Granted in US$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indonesia</td>
<td>Earthquake</td>
<td>100,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>100,000</strong></td>
</tr>
</tbody>
</table>

#### Donor: Norway

<table>
<thead>
<tr>
<th>Beneficiary</th>
<th>Type of Crises</th>
<th>Granted in US$</th>
</tr>
</thead>
<tbody>
<tr>
<td>St Vincent &amp; Grenadines</td>
<td>Hurricane &quot;Lenny&quot;</td>
<td>5,522</td>
</tr>
<tr>
<td>Dominica</td>
<td>Hurricane &quot;Lenny&quot;</td>
<td>17,838</td>
</tr>
<tr>
<td>St Kitts &amp; Nevis</td>
<td>Hurricane &quot;Lenny&quot;</td>
<td>15,337</td>
</tr>
<tr>
<td>St Lucia</td>
<td>Hurricane &quot;Lenny&quot;</td>
<td>11,503</td>
</tr>
<tr>
<td>Mozambique</td>
<td>Floods</td>
<td>50,000</td>
</tr>
<tr>
<td>Botswana</td>
<td>Floods</td>
<td>10,000</td>
</tr>
<tr>
<td>Mongolia</td>
<td>Snowstorms</td>
<td>30,000</td>
</tr>
<tr>
<td>Pakistan</td>
<td>Drought</td>
<td>22,000</td>
</tr>
<tr>
<td>Iran</td>
<td>Drought</td>
<td>30,000</td>
</tr>
<tr>
<td>Vietnam</td>
<td>Floods</td>
<td>30,000</td>
</tr>
<tr>
<td>North Korea (DPRK)</td>
<td>Typhoon &quot;Prapiroon&quot;</td>
<td>50,000</td>
</tr>
<tr>
<td>Bangladesh</td>
<td>Floods</td>
<td>30,000</td>
</tr>
<tr>
<td>Cambodia</td>
<td>Floods</td>
<td>50,000</td>
</tr>
<tr>
<td>Vietnam</td>
<td>Floods</td>
<td>20,000</td>
</tr>
<tr>
<td>Vietnam</td>
<td>Floods</td>
<td>50,000</td>
</tr>
<tr>
<td>Cambodia</td>
<td>Floods</td>
<td>50,000</td>
</tr>
<tr>
<td>Belize</td>
<td>Hurricane &quot;Keith&quot;</td>
<td>30,000</td>
</tr>
<tr>
<td>Vietnam</td>
<td>Floods</td>
<td>50,000</td>
</tr>
<tr>
<td>Indonesia</td>
<td>Floods</td>
<td>35,000</td>
</tr>
<tr>
<td>Mongolia</td>
<td>Snowstorms</td>
<td>50,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>637,000</strong></td>
</tr>
</tbody>
</table>

#### Donor: United Kingdom of Great Britain and Northern Ireland

<table>
<thead>
<tr>
<th>Beneficiary</th>
<th>Type of Crises</th>
<th>Granted in US$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mozambique</td>
<td>Floods</td>
<td>30,000</td>
</tr>
<tr>
<td>Botswana</td>
<td>Floods</td>
<td>10,000</td>
</tr>
<tr>
<td>Mongolia</td>
<td>Snowstorms</td>
<td>30,000</td>
</tr>
<tr>
<td>Mozambique</td>
<td>Floods</td>
<td>20,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>90,000</strong></td>
</tr>
</tbody>
</table>
## ANNEX VIII

### PROJECTS ADMINISTERED BY HEADQUARTERS

**Income Received or Pledged (as of 31 December 2000)**

#### GENEVA BASED PROJECTS

<table>
<thead>
<tr>
<th>Donors</th>
<th>FCSU</th>
<th>MCDU</th>
<th>Emergency Telecom</th>
<th>UNEP/OCHA</th>
<th>Joint DRB Workshops</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Austria</td>
<td>15,479</td>
<td>72,100</td>
<td></td>
<td></td>
<td></td>
<td>87,579</td>
</tr>
<tr>
<td>Denmark</td>
<td>196,743</td>
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<td></td>
<td></td>
<td>196,743</td>
</tr>
<tr>
<td>Finland</td>
<td>31,095</td>
<td>31,095</td>
<td></td>
<td></td>
<td></td>
<td>62,190</td>
</tr>
<tr>
<td>France</td>
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<td>234,464</td>
<td></td>
<td></td>
<td></td>
<td>234,464</td>
</tr>
<tr>
<td>Norway</td>
<td>197,657</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>197,657</td>
</tr>
<tr>
<td>Switzerland</td>
<td>308,480</td>
<td>538,619</td>
<td>55,556</td>
<td>220,702</td>
<td></td>
<td>1,123,357</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>357,143</td>
<td>142,857</td>
<td>126,652</td>
<td>50,000</td>
<td></td>
<td>676,652</td>
</tr>
<tr>
<td>USA</td>
<td>160,000</td>
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<td></td>
<td></td>
<td></td>
<td>160,000</td>
</tr>
<tr>
<td>Private</td>
<td>66,815</td>
<td>5,801</td>
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<td></td>
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<td>72,616</td>
</tr>
<tr>
<td><strong>Total</strong></td>
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<td>1,173,850</td>
<td>188,009</td>
<td>50,000</td>
<td>220,702</td>
<td>2,811,258</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Donors</th>
<th>CAP Strength</th>
<th>EFCT</th>
<th>FAS</th>
<th>Workshop Kampala West Africa</th>
<th>Policy Coordination</th>
<th>OD Training</th>
<th>IDP Network</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Austria</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td>Finland</td>
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<td>France</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Norway</td>
<td>100,000</td>
<td>53,248</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Switzerland</td>
<td>212,375</td>
<td>212,375</td>
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<td></td>
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<td>United Kingdom</td>
<td>142,857</td>
<td>157,940</td>
<td></td>
<td>107,143</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>USA</td>
<td>335,450</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>492,064</td>
<td>215,535</td>
<td>571,429</td>
<td>185,714</td>
<td>170,300</td>
<td>146,000</td>
<td>544,437</td>
<td>2,325,479</td>
</tr>
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</table>

#### NEW YORK BASED PROJECTS

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Norway</td>
<td>100,000</td>
<td>53,248</td>
<td></td>
<td>323,681</td>
<td></td>
<td></td>
<td></td>
<td>476,929</td>
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<tr>
<td>Sweden</td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<td></td>
<td>59,686</td>
</tr>
<tr>
<td>Switzerland</td>
<td>212,375</td>
<td>212,375</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>424,750</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>142,857</td>
<td>157,940</td>
<td>107,143</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>407,940</td>
</tr>
<tr>
<td>USA</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>335,450</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>312,375</td>
<td>265,623</td>
<td>142,857</td>
<td>157,940</td>
<td>323,681</td>
<td>442,593</td>
<td>59,686</td>
<td>1,704,755</td>
</tr>
</tbody>
</table>

146
STATUS OF FUNDING OF THE CENTRAL EMERGENCY REVOLVING FUND
(As of 31 December 2000)

SUMMARY STATUS OF FUNDING OF THE CERF
(in US$, as of 31 December 2000)

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Refunds and interest earned</td>
<td>172,411,085</td>
</tr>
<tr>
<td>Contributions received</td>
<td>49,415,524</td>
</tr>
<tr>
<td>Advances</td>
<td>(190,564,760)</td>
</tr>
<tr>
<td>Fund Balance</td>
<td>31,261,849</td>
</tr>
</tbody>
</table>
OCHA finances its activities through two main channels:

- The United Nations regular budget, which is approved by the General Assembly biennially; and

- Voluntary contributions administered under trust funds, of which the Trust Fund for Strengthening the Office of the Coordinator (DD) and the Disaster Relief Assistance Trust Fund (DC) are the most relevant. Regular contributions to these funds are vital for the work of OCHA. The legal basis, rationale and functioning of these and several other OCHA trust funds and accounts are shown below.

**Trust Fund for Strengthening the Office of the Coordinator (DD)**

This trust fund was established in 1974 pursuant to General Assembly resolution 3243. Voluntary contributions to the fund enable OCHA to cover its core needs, related to both staff and non-staff costs at headquarters, for the part that is not funded from regular budget allocations. The fund is subject to 13 per cent programme support costs.

**DD Sub-account for Strengthening the Integrated Regional Information Network**

With the transfer of responsibility for implementation of subprogramme 5 (Emergency Humanitarian Information) from Geneva to New York, this sub-account was established in New York under the DD Trust Fund to serve as the funding source for IRIN core needs, related to both staff and non-staff costs. It became operational on 9 November 1998. The sub-account is subject to 13 per cent programme support costs.

**Trust Fund for Disaster Relief (DC)**

DC was established by General Assembly resolutions 2816 and 3532, by which it receives earmarked and unearmarked contributions for disaster relief assistance. The objective of the fund is to finance relief coordination activities and supplement the initial emergency grant that OCHA can make available once funds are exhausted from the regular budget. The fund enables OCHA to cover relief needs as an advance when the response of the donor community is slow. The earmarked component of the fund is divided in separate sub-accounts for specific affected countries or objectives. The fund is subject to 3 per cent programme support costs.

**Special Sub-Account for Field Coordination**

The Sub-Account was established in 1999 to enable donors to provide unearmarked resources for field coordination units in complex emergencies based on three criteria: establishment of units in new emergencies; expansion of units due to worsening situations; support to severely underfunded units. This mechanism allows OCHA, following assessment of the programming and funding situation of the various offices, to allocate resources on a priority and emergency basis and manage field operations with the needed flexibility.

**Special Account for Programme Support**

Some of OCHA's needs are covered by this special account. These resources come from the programme support costs applied to the trust funds. The costs levied range from 3 to 13 per cent, depending on the type of activity and trust fund. The resulting income is shared between administrative and common services provided by the United Nations in support of OCHA extrabudgetary activities.

**Afghanistan Emergency Trust Fund**

The Secretary-General established the Afghanistan Emergency Trust Fund (AETF) in June 1988, with the exclusive purpose of channelling funds received from donors towards humanitarian activities in Afghanistan. The establishment of the AETF was a result of the resolution of the Advisory Committee on Administrative and Budgetary Questions AC/930 of 10 May 1988, which established the United Nations Office of the Coordinator for Humanitarian and Economic Assistance Programmes relating to Afghanistan (UNOCA). UNOCA then evolved into the United Nations Office for the Coordination of Humanitarian Assistance to Afghanistan (UNOCHA), which retains the management responsibility of the AETF through UNOG. Donor funds arrive in four categories: earmarked for agencies, earmarked for substantive activities, earmarked for the Coordination Office and unearmarked. Programme support under trust fund rules is levied at different percentages for each category.
African Emergency Trust Fund
The African Emergency Trust Fund was established in 1985 by the Secretary-General, and then transferred to the responsibility of DHA, to support the coordination of emergency relief assistance to African countries. Since the establishment of the Consolidated Appeal Process, which became the main funding vehicle for complex emergencies, the residual resources of this fund are being used to finance humanitarian operations whenever earmarked contributions are not available.

Trust Fund for ISDR
Pursuant to General Assembly resolution A/C.2/54/L44, the ISDR Trust Fund was established by the United Nations Secretary-General to enable the funding of the Inter-Agency Secretariat for Disaster Reduction, and to transfer all assets of the Trust Fund for the IDNDR to the new trust fund for disaster reduction, with effect on 1 January 2000. The ISDR Secretariat is headquartered in Geneva. Its Director is programme manager for the trust fund, maintained by UNOG.

CHANNELLING MECHANISMS

Central Emergency Revolving Fund (CERF)
CERF was established pursuant to General Assembly resolution 46/182 as a revolving cash-flow mechanism to ensure the provision of adequate resources to United Nations humanitarian agencies in the initial phase of emergencies requiring a system-wide response. The Fund is managed by the USG for Humanitarian Affairs under the authority of the Secretary-General. In its resolution 48/57, the General Assembly also provided for the use of the interest earned by the fund to enhance rapid response coordination where insufficient capacity exists at the field level. However, the rules of the fund restrict the use of these resources, as CERF loans cannot be used for established field offices that are beyond the immediate phase of an emergency. Furthermore, United Nations agencies borrowing resources from the fund must reimburse the amount loaned within one year. To revitalise the use of CERF, modification of its rules is under discussion.

Kampuchean Emergency Trust Fund
This fund, implemented by the United Nations Border Relief Operation, was established to maintain emergency response preparedness for new arrivals by monitoring events and developments in unstable areas on both sides of the Thai-Cambodian border. The fund also finances food and non-food emergency assistance to Cambodian displaced persons along border areas in Cambodia. The net available balance as of 30 June 2000 is US$ 3,068,501.

Sasakawa/OCHA Disaster Prevention Award Endowment Fund
The Sasakawa Fund was established to provide awards to individuals or institutions which pursued and promoted disaster prevention measures. Funds are earmarked and available exclusively for the above purpose.

Trust Fund for Chernobyl
This trust fund was established when the General Assembly assigned the function of United Nations Coordinator of International Cooperation on Chernobyl to the Emergency Relief Coordinator. Contributions channelled through this fund are used to cover priority needs related to the consequences of the Chernobyl disaster as identified in close consultations with the Governments of the affected countries and the Inter-Agency Task Force on Chernobyl.

Trust Fund for Rwanda
The Trust Fund for Rwanda was established by the Secretary-General in 1994, pursuant to Security Council resolution S/Res/925 (1994), to support humanitarian relief and rehabilitation programmes in Rwanda. It has been used exclusively to meet the immediate administrative and training needs of the newly installed Government of Rwanda, and for related technical assistance and resettlement of IDPs. It has not been operational since the completion, in 1996, of relief and rehabilitation activities in Rwanda.
# ABBREVIATIONS AND ACRONYMS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>ACC</td>
<td>Administrative Committee on Cooperation</td>
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<tr>
<td>ADRC</td>
<td>Asian Disaster Reduction Centre</td>
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<td>AERC</td>
<td>Assistant Emergency Relief Coordinator</td>
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<tr>
<td>AERIMB</td>
<td>Advocacy, External Relations and Information Management Branch</td>
</tr>
<tr>
<td>ANA</td>
<td>Annual Needs Assessment</td>
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<tr>
<td>APB</td>
<td>Afghan Programming Body</td>
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<td>ASEAN</td>
<td>Association of Southeast Asian Nations</td>
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<td>British Broadcasting Corporation</td>
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<td>Bosnia and Herzegovina</td>
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<td>CA</td>
<td>Consolidated Appeal</td>
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<td>Consolidated Appeals Process</td>
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<td>Common Country Assessment</td>
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<td>CD</td>
<td>Compact Disk</td>
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<td>Georgia Community Mobilisation Initiative</td>
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<td>Geographical Information System</td>
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<td>GLR</td>
<td>Great Lakes Region</td>
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<td>Abbreviation</td>
<td>Description</td>
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<td>GoS</td>
<td>Government of Sudan</td>
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<td>Humanitarian Training Inventory</td>
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<td>Humanitarian Emergency Branch</td>
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<td>HIV/AIDS</td>
<td>Human Immuno-Deficiency Virus / Acquired Immuno-Deficiency Syndrome</td>
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<td>Humanitarian Task Force on Emergency Needs</td>
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<td>Information and Coordination Centre</td>
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<td>International Committee for the Red Cross</td>
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<td>International Council of Voluntary Agencies</td>
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<td>Internally Displaced Person</td>
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<td>IERCM</td>
<td>International Emergency Response Consultative Mechanism</td>
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<td>International Federation of Red Cross and Red Crescent Societies</td>
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<td>International Organization for Migration</td>
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<td>International Organisation</td>
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<td>Integrated Regional Information Network</td>
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<td>Ministry of Social Affairs and Reintegration</td>
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<td>MONUC</td>
<td>Mission d'Observation des Nations Unies au Congo</td>
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<td>MOU</td>
<td>Memorandum of Understanding</td>
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<td>Mt</td>
<td>Metric Tonnes</td>
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<td>NATO</td>
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<td>ORHC</td>
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<td>OSCE</td>
<td>Organization for Security and Cooperation in Europe</td>
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<td>OSOCC</td>
<td>On-Site Operations Coordination Centre</td>
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<td>PAHO</td>
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<td>PCP</td>
<td>Principled Common Programming</td>
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<td>PRP</td>
<td>Partnership for Peace</td>
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<td>PRs</td>
<td>Pacific Island Countries</td>
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<td>PRSP</td>
<td>Poverty Reduction Strategy Paper</td>
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<tr>
<td>Abbreviation</td>
<td>Full Form</td>
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<tr>
<td>RB</td>
<td>Regular Budget</td>
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<td>Republic of the Congo</td>
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<td>Southern Africa Development Community</td>
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<td>Save the Children Fund / United Kingdom</td>
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<td>Steering Committee for Humanitarian Response</td>
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<td>SESE</td>
<td>Special Envoy to the Secretary-General</td>
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<td>SHAPE</td>
<td>Supreme Headquarters Allied Presence in Europe</td>
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<td>SIGCO</td>
<td>Integrated Information Management System</td>
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<td>South Pacific Applied Geo-Science Commission</td>
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<td>SPLA</td>
<td>Sudan People's Liberation Army</td>
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<td>SPM</td>
<td>Sudan People's Liberation Movement</td>
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<td>SRSA</td>
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<td>UNAIDS</td>
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<td>United Nations Assistance Mission in Sierra Leone</td>
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<td>UNCT</td>
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<td>UNCU</td>
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