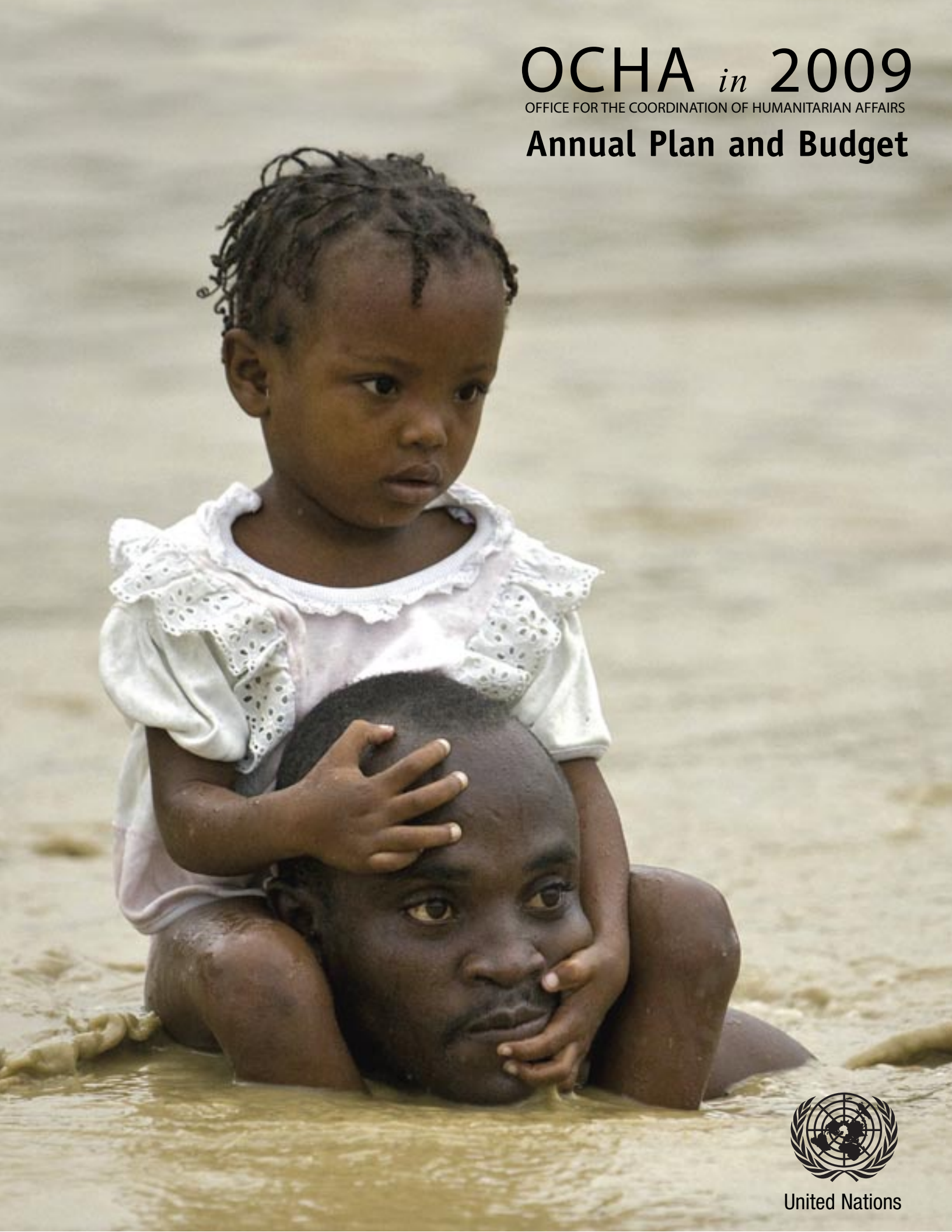
OCHA *in* 2009

OFFICE FOR THE COORDINATION OF HUMANITARIAN AFFAIRS

Annual Plan and Budget



United Nations

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Annual Plan and Budget

United Nations

Editorial Team

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OCHA's Mission

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

- alleviate human suffering in disasters and emergencies
- advocate for the rights of people in need
- promote preparedness and prevention
- facilitate sustainable solutions.

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Foreword

I write at a worrying time for OCHA and the humanitarian community as a whole. Not only do the scale and depth of humanitarian needs already seem greater than ever, but we also face the quasi-certainty that the effects of the global financial crisis will in the end fall disproportionately on the most vulnerable, and increase needs still further. Add to this the increasing effects of climate change, the continuing impact of the food security crisis, and the sad reality that some of our most difficult complex emergencies are deteriorating, and the prospects are indeed discouraging.

The United Nations Climate Change Conference in Poznan in December 2008 was a useful opportunity to reflect on how climate change will impact our work. In the run-up to the vital Copenhagen Conference next year, OCHA is looking systematically at where it should concentrate its efforts, together with its partners, and has recently launched a public campaign to draw attention to the humanitarian consequences of climate change. I expect to see more serious sudden-onset climate change-related disasters, such as in Myanmar and Haiti in 2008, which will strain the resources of governments and humanitarian agencies alike. More difficult still, in some ways, are the crises that develop over time because of climate change related effects, such as prolonged drought in the Horn of Africa. OCHA must not only strengthen its ability to respond in these areas, and work with partners in emergency preparedness in priority countries, but also contribute to developing the policy response in areas such as "climate refugees".

Many of the major conflicts in which we are heavily engaged are as bad or worse than ever. I am particularly worried about the situation in Somalia, and our ability to respond where required. On the one hand, millions need our help. On the other, the dangers of operating in South Central Somalia, the bombing in Hargeisa and continuing targeted threats to humanitarian workers have already severely constrained our operations and our capacity on the ground. I fear the situation could become even worse in the coming year. In eastern Democratic Republic of Congo, we are grappling with the after-effects of renewed fighting on a civilian population already in great difficulty. The United Nations Mission in the Democratic Republic of Congo has only been able to do so much to protect civilians, and the underlying need is to fix once and for all the underlying political problems related to the Democratic Liberation Forces of Rwanda and the rebellion led by General Nkunda. The recent violence has displaced or re-displaced hundreds of thousands of people who were already in worse condition than any others I at least have seen, and undoubtedly led to the loss of many lives.

Meanwhile Afghanistan is looming much larger for OCHA, given the humanitarian impact of the conflict, the protection issues, and deep-rooted poverty and food insecurity. We will work closely with humanitarian partners, the Government and United Nations Assistance Mission in Afghanistan in defending humanitarian principles and scaling up the response to this growing crisis. Sudan continues to be a major focus for OCHA, particularly Darfur, although I regret to say that the description of the humanitarian situation is much the same as it was last year, only rather worse. I constantly remind myself that over 4.5 million people receiving humanitarian assistance is not "normal" – it is critical that we press even harder for a solution to the conflict before any return to genuine normality becomes impossible.

I do not wish to list every crisis, but I cannot avoid mentioning Zimbabwe, which has the dubious distinction of being today's fastest growing humanitarian emergency. As I write, a cholera epidemic has claimed hundreds of lives, and we face the prospect of a massive increase to 5.5 million of the number of those needing food aid, in a country which used to be a bread basket for Africa. I fear we will need to do much more to support the Zimbabwean people in the coming months, while again pressing for an immediate end to the political impase.

My own work and that of OCHA on the food crisis as system coordinators has now ended, and I wish David Nabarro and his team all the best as they take on this challenging role. However, food issues will continue

to be important for OCHA, as the basic dynamics have not changed, even if some prices have fallen, and emergency relief will remain an important part of the response. Lack of access to food and of sufficient investment in developing country agriculture are still major problems, requiring a coordinated and systematic approach from all concerned.

Overall, OCHA will continue to work closely with its partners in 2009 in continuing to strengthen the humanitarian system, not only in relation to response but also prevention and preparedness, which are more than ever important in today's world. Our strategic plan outlines major focus areas for the strengthening of OCHA's operations. In particular, we will concentrate on improving our deployments to the field, especially in terms of speed and quality of response. We will continue to strengthen our support for information management and inter-cluster coordination – two major areas of added value to our partners. Leadership issues in the field will be a particular concern. We must do more to reconcile the different parts of the Resident and Humanitarian Coordinator (and sometimes Deputy Special Representative of the Secretary-General) role, provide better training and support on the humanitarian side, have more transparent and effective assessments, and make the job more attractive to the best senior managers in the humanitarian world. This is no small task, and will require close cooperation with partners.

We will continue to work to improve our contribution to humanitarian financing, through our management of the Central Emergency Response Fund and pooled funds in the field. We will intensify our advocacy for key humanitarian principles, and respect for the safety of humanitarian workers on the ground, seeking to balance a responsible approach to security with the need to alleviate suffering. We will accelerate our efforts to bring greater coherence and credibility to needs assessments and impact evaluation. We will continue to give top priority to the protection of civilians and will be campaigning in particular in the areas of sexual violence and better treatment and more durable solutions IDPs.

This *OCHA in 2009* document brings out the breadth and scale of our work, compared to even a few years ago. OCHA's resources have also grown over time but I fear we now face a growing mismatch between our tasks and our capacity, and between demands on us and our almost total dependence on voluntary funding from a relatively small group of donors. It is all the more vital, therefore, that OCHA and its donors have a regular strategic dialogue over priorities and resourcing. I am committed to running OCHA in a sensible and transparent way, and making sure that tasks, capacity and resources are as well aligned as possible. I hope that donors in turn will continue to look favorably on our funding requirements in these very difficult times. The growing needs of the millions of people affected by disaster and conflict mean that we have to do all we can together to meet them.

Introduction and Financial Position

OCHA in 2009 is organised into two main parts, structured around the OCHA Strategic Framework 2007-2009. The composition of the first part of the report has changed substantially from previous years. It now focuses on OCHA's implementation plan, primarily at the headquarters level, according to each of the strategic objectives, rather than by organisational unit. For each element of the Strategic Plan there is a background on the organisation's approach to the objective and an outline of how results will be achieved and measured, including specific outputs and performance indicators. As in past years, Coordination Activities from the Field details the specific context and plans for regional and field offices, outlining the priority objectives toward which they will work, including relevant outputs and indicators.

As mentioned in the Foreword, the deterioration of the humanitarian situation in a number of countries has resulted in increased needs for OCHA's coordination services and related resources. Factors including the deterioration in conflict situations and increased food insecurity have resulted in increased budgetary requirements in a number of field offices, including Iraq, Niger, occupied Palestinian territory and Somalia.

With the accelerated degradation of the situation in Afghanistan, it was decided at the end of 2008 that OCHA would open an office there; the detailed requirements for this office are not included in *OCHA in 2009* as decisions on the staffing levels and locations of operation within the country will not be finalized until early 2009. In response to natural disasters, new field offices have been established in a number of countries, including Myanmar and Pakistan in 2008. Meanwhile, operations are winding down in Burundi and Timor Leste and OCHA will have handed over residual humanitarian requirements to the integrated United Nations missions in these countries by the end of 2008. As the situation continues to improve in Côte d'Ivoire, Indonesia, Nepal and Uganda, OCHA's focus in 2009 will be oriented towards a firm transition towards recovery, and plans for appropriately-timed exits.

The most significant changes at headquarters for 2009 relate to areas of high priority for OCHA. The Humanitarian Coordination Strengthening Project, which focuses on reinforcing the capacities of Humanitarian Coordinators and building those of Resident Coordinators to manage humanitarian emergencies, will be further ramped up in 2009. In addition, OCHA will invest in bolstering its evaluation capacity, which looks both at the work of external partners as well as at OCHA's internal performance. OCHA will continue to build-up its surge capacity, focusing on rapid onset emergencies, as lessons learned from evaluations are applied in this critical area.

OCHA is also working to strengthen its information management (IM) and enhance informed decision-making through the production of more effective analytical tools and standardized reporting, in line with the main recommendations of a year long IM review and an assessment of OCHA's information technology structures. Finally, OCHA has agreed to the establishment of a dedicated capacity to deal with humanitarian financing, a priority resulting from the humanitarian reform. The new Funding and Coordination Section, which was established at the end of 2008, will provide hands-on guidance to field offices managing country-level pooled funds and improve coherence and coordination among humanitarian financing mechanisms.

OCHA's overall budget for 2009 is US$ 239 million, out of which OCHA is appealing for US$ 227 million. This budget includes the costs of six regional offices, 22 field offices, one liaison office, and headquarters (in New York and Geneva). The annual allocation of $12.3 million from the UN regular budget will cover approximately five per cent of the overall cost. The overall aim was zero real growth. This budget, a realistic projection of requirements to meet OCHA's planned activities, represents very limited real growth from the initial extra budgetary requirements for 2008, allowing for cost of living increases which, in many field offices in particular, have been substantial.

The 2009 budget also includes budgetary requests which will be used to defray one-time costs, primarily related to security measures for field offices, and to a lesser degree, the funding of office moves, including the relocation of the headquarters in New York due to the renovation of the Secretariat Building.

OCHA will make use of its initial opening balance of 2008 to cover some of these one-time costs, and to cover part of start-up expenses for 2009, including funding of staff contracts and some first quarter operational costs. However, OCHA seeks donor support to maintain the requisite opening balance that will allow staff contracts and field operations to continue smoothly in the future. It is also remains important that donor contributions are received early in the year to avoid delays in implementation of activities.

OCHA recognizes the generous support of donors and would like to thank them for their contributions enabling the strengthening of effective and principled humanitarian action.

Budget Requirements for 2009 (US$)

		Headquarters		Field	Total
		Extrabudgetary			
	Regular Budget	Core	Project		
Executive Management	12,292,600	30,100,864	2,708,845	-	34,161,709
Emergency Response Coordination	-	22,773,657	10,993,186	-	33,766,843
Policy Development	-	7,256,730	3,417,487	-	10,674,217
Advocacy and Information Management	-	19,753,249	505,192	-	20,258,441
Integrated Regional Information Networks	-	-	-	11,004,246	11,004,246
Regional Offices	-	-	-	26,800,417	26,800,417
Field Offices	-	-	-	92,010,871	92,010,871
Total Requirements for Headquarters and Field	**12,292,600**	**79,884,500**	**17,624,710**	**129,815,534**	**239,617,344**
Total Extrabudgetary Funds Requested for Headquarters and Field					**227,324,744**

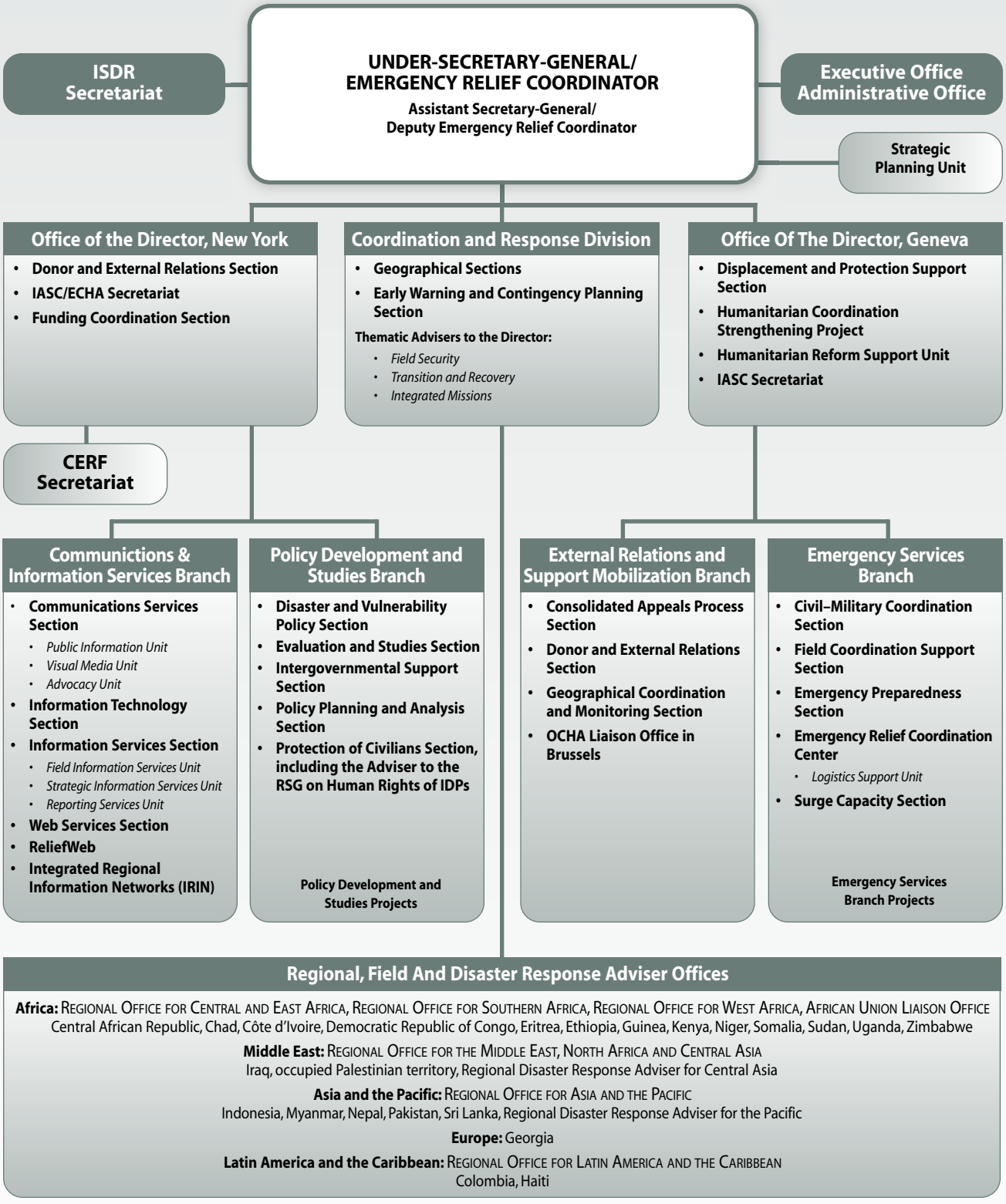
Staffing for 2009

	Professional/ International	National/ General Service	Total
Headquarters Staff funded from Regular Budget	52	17	69
Headquarters Core Staff	180	132	312
Headquarters Project Staff	42	14	56
Field Office Staff	311	966	1,277
IRIN Staff	28	53	81
Total	**613**	**1,182**	**1,795**

OCHA Strategic Framework 2007-2009

Goals	Objectives
A BETTER COORDINATED, MORE EQUITABLY SUPPORTED INTERNATIONAL HUMANITARIAN RESPONSE SYSTEM	**1.1 A predictable and needs-based humanitarian financing system** **1.2 Improved coordination structures at country, regional, and international level** **1.3 Strengthened OCHA emergency response capacity** **1.4 Greater incorporation of disaster risk reduction approaches and strengthened preparedness in humanitarian response** **1.5 A strategy contributing to seamless transition and early recovery**
RECOGNIZED OCHA LEADING ROLE IN HUMANITARIAN POLICY, ADVOCACY AND INFORMATION MANAGEMENT	**2.1 Action-oriented analysis of humanitarian trends and emerging policy issues** **2.2 More strategic advocacy of humanitarian principles and issues** **2.3 A common approach to needs assessments and impact evaluation** **2.4 Protection advanced at the global, regional, and national level** **2.5 Strengthened information management based on common standards and best practices**
AN EFFECTIVELY MANAGED AND RESPONSIVE ORGANISATION	**3.1 Improved management practices for "one OCHA"** **3.2 Application of better financial management tools** **3.3 Accountable and transparent human resources planning and management** **3.4 Competent management cadre effectively leading teams and accountable for results**

Organizational Diagram



OCHA Organizational Structure – Annotated

OCHA's executive management consists of the Offices of the Under-Secretary-General/Emergency Relief Coordinator and the Assistant Secretary-General/Deputy Emergency Relief Coordinator, as well as the Offices of the Directors of New York, Geneva and the Coordination and Response Division.

The **Under-Secretary-General/Emergency Relief Coordinator** serves as the principal adviser to the Secretary-General on all humanitarian issues. The Under-Secretary-General/Emergency Relief Coordinator has three primary tasks: humanitarian policy development and coordination in support of the Secretary-General; advocacy of humanitarian issues and provision of guidance and direction to United Nations Resident Coordinators and Humanitarian Coordinators; and coordination of international humanitarian response. The Under-Secretary-General/Emergency Relief Coordinator oversees the Executive Office, the Inter-Agency Standing Committee (IASC) and the Executive Committee for Humanitarian Affairs (ECHA). In the area of disaster risk reduction, he also oversees the International Strategy for Disaster Reduction (ISDR), and provides leadership through his chairmanship to the ISDR Management Oversight Board and the Global Platform for Disaster Reduction. With an emphasis on key policy issues, strategic planning, management and staff security, the **Assistant Secretary-General/Deputy Emergency Relief Coordinator** supports the work of, and is principal adviser to, the Under-Secretary-General/Emergency Relief Coordinator. The Assistant Secretary-General provides direct managerial supervision of OCHA, ensuring effective cooperation between headquarters (New York and Geneva) and field offices. The Assistant Secretary-General oversees the **Strategic Planning Unit**, which was established to manage the development and implementation of OCHA's corporate strategic planning processes and promote the application of results-based management within OCHA.

Executive and Administrative Offices

The **Executive Office** in New York and the **Administrative Office** in Geneva work closely together and are primarily concerned with: finance and budget; human resources; and staff development and training.

The Executive Office is OCHA's internal authority on policy issues, interpreting United Nations Staff and Financial Regulations and Rules and providing overall guidance on related administrative instructions and procedures. The Executive Office supports senior management in formulating personnel development initiatives including training and development strategies, succession planning, staff mobility and rotation, and rostering. The Executive Office coordinates departmental programme budgets and presentations to legislative bodies and manages the Trust Fund for the Strengthening of OCHA and its related Special Account for Programme Support (which funds administrative activities in New York).

Under the overall strategic direction of the head of the Executive Office, the Administrative Office manages the Trust Fund for Disaster Relief (the main source of funding for field activities) and its related Special Account for Programme Support (which funds administrative activities in Geneva). It manages the receipt and expenditure of funds, provides management and [financial] donor reporting, guides field staff and desk officers on the availability and use of funds, supports the procurement of goods and services, and undertakes the recruitment and deployment of field staff. It provides dedicated administrative support to field offices through its Field Support Section. As part of the efforts to strengthen administrative support, OCHA aims to review the roles and responsibilities of the Administrative Office in Geneva, and to realign their resources, to meet the demands of headquarters, regional and field offices in an efficient and timely manner.

Office of the Director, New York

The **Director, New York**, oversees the functioning and daily management of the Central Emergency Response Fund (CERF) Secretariat, the Funding Coordination Section (FCS) and the Trust Fund for Human Security. The Director, New York also manages the New York Donor and External Relations Section and the IASC/ECHA Secretariat. The Director,

New York has overall management responsibility for the Communication and Information Services Branch (CISB) and the Policy Development and Studies Branch (PDSB).

Funding Coordination Section

The Section has been established to provide support and guidance to OCHA field offices in the establishment and management of field based pooled funds; and to harmonize the establishment and management of these funds. It will ensure complementarity between the field based (Common Humanitarian Funds and Emergency Response Fund) and global (CERF) pooled funds, as well as ensure linkages between global and field discussions on humanitarian financing.

Communications and Information Services Branch

The **Communications and Information Services Branch**, previously known as the Advocacy and Information Management Branch represents OCHA's efforts to become, in the words of the Under-Secretary-General, the "intellectual leader and knowledge broker for the humanitarian community." The remodelling plan was a result of the recommendations from the 2007-2008 Information Management Review, the Information and Communication Technology Review and the Emergency Relief Coordinator's Five-year perspective. CISB provides a range of services to the organization to manage its information and to communicate it strategically to influence the policies and practices of key actors, e.g., advocacy. The branch works with OCHA entities at headquarters, as well as with regional and field offices. It maintains alliances with donors and member states; IASC member agencies including cluster leads; NGOs, international media, research, think tanks and academia, humanitarian information source and partnership networks and communities of practice; and geographic/geospatial source and partnership networks.

The new structure for the branch reflects a streamlined approach to communication and information services. Within CISB are the **Communications Services Section** (the former Advocacy and Public Information Section), which is comprised of the Public Information Unit, the Advocacy Unit and the Visual Media Unit; the **Information Technology Section**, the **Information Services Section** (an expanded Field Information Service, which is comprised of the Field Information Services Unit, the Strategic Information Services Unit and the Reporting Unit), the **Web Services Section, ReliefWeb** and the **Integrated Regional Information Networks** (IRIN). These sections offer a wide range of products and services including communications; public information and media services; online platforms and web-based tools in support of advocacy; coordination and policy; information management; and technology and telecommunications support. CISB emphasizes building partnerships and meeting the information needs of the humanitarian community, donors, affected governments and the public. Quality standards and best practices inform CISB service delivery and are promoted by the branch to strengthen the capacity of partners to deliver information in support of effective and principled humanitarian action.

Policy Development and Studies Branch

The **Policy Development and Studies Branch** supports effective emergency response coordination and advocacy efforts by providing leadership on humanitarian policy, evaluation and best practice, and ensures the integration of humanitarian principles, protection concerns, lessons learned and agreed policies into operational planning. In cooperation with other OCHA branches, United Nations Secretariat partners and the operational agencies of the United Nations system, as well as with the Red Cross/Red Crescent Movement and humanitarian NGOs, think tanks and the academic community, PDSB identifies emerging humanitarian trends and supports the development of common policy positions among humanitarian agencies. PDSB also works with OCHA field and regional offices in providing policy advice and identifying emerging policy issues at field and regional levels and adapting them into concrete guidance and analytical tools for use by field practitioners.

The **Protection of Civilians Section** promotes the systematic consideration of protection of civilians' issues by the Security Council as well as regional

organizations at policy and operational levels, and provides advice to the field on how to respond to specific issues affecting civilians in times of armed conflict. The Adviser to the Representative of the Secretary-General on Human Rights of Internally Displaced Persons supports him in policy development and in his dialogue with governments and his missions.

The **Evaluation and Studies Section** is responsible for planning and implementing evaluations both as learning tools to improve OCHA's response and as accountability tools to measure the performance and effectiveness of humanitarian action (beyond OCHA).

The **Policy Planning and Analysis Section** strengthens OCHA's capacity to link humanitarian policies and practices more directly with operational decision-making at the country level.

The **Disaster and Vulnerability Policy Section** focuses on the development of guidance and tools to make policy more effective, specifically in relation to disasters associated with natural hazards.

The **Intergovernmental Support Section** supports the work of intergovernmental bodies, contributes to greater awareness and application of humanitarian policies and principles by promoting systematic and informed policy dialogue among Member States, including through United Nations organs (the General Assembly, the Economic and Social Council and the Security Council) as well as regional and sub-regional organizations.

PDSB also manages three projects: the Assessment and Classification in Emergencies Project, to support the inter-agency development of a common humanitarian classification system and definitions; the Guidance Management Project, which oversees the development of normative corporate guidance for greater organizational coherence and professionalism; and the Gender Advisory Team, which supports the mainstreaming of gender equality programming into humanitarian action. An additional limited capacity will also be added to PDSB in 2009 to better equip OCHA and its partners to deal with the effects of the global food crisis. The Food Policy Support Project, unlike the Food Policy Support Team established in April 2008 in support of the High-Level Task Force led by the United Nations Secretary-General, will focus primarily on providing policy and operational guidance to the Emergency Relief Coordinator, and OCHA field and regional offices on food crisis related matters, particularly as they pertain to field coordination and humanitarian resource mobilization mechanisms.

Coordination and Response Division

The **Director of the Coordination and Response Division** (CRD) oversees the day-to-day management of all OCHA field and regional offices and is responsible for coordinating all country-level humanitarian strategies. The Director assumes the lead role within OCHA in advising the Under-Secretary General/Emergency Relief Coordinator on operational decision-making for response.

Through the geographic desks, the CRD provides technical support to Humanitarian Coordinators and Resident Coordinators, OCHA offices and Humanitarian Country Teams. In particular, the Division supports OCHA's in-country efforts to promote effective and inclusive coordination mechanisms in humanitarian contexts, including in highly insecure environments, environments with a multi-dimensional peacekeeping operation or special political mission, and humanitarian crises in transition.

The Division serves as the main conduit of information and support between the field and headquarters, facilitating effective interaction amongst all OCHA branches and its regional and field offices.

In support of the Under-Secretary General/Emergency Relief Coordinator, CRD contributes to the work of IASC and ECHA and to the shaping of inter-agency policies. CRD is also the working level interface with Secretariat departments, in particular the Department of Peacekeeping Operations and the Department of Political Affairs regarding humanitarian operations and promotes coherence amongst United Nations strategies.

Office of the Director, Geneva

The Director, Geneva, has management responsibility for: the Displacement and Protection Support Section; the Humanitarian Coordination System Strengthening Project; the Humanitarian Reform Support Unit; and, as chair of the IASC Working Group, the IASC Secretariat. The External Relations and Support Mobilization Branch and the Emergency Services Branch also fall within the overall management responsibilities of the Director, Geneva. The Director, Geneva, serves as the focal point for liaison and networking among OCHA's Europe-based partners.

Displacement and Protection Support Section

The **Displacement and Protection Support Section** (DPSS) was established in 2007 to build on the success of the former inter-agency Internal Displacement Division. Working with field offices and country teams, as well as with the Global Protection, Camp Coordination and Camp Management and Early Recovery Clusters, there are three key priorities for DPSS in 2009. The first is to support the implementation of the ERC's mandate to monitor and strengthen the inter-agency response to internal displacement. The second is to support the implementation of OCHA's policy instruction on protection at international and field levels and to strengthen OCHA's capacity to incorporate protection into core functions. The third priority is to augment and maintain inter-agency capacity to respond to protection crises particularly situations of internal displacement through the Protection Standby Capacity Project (ProCap) initiative.

Humanitarian Reform Support Unit and Humanitarian Coordination System Strengthening Project

The **Humanitarian Reform Support Unit** (HRSU) and the Humanitarian Coordination System Strengthening Project (HCSP) work closely together to assist OCHA and its partners in implementing humanitarian reform – thereby strengthening field-level coordination, partnership and leadership. HRSU has three main areas of responsibility. The first is to facilitate the development of IASC policies, guidelines and the tools necessary to operationalize the cluster approach. The second is to communicate key messages and ensure appropriate training of primary stakeholders. The third main area is to advise relevant actors on how to use the cluster approach and other reform-related initiatives during contingency planning and in response to emergencies and disasters. HCSP provides effective and coherent support to Resident Coordinators and Humanitarian Coordinators on key humanitarian issues. It also aims to enhance their leadership and coordination skills as well as expand the pool of Humanitarian Coordinators. In 2009 HRSU and HCSP will be regrouped. This will allow for greater synergy and more direct interaction with those sections that are principally involved in supporting inter-agency coordination mechanisms.

Inter-Agency Standing Committee/Executive Committee on Humanitarian Affairs Secretariat

The **Inter-Agency Standing Committee** is an inter-agency forum for humanitarian dialogue and decision-making among key humanitarian partners, involving the United Nations, international organizations, the Red Cross and Red Crescent Movement and NGOs. Under the chairmanship of the Emergency Relief Coordinator, the primary role of the IASC is to shape humanitarian policy and ensure coordinated and effective response. The Geneva-based IASC Secretariat facilitates the work of the IASC. The Emergency Relief Coordinator also chairs the **Executive Committee on Humanitarian Affairs**, which brings the humanitarian components of the United Nations system together with the development, human rights, political, peacekeeping and security arms of the United Nations Secretariat and Agencies to address important humanitarian issues and crises. The IASC/ECHA Secretariat in New York facilitates the work of both the IASC and ECHA in New York, and reports to the Director, New York.

External Relations and Support Mobilization Branch

The **External Relations and Support Mobilization Branch** is responsible for strengthening OCHA's partnerships with humanitarian actors. It is the catalyst for mobilizing support for humanitarian action by liaising with partners in support of

prioritized and strategic common humanitarian action plans for crises worldwide. It promotes the humanitarian agenda and OCHA-specific activities in headquarters and the field. The Public Information Officer provides the media with timely and relevant information on emergencies and OCHA activities.

The **Consolidated Appeals Process Section** supports field offices and desk officers in appeal development and review. The **Donor and External Relations Section** is primarily responsible for securing support and resources for the effective implementation of OCHA's activities. It is the first point of contact in OCHA for the donor community. The **Geographical Coordination and Monitoring Section** is the substantive focal point in OCHA Geneva for all matters pertaining to humanitarian operations. During sudden onset disasters, GCMS backs up the desk outside New York working hours, thereby enabling round the clock OCHA coverage. The **OCHA Liaison Office** in Brussels focuses on influencing policy and decision-making related to humanitarian affairs, and strengthening partnerships with European-based organizations particularly the European Union, the North Atlantic Treaty Organization, the Council of Europe, the Organization for Security and Cooperation in Europe, NGOs and the United Nations system in Brussels. The Liaison Office also monitors humanitarian policy debates and promotes the adoption and use of United Nations principles, guidelines and operational standards among partners.

Emergency Services Branch

The **Emergency Services Branch** (ESB) ensures OCHA's quick and effective response to natural disasters and other rapid-onset emergencies, using an integrated package of internationally recognized services and tools. In 2008 the Emergency Preparedness Section was merged into ESB, and has assumed oversight of the Environmental Services Unit and the Pandemic Influenza Contingency Project.

The **Civil-Military Coordination Section** is the United Nations system's focal point for civil-military coordination and use of foreign military and civil defence assets in humanitarian emergencies. The Section is responsible for the United Nations Humanitarian and Civil-Military Coordination Training Programme, supports military exercises and is the custodian of related United Nations and IASC guidelines and documents.

The **Emergency Preparedness Section** (EPS) implements disaster preparedness work in a coherent and systematic manner within OCHA and works in partnership with the disaster management community. EPS works to promote the implementation of the Hyogo Framework for Action, in particular to strengthen disaster preparedness for effective response at all levels (priority five). Within EPS is the **Environmental Emergencies Unit**, a partnership between OCHA and the United Nations Environment Programme to provide international assistance to countries facing environmental emergencies and natural disasters with significant environmental impact. The **Pandemic Influenza Contingency** project assists United Nations and Humanitarian Country Teams and national governments to prepare and plan for pandemics using a coordinated, multi-sector approach – improving readiness in the event of a mega-catastrophe. It also has the additional responsibility of helping OCHA in Geneva, field and regional offices to develop robust business continuity plans.

The **Emergency Relief Coordination Centre** (ERCC) is designed to support the organization's coordination role in disasters and humanitarian emergencies. ERCC acts as the Secretariat for the Global Disaster Alert and Coordination System, which provides alerts and impact estimations after major sudden-onset disasters and serves as a platform for operational information exchange and coordination to disaster responders worldwide.

The **Field Coordination and Support Section's** role is to strengthen the coordination capacity of OCHA and affected governments during the emergency phase following a disaster, while more generally contributing to OCHA's mandate to boost response preparedness in developing countries.

The **Surge Capacity Section** plays a central coordination and advisory role on surge within OCHA. It is responsible for the timely deployment of humanitarian

professionals from the Stand-by Partnerships Programme and OCHA's Emergency Response Roster during the initial phase of emergencies and disasters in support of Resident Coordinators and Humanitarian Coordinators, Humanitarian Country Teams and field offices.

The **Logistics Support Unit** is the focal point within OCHA for non-military logistics issues. It manages a stock of basic relief items and the global mapping of relief stockpiles. Additionally, it contributes to inter-agency discussions on logistical aspects of emergency relief.

Regional, Field and Regional Disaster Response Adviser Offices

In 2009, OCHA will have 23 field offices of which thirteen are in Africa. This includes an office in Georgia for the first three months in 2009.

Through its coordination activities on the ground and interaction with governments and other partners, OCHA will be advocating for the preservation of humanitarian space and humanitarian access and will promote international humanitarian law. When there is a lack of political engagement or an absence of media attention, OCHA field offices will advocate for forgotten or under-funded emergencies. OCHA's major operations in Sudan and Democratic Republic of Congo will be maintained, while those in Ethiopia will be reinforced. Where the situation has improved, including Nepal and Côte d'Ivoire, OCHA will be advocating for durable long-term solutions and looking to reduce its direct presence.

In 2009, all of OCHA's field presences will place particular emphasis on the continued roll-out of humanitarian reform, focusing on the strengthening of humanitarian country teams and on the quality of the coordination mechanism.

OCHA also has six regional offices: Central and East Africa; Southern Africa; West Africa; Asia and the Pacific; Latin America and the Caribbean; and, the Middle East, North Africa and Central Asia.

The regional offices extend the implementation of OCHA's mandate by providing support to Resident Coordinators and governments not serviced directly by an OCHA field office. In particular, OCHA regional offices provide support with inter-agency contingency planning processes and, through regional coordination platforms promote regional and sub-regional contingency plans, incorporating the principles of humanitarian reform.

Regional offices allow OCHA to respond flexibly to needs at regional and country levels by rapidly deploying appropriate capacity for emergency response. They provide surge capacity and expertise to backstop OCHA's ongoing emergency operations.

Each Regional office has a Regional Disaster Response Adviser (RDRA) who provides the technical expertise on contingency planning and preparedness and advice on monitoring and responding to natural disasters. Two RDRAs are located independently in the Pacific and in Central Asia, providing sub-regional support; however, both report to their respective regional offices.

Strategic Plan

A Better Coordinated, More Equitably Supported International Humanitarian Response System

Recognized OCHA Leading Role in Humanitarian Policy, Advocacy and Information Management

An Effectively Managed and Responsive Organization

Goal One: A Better Coordinated, More Equitably Supported International Humanitarian Response System

A Predictable and Needs-based Humanitarian Financing System

Nearly $7 billion was requested in 2008 through consolidated and flash appeals to respond to humanitarian needs from sudden-onset emergencies and protracted crises. The challenge is to ensure that sufficient funding is properly prioritized, balanced across crises and sectors, available at the right time, based on assessed needs and guided by targeted strategic plans.

OCHA is a major player in support of the global effort to move toward a predictable and needs-based humanitarian financing system and will apply resources in 2009 to improve the manner in which the international humanitarian system seeks and manages funding. It will expand its role in improving management and oversight of the humanitarian pooled funding mechanisms: the Central Emergency Response Fund (CERF), the Common Humanitarian Funds (CHFs), and the Emergency Response Funds (ERFs). OCHA efforts will include support to

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coordination of response, developing and refining guidance, conducting training and outreach, carrying out advocacy and fundraising, and strengthening accountability measures. Particular attention will be given to improving overall coherence amongst diverse funding approaches, including complementarity within the humanitarian pooled funds and reinforcing the cooperative interaction between humanitarian financing and the other pillars of reform: clusters, strengthening the Humanitarian Coordinator system, and partnerships with non-governmental organizations (NGOs).

The timely availability of adequate resources to meet current and growing humanitarian needs is central to the successful functioning of pooled funds. OCHA will, therefore, undertake resource mobilization efforts to increase the breadth and depth of the CERF donor pool so that it can continue to reach its annual target of $500 million established by the General Assembly and hit for the first time in 2008. Further, OCHA will continue to mobilize resources for existing and new CHFs and ERFs at the global and country level. In response to demands from partners and the field OCHA intends to establish at least one more CHF and five more ERFs.

Despite increased contributions through pooled funds, most funding is still provided through direct donor contributions to aid organizations. OCHA will, therefore, strengthen its engagement with the Good Humanitarian Donorship Implementation Group (GHDIG) to contribute to improving the quantity and quality of funding for humanitarian response as a whole. OCHA will aim to achieve more balanced funding by ensuring that donors have functioning forums at global and country levels in which to coordinate and balance their funding allocations across crises, across sectors within crises and with pooled funds. Linkages between the donors' GHDIG initiative and the Inter-Agency Standing Committee (IASC) will be strengthened through better and more regular interaction on humanitarian financing.

OCHA will work toward improving the humanitarian response structure to support planning and funding of efficient and principled humanitarian assistance. The consolidated appeal process (CAP) is the

primary tool to coordinate the planning, advocacy, implementation and monitoring of humanitarian action. New methods of needs analysis and rating the scale and severity of crises will shape humanitarian strategies and make funding requests more strongly rooted in evidence. Improvements in sector planning and monitoring will continue to be made through the cluster system to ensure the mapping of needs and assignment of actions to cover them, inclusive yet strict selection of projects for the CAP, clear prioritization among the selected projects for funding allocations, and better monitoring of project implementation. Partnerships with an affected country or government will be deepened to extend the best practices of the appeal system to major emergencies where no CAP or functional equivalent currently exists.

A series of comprehensive efforts – including training, surge support, coaching, and enhanced guidelines – will be undertaken to improve the field-based decision-making processes for strategic planning and pooled fund decision-making. These actions are in support of broader efforts of humanitarian reform and will be conducted in coordination with relevant units in OCHA, in partnership with operational agencies, NGOs and Resident and Humanitarian Coordinators. Improved guidance and support will be given to field teams on the development and measurement of results of the humanitarian action elaborated in the CAP.

The development of a standard, integrated reporting and monitoring framework for the CAP will result in a stronger accountability system. The framework will become an essential tool to assess overall performance at the sector or cluster level. It will be synchronized with ongoing work to crystallize best practices in sector-specific needs assessments (an obvious foundation for subsequent monitoring), with a view to continuing to develop common needs analysis (as piloted in the IASC's Needs Analysis Framework). This effort will also strengthen accountability measures for country-based pooled funds. This will improve the ability of these funds to quickly reflect field realities in funding allocations. The CERF Secretariat will also consolidate its performance and accountability tools into a framework from which relevant elements may be adapted, thus serving as a model for replication in countries with pooled funds.

The newly-created Funding Coordination Section (FCS) will strive to ensure a consistent and coherent approach to humanitarian financing, with a principal focus on field support and harmonization of mechanisms (and with the CAP); development of guidance; and integrated training programmes. FCS will also support Resident and Humanitarian Coordinators, through surge capacity on the establishment, use and harmonization of financing mechanisms at the country level.

The CERF Secretariat will ensure that the Fund is appropriately managed in accordance with established procedures and in partnership with key stakeholders. In 2009, to ensure that the CERF continues to build on its track record, there will be particular focus in the areas of improvement highlighted by the two-year evaluation of the CERF released in July 2008. Notable in the evaluation was ensuring that the quality of projects approved by the CERF Secretariat becomes more consistent, that the CERF Secretariat is strengthened to enable the proper functioning, management and oversight of the Fund and that accountability lines for the CERF are clarified.

Key outputs and indicators

Outputs	Indicators
Humanitarian financing mechanisms properly resourced and supported.	• CERF receives target funds of $500 million. • All CAPs are at least 70 per cent funded. • Funding committed to country-level pooled funds increased by $125 million by December 2009. • Increase in the number of donors supporting country pooled funds to 12. • Two new ERFs established by mid-year and three additional by end 2009.
Guidance, training and support provided on the proper and complementary use of the humanitarian financing mechanisms.	• Guidance documents prepared on: (1) revised CERF application guidelines for the loan and grant elements; (2) revised guidance on the synergy between flash appeals and the CERF rapid response window; (3) new standardization guidelines for the establishment of ERFs; (4) revised guidelines for standardization of CHFs; and (5) draft guidance on harmonizing the management of pooled fund processes at the field level. • Development and roll-out of an integrated humanitarian financing training package developed and field tested in two locations by December 2009. • At least two consultative processes held on humanitarian financing with IASC/inter-agency forums and GHDIG.
Accountability measures strengthened.	• Development of a performance and accountability framework for the CERF by September 2009. • Review of the use and management of pooled fund mechanisms at the field level by December 2009. • Three pilot countries using a standard, integrated reporting and monitoring framework (developed by June) as part of CAP to assess overall humanitarian outcomes at the sector or cluster level. • One hundred per cent of countries meeting the deadlines for monitoring reports to the Emergency Relief Coordinator for activities implemented with funding from CERF.
Funding disbursed in a timely manner in sudden-onset emergency contexts.	• Eighty per cent of flash appeals published within seven days of declaration of disaster and revised within one month of initial launch. • At least 50 per cent of the total amount provided by the CERF to flash appeals is provided within the first two weeks.

Improved Coordination Structures at Country, Regional, and International Level

Strengthening coordination, partnership and leadership in humanitarian crises is at the core of OCHA's work. During 2009, OCHA will contribute to better humanitarian response through engagement with country, regional and international coordination structures. OCHA will examine its own coordination role and how this can be improved and, together with partners, will strengthen inter-agency humanitarian response. The humanitarian reform agenda, endorsed by the Inter-Agency Standing Committee (IASC), is the framework for implementing these improvements and for building on the successful roll-out of reform initiatives over the past several years.

In 2009 there will be a focus on strengthening the Humanitarian Country Teams (HCTs) at the field level and on the quality of the cluster response. Cluster response will be enhanced by capacity-building initiatives and leadership training of cluster leads, OCHA Heads of Offices, Resident Coordinators (RCs) and Humanitarian Coordinators (HCs).

OCHA will promote effective and inclusive humanitarian coordination mechanisms in all humanitarian contexts. This includes highly insecure environments such as Afghanistan, Iraq, Somalia and Sudan, where OCHA will be working with the United Nations Department for Safety and Security to address the operational security environment for all humanitarian workers.

OCHA will strengthen efforts to improve the coherence of the UN's approach in environments with a multi-dimensional peacekeeping operation or a special political mission, by engaging in mission planning; providing substantive support to HCs, OCHA field offices and HCTs; and engaging at the policy level with United Nations Secretariat departments on issues related to integration.

As a strategic priority for 2009, OCHA will work closely with the Bureau for Crisis Prevention and Response and with the Development Operations Coordination Office to ensure effective early recovery planning during emergencies; and where the situation is improving, to promote a seamless transfer of coordination responsibilities to development partners.

Dedicated capacity to address safety and security of humanitarian personnel, early recovery and efforts to improve the coherence of the United Nations planning is now available at headquarters to provide substantive support to HCs, OCHA field offices and HCTs, and to engage at the policy level with United Nations Secretariat departments and humanitarian agencies. In all humanitarian crises, OCHA field offices will support HCs to lead effective HCTs that include international and national NGOs in planning and undertaking humanitarian response. Engagement with civil society and with governments and supporting the rolled-out cluster approach in all new and ongoing humanitarian emergencies will be a priority.

In-country humanitarian finance initiatives, supported by OCHA, as well as the facilitation of inclusive consolidated appeals will assist in uniting humanitarian partners around a common strategy, while also helping to ensure a more needs-based, predictable and timely emergency response. Coordination will be further facilitated by OCHA core activities such as information management, advocacy and humanitarian reporting, which will include the monitoring of good practices to support the development of policies and guidelines.

To support the management of HCTs, structured and continuous dialogue between the Emergency Relief Coordinator and HCs will be strengthened through agreed HC compacts, against which the work plans of OCHA field offices will be aligned.

OCHA regional offices will support regional humanitarian coordination platforms, such as the Regional Inter-Agency Coordination Support Office in Southern Africa and the Regional Risk, Emergency and Disaster Task Force in Latin America and the Caribbean to develop regional strategies, including contingency plans to address humanitarian needs. Partnerships and joint initiatives with regional organizations, such as Association of Southeast Asian Nations and Economic Community of West African States, will be supported by the regional offices to ensure principles of humanitarian response are incorporated into their policies. Regional offices will engage with RCs in countries without an OCHA

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Four Pillars of Humanitarian Reform

OCHA is firmly committed to ensuring that all elements of humanitarian reform are mainstreamed and carried forward as an integral part of its daily work. Special emphasis will be placed on having United Nations and non-United Nations cluster partners assume greater responsibility for strengthening humanitarian action.

OCHA's four focus areas and associated activities are:

Humanitarian Leadership

Promotion of dialogue and consensus among humanitarian partners on key normative issues relating to the humanitarian coordination system; enhancement of the leadership and coordination skills of Resident and Humanitarian Coordinators; expansion of the pool of potential HCs; development of effective knowledge management tools; enhanced performance management and appraisal of RCs and HCs; enhanced support provided to RCs and HCs by OCHA field offices and headquarters.

Partnerships

Further development and strengthening of United Nations and non-United Nations partnerships based on the Principles of Partnership with the aim of ensuring more effective and coherent international responses to humanitarian emergencies.

Coordination Systems and Capacity

Establishment and maintenance of predictable and effective coordination systems according to the principles of the cluster approach and IASC-agreed operational guidance, and capacity-building aimed at ensuring that humanitarian personnel are well trained and supported in the use of these systems for more coherent and effective humanitarian action.

Humanitarian Finance

Ensuring sufficient funding is available at the right time, based on assessed needs and properly prioritized, balanced across crises and sectors, and guided by targeted and comparable strategic plans.

presence to offer support in accessing humanitarian tools, in facilitating the inclusion of humanitarian reform principles into contingency planning and in ensuring the appropriate level of in-country preparedness.

At the onset of an emergency, OCHA will ensure that sufficient expertise is deployed to support the RC or HC in the establishment and management of coordination structures and in adhering to IASC-agreed procedures, in order to rally cluster leads to plan emergency responses according to humanitarian reform. Resources will be drawn from OCHA regional offices, OCHA surge capacity and, when necessary, from OCHA specialist staff at headquarters.

At the headquarters level, OCHA will engage with global cluster leads, sharing best practices and ensuring the availability of guidance when required. OCHA will continue to support the IASC, its Task Forces and Sub Working Groups in Geneva and in New York to ensure coordination amongst United Nations Agencies, NGOs and the Red Cross/Red Crescent Movement (RC/RCM); will promote joint coordination efforts though the Executive Committee for Humanitarian Affairs; and will work to ensure that humanitarian concerns and the need for joint action are included in all high level meetings.

Partnership strengthening, including operationalizing the "Principles of Partnership", will be supported by OCHA through initiatives such as the Global Humanitarian Platform, which brings together NGOs, civil society, RC/RCM and other intergovernmental bodies in a forum in which issues of strategic and policy interest can be discussed.

Improved humanitarian leadership will be supported by OCHA, through the IASC, in the development of a more professional succession planning system for HCs and the establishment of an IASC Humanitarian Coordination Assessment Panel. OCHA will also support the development of a comprehensive performance management system for Resident Coordinators and Humanitarian Coordinators, ensuring continuous feedback and guidance.

Key outputs and indicators

Outputs	Indicators
Trained and accountable humanitarian leadership.	• Seventy-five per cent of Resident Coordinators trained on humanitarian coordination. • All Humanitarian Coordinators trained in humanitarian advocacy. • All HCs engaged in a compact-based performance management process, including an annual review by July 2009. • Sixty-five per cent of emergencies in which there is an HC vacancy are filled by a member of the Humanitarian Coordinator Pool.
Coherent guidance consistently provided by OCHA to RCs, HCs and OCHA field offices on implementing and strengthening the use of the cluster approach, in addition to wider reform principles in new and ongoing emergencies.	• Bi-annual completion of the Humanitarian Reform Tracking Tool in consultation with the cluster leads to be included in the Global Cluster's annual report to Emergency Relief Coordinator.
External evaluation of the main outcomes of the joint humanitarian response at the country level, including overall operational effectiveness of the cluster approach and other components of the humanitarian reform process.	• Second phase of the cluster evaluation completed by September 2009. • Framework for implementation of the evaluation's conclusions and recommendations developed by December 2009.
Strengthened partnerships between United Nations and non-United Nations organizations.	• All HCTs and clusters in the field based around the "Principles of Partnership".

Strengthened OCHA Emergency Response Capacity

It is essential for OCHA to have the right people in the right location at the right time, supported by adequate resources and facilitated through a conducive system of internal response protocols and procedures. Experiences in 2008 have underlined the critical importance of reliability and expediency in OCHA's internal rapid response capacity; and, consequently, its ability to pro-actively discharge its coordination function in support of partners during the initial states of emergencies and disasters.

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OCHA continues to strengthen its humanitarian response structures by providing appropriate resources in a timely and effective manner either through internal expertise from among the staff or through well-established external arrangements such as standby partnerships. As disasters strike with increasing frequency, OCHA's ability to respond is being tested. To ensure that OCHA has the internal capacity and technical expertise on hand, OCHA emergency response systems need to be strengthened and refined. The honing of systems and continual improvement to OCHA's emergency response is a collaborative effort linking OCHA's specialist emergency response components based in New York, Geneva and regional offices to review and improve OCHA's existing capacities.

During the first chaotic hours of a major disaster, there are a number of critical components of an international response that are automatically generated – international urban search and rescue teams in the case of an earthquake through networks such as the OCHA-supported International Search and Rescue Advisory Group and United Nations Disaster Assessment and Coordination (UNDAC). During this early phase of the response, when the picture of the overall devastation and its humanitarian implications are relatively confused and unknown, the regional office – or field office where one is present – is critical to a successful early response. The regional office is readily available to provide surge capacity staff, whether general or specialist Humanitarian Affairs Officers, that can deploy to assist RCs, HCs and HCTs to bolster coordination mechanisms and identify areas in the humanitarian system that may require further assistance from OCHA.

As OCHA's eyes and ears on the ground, regional offices are best positioned to provide guidance for Resident Coordinators and Humanitarian Coordinators in specifying which of OCHA's tools and services will be most appropriate to strengthen their emergency response. Additionally, surge staff provide operational guidance for OCHA's engagement by outlining existing coordination structures and developing humanitarian

needs and linking them to the design of an office structure to support the Humanitarian Coordinator. In 2009, regional offices will continue to work with governments and Resident Coordinators to provide information and in-country guidance on the available tools and services that may be called upon at the commencement of an emergency. They will also strengthen the knowledge base of governments, Resident Coordinators and Humanitarian Coordinators through regular trainings and seminars on their role in emergency response.

At the behest of the government of a country in crisis, an OCHA-led UNDAC team may be deployed immediately after disaster has struck to provide assistance in coordinating the international response: This proven mechanism for assistance continues to provide high-quality teams to support countries in need. From experience gained during UNDAC deployments throughout 2008 – of 14 UNDAC teams including a total of 51 UNDAC members from 30 countries and international organizations – UNDAC trainings continue to be strengthened to ensure that information regarding changes in humanitarian coordination systems, stemming from the ongoing humanitarian reform process, are passed to team members to ensure a smooth transition between UNDAC personnel and arriving OCHA staff and the humanitarian community on their departure.

Beyond UNDAC, but including the regional offices, the ability of OCHA to provide readily available surge capacity staff for rapid deployment to new emergencies continues to be strengthened and refined. It is encouraging that large numbers of staff are applying to the internal Emergency Response Roster (ERR), which continues to be the primary instrument through which generalists and operational support staff are deployed to the field for periods of up to three months. As ERR human resources come from within the organization, there are obviously limitations to the length these internal employees can remain in the field. The ERR is best used in conjunction with other internal and external resources (such as the Stand-By Partnerships Program) to avoid over-reliance on one particular resource. OCHA will also continue to strengthen its ability to rapidly and systematically dispatch technical specialists – for example Civil-Military Coordinators, Information Management Officers, environmental specialists and information technology experts. During the course of 2009, OCHA will work towards an arrangement whereby all or most of these technical surge tools can be better linked and coordinated to ensure an expeditious, standardized approach.

The Coordination and Response Division provides strategic and operational oversight to OCHA's response. An Emergency Task Force is established to develop the framework for this. This framework guides the OCHA system from entry point into the disaster, lays out objectives for the field, regional and headquarters, as well as outlining reasonable exit strategies. Based on lessons learned in 2008, measures will be taken to improve the cohesion between New York and Geneva in emergencies, particularly aimed at clarifying roles and responsibility and promoting accountability, especially for staff members in key positions.

In order to strengthen its services to the humanitarian community in major disasters and emergencies, OCHA will continue to revise and modernize its operational procedures. This includes the establishment of standardized procedures for the use of OCHA's Emergency Relief Coordination Centre (ERCC) during emergencies and training of OCHA staff to improve analysis and decision-making capabilities. Additionally, OCHA will conduct simulation exercises with internal and external counterparts to practice and further develop procedures for operational cooperation and coordination.

OCHA's capacity to respond to two simultaneous large-scale emergencies is being enhanced with the establishment of a standing equipment reserve, which includes personal deployment kits, telecommunications and Minimum Operating Security Standards (MOSS) compliant equipment (including vehicles). The challenge in 2009 will be to identify and conclude agreements with potential equipment providers. Procedures for rotating limited equipment in the

best way possible, while ensuring that capacity will be available in case of a major emergency, also have to be established.

Finally, OCHA will continue to work at improving its information collection, analysis and dissemination systems to ensure that high quality information is made rapidly available at all levels of the response and for different audiences.

Key outputs and indicators

Outputs	Indicators
OCHA strengthens surge capacity through the timely and appropriate provision of staff to new emergencies.	• In seventy-five per cent of rapid onset emergencies (following a decision for OCHA to respond) surge staff is deployed within 72 hours, a core team (which may include key coordination, information management, and administrative staff) is deployed within 7 days and additional support staff is deployed within two weeks (if necessary). • A standardized framework for deployment of technical surge is developed by June 2009. • All staff deployed to a new emergency with a personal deployment kit. • Seventy-five UNDAC members receive specialized training integrating the latest developments in humanitarian response/reform.

Greater Incorporation of Disaster Risk Reduction Approaches and Strengthened Preparedness in Humanitarian Response

One of OCHA's core mission objectives is the promotion of preparedness and prevention. Both are fundamental to the implementation of efficient and effective emergency response and in minimizing the impact of disasters.

Accordingly, OCHA is increasingly focused on operational preparedness, which includes building the emergency response capacity of the humanitarian community through contingency planning and training; and on supporting institutional preparedness through engagement with national governments, strengthened legal frameworks and resource mobilization initiatives.

In accordance with the principles outlined in the Hyogo Framework for Action 2005 – 2015 (HFA) and its fifth priority, *Strengthen Disaster Preparedness for Effective Response at all Levels*, OCHA aims to bring together preparedness initiatives at the international, regional and country levels with the emergency response and recovery activities of humanitarian organizations. Additionally, OCHA's role in preparedness has been confirmed and strengthened by the humanitarian reform process, requiring an accountable response based on sound preparedness measures.

OCHA supports Resident Coordinators and Humanitarian Coordinators to provide leadership in disaster risk reduction and preparedness efforts and provides technical advice on the use of disaster preparedness tools provided by OCHA and partners, including the United Nations Development Programme (UNDP) and the United Nations International Strategy for Disaster Risk Reduction (ISDR). In 2009, OCHA will be providing guidance materials and training specifically designed for humanitarian leaders.

In humanitarian crises, where OCHA has a field office, continuous inter-agency contingency planning serves as a basic preparedness tool for enhancing the overall in-country response capacity. More widely, OCHA regional offices will promote regional and subregional contingency plans; and support Resident Coordinators and Humanitarian Country Teams (HCTs) in countries without a permanent OCHA presence with inter-agency contingency planning processes.

OCHA works closely with Inter-Agency Standing Committee (IASC) partners to promote the revised Inter-Agency Contingency Planning Guidelines, which encourages a multi-hazard approach to emergency preparedness. The Guidelines include preparations for cluster roll-out, partnership, leadership and accountability in humanitarian response. OCHA will continue to work closely with IASC partners, including the World Health Organization, to ensure that the humanitarian community, United Nations country teams and national governments are better prepared to mitigate the economic, humanitarian and social impacts of an influenza or other pandemic.

In crises transitioning to recovery, OCHA supports efforts to ensure that disaster risk reduction and preparedness is incorporated into country-level development frameworks, such as the United Nations Development Assistance Framework (UNDAF) and nationally-prepared Poverty Reduction Strategy Papers (PRSP).

In supporting national governments and strengthening institutional frameworks, OCHA will assist in the development and implementation of comprehensive national preparedness plans. It will share guidance materials developed by OCHA, such as the Guidance and Indicator Package for Implementing Priority Five of the Hyogo Framework and the OCHA Disaster Response Preparedness Toolkit.

OCHA will also continue to seek agreements with national governments to streamline logistical procedures for rapid response during emergencies, such as agreements in relation to customs facilitation. OCHA will promote the usage of agreed guidelines on international disaster response laws and principles, and incorporate them into training modules and guidance materials aimed at national authorities.

At the request of national governments, OCHA, in cooperation with UNDP and ISDR, will deploy United Nations Disaster Assessment and Coordination (UNDAC) response preparedness missions in order to assess the capacity of a government to respond and to provide technical advice. OCHA brings together national, regional and international responders in familiarization sessions and workshops on international disaster response systems. OCHA also ensures that environmental expertise is part of the coordination arrangements. OCHA engages with national military forces and regional military organizations to strengthen procedures for use of military assets for disaster response in accordance with international guidelines. OCHA functions as the secretariat for the International Search and Rescue Advisory Group (INSARAG), a global network of more than 80 countries and disaster response organizations dealing with urban search and rescue issues, including minimum requirements and guidelines.

At the global level, OCHA activities are prioritized using sound risk analysis and early warning, including environmental and social-political hazards. OCHA will continue to support the analysis of key factors relating to hazards, vulnerability and response capacities at the global, regional and national levels through the use of the OCHA Global Focus Model (GFM). The GFM is an internal tool, using 13 indicators to identify countries which combine high risk and vulnerability with low capacity.

OCHA contributes to global inter-agency risk analysis through recommendations made to the IASC Sub-Working Group on Contingency Planning and Preparedness in support of the quarterly IASC Early Warning - Early Action Report. The consolidated report provides IASC partners with situational analysis and the potential for changes in the level of international assistance likely to be required in the coming three month period.

At the global level, the Emergency Directors Meeting (EDM), co-chaired by OCHA, is a global forum for discussion of potential and deteriorating humanitarian emergencies. The EDM is attended by United Nations agencies and international humanitarian NGOs. In 2009, this forum will continue to meet quarterly and can be activated in the form of ad hoc teleconferences in the event of a sudden-onset disaster.

In 2009, OCHA will continue to be actively involved in various inter-agency mechanisms, including the Capacity for Disaster Reduction Initiative (CADRI), a joint initiative of OCHA with UNDP; and with ISDR for capacity development on disaster risk reduction. OCHA will also be actively engaged with the United Nations Interdepartmental Framework for Coordination on Early Warning and Preventive Action, which brings together the various parts of the United Nations system to devise strategies for consolidating peace and building on national and civil society efforts in the field.

As policy debates intensify on climate change and its potential effects on migration, conflict and food security, OCHA will support the development of common policy approaches, in cooperation with ISDR, the International Federation of the Red Cross and Red Crescent and among IASC partners. Additionally, an advocacy campaign launched in late 2008 will continue to raise awareness of the humanitarian effects of climate change and call for a systemic shift of attention, resources and expertise to improve disaster preparedness in countries that suffer most from extreme weather events.

Key outputs and indicators

Outputs	Indicators
Integrated approach to strengthening national preparedness enhanced, in accordance with Priority Five of the HFA.	• At least two UNDAC Disaster Response Preparedness Missions undertaken. • Operational classification of international urban search and rescue teams with at least three Member States. • The Guidance and Indicator Package for Implementing Priority Five of the HFA rolled out in at least four countries.
National and regional response capacity enhanced through participation in and familiarization with international response networks.	• Two regional familiarization workshops conducted for Member States on international response networks. • Forty Member States attending regional disaster response network meetings conducted by OCHA. • Forty-five Member States participating in international response networks in UNDAC and INSARAG. • Three regional military disaster response exercises supported by OCHA. • Four training courses conducted involving participation of national and regional military and humanitarian partners.
Customs procedures streamlined.	• Two "Model Agreement on Customs Facilitation" signed with Member States.
Contingency plans updated. Strengthened country-level preparedness for an influenza pandemic.	• All countries with Humanitarian Coordinator and 80 per cent of GFM priority countries have contingency planning processes based on IASC Contingency Planning Guidelines. • Forty pandemic influenza simulations at country level.

A Strategy Contributing to Seamless Transition and Early Recovery

The United Nations system has made substantial progress, following the humanitarian reforms launched three years ago, in advancing the coherence and predictability of humanitarian responses to emergencies and disasters. The system is, however, less assured in mounting a similarly coherent response in support of early recovery needs during an emergency and in the transition phase to support longer-term national recovery priorities.

For the United Nations system, many of the questions that surface in transition situations relate to the fluid nature of coordination needs, and who, in fact, should fulfil those needs. Ideally, as a transition moves forward, OCHA's intervention should diminish with a corresponding move by government and development actors to assume the lead for coordination functions. Progress has been made by the Cluster Working Group on Early Recovery (CWGER), chaired by the United Nations Development Programme's Bureau of Crisis Prevention and Recovery (UNDP/BCPR), to ensure that early recovery activities are included in planning and fundraising efforts at the outset of an emergency. However, the issue of phasing down and handing over coordination support functions provided by international humanitarian actors to national authorities and relevant development actors remains uneven. Discussions about transition are inextricably intertwined with discussions about the modalities to support early recovery and transition coordination, in addition to the phasing down and exit strategies of OCHA's presence.

OCHA has a role to play in contributing to recovery from conflicts and natural disasters, but the dimensions of this role require greater definition. In many situations, OCHA extends its functions to include coordination support for recovery activities, while working with partners to find appropriate arrangements for longer-term coordination support. At times, handover provisions are not predictable, and this can have financial and planning implications for OCHA. In the context of zero growth within OCHA, there can also be opportunity costs of maintaining a presence in a country beyond the emergency phase of a crisis.

The cornerstone of effective recovery coordination is the strategic planning process, aligning the United Nations Country Teams' activities with national recovery priorities and with the activities of the other key international players, including the World Bank, through the Post-Conflict or Post-Disaster Needs Assessment processes. In this regard, the United Nations Development Operations Coordination Office (DOCO, formerly United Nations Development Group Office) has made strides to deploy strategic planners to support RC offices in countries undergoing transition. As OCHA plans to phase down several field operations in 2009, it will work closely with these colleagues and Humanitarian Country Team partners to ensure a joint analysis of the coordination support functions that need to continue in the recovery phase.

In 2009, OCHA will prioritize developing the necessary internal guidance and procedures to phase down field operations systematically and predictably in countries where this is relevant. This package will define OCHA's corporate position on its role in early recovery and transition. It will provide clearer support to field offices that are in the process of phasing down and will enable them to plan and set benchmarks for future exit. Additionally, the guidance package can shape OCHA's discussions with humanitarian, development and governmental partners so that expectations about OCHA's role and responsibilities are clearer from the outset of the emergency. OCHA will consult with partners to ensure that its internal guidance is in line with the recommendations of the UNDGO, UNDP-BCPR and OCHA Joint Initiative on Strengthening Recovery Coordination, and is informed by ongoing discussions in other forums such as the United Nations Development Group/Executive Committee on Humanitarian Affairs (UNDG/ECHA) Working Group on Transition and the Cluster Working Group on Early Recovery. The Secretary General's Report on Early Recovery and Peace Building requested by the Security Council in May

2008, will also assist in shaping OCHA's policies in regards to transition and early recovery.

Another key challenge for the United Nations system and its partners is the dearth of funding for activities that support early recovery and transition. Well established resource mobilization mechanisms exist to fund humanitarian action e.g., CERF, flash appeals, CAPs, etc., but the same is not true when it comes to mobilizing funds for early recovery or longer-term recovery programs. Such a situation can create gaps in assistance and coordination, which in turn hamper the effectiveness and sustainability of recovery efforts; and ultimately lead to a further dependency on humanitarian assistance and humanitarian coordination support services, planning and funding mechanisms.

The funding gap for early recovery and transition can inadvertently contribute to OCHA prolonging its presence in a country. Accordingly, OCHA has a strategic interest in working with development and donor partners to find solutions to this long-standing problem. In 2009 efforts will be placed on working with partners to define the extent to which existing humanitarian funding mechanisms can or should accommodate early recovery programming. OCHA will continue to advocate for faster, more flexible and more predictable financing for early recovery and transition activities. OCHA will remain engaged through the CWGER Early Recovery Financing Task Force and other forums, including the Good Humanitarian Donorship (GHP) initiative, to continue donor liaison and advocacy, stressing the importance of applying the GHP Principles to early recovery and transition.

Key outputs and indicators

Outputs	Indicators
OCHA's corporate position on its role in early recovery and transition situations, and its benchmarks for phasing down operations, are clarified and communicated internally and to partners, and OCHA field offices are supported, as needed, to begin implementation.	• Package of transition-focused guidance agreed by OCHA senior management by June 2009. • All field offices operating in priority transitional settings (Côte d'Ivoire, Nepal, Myanmar, and Uganda) have a phase-down and exit strategy based on agreed guidance. • For all other field offices, including new offices established in 2009, annual work plans (2010) incorporate initial benchmarks on phase-down and exit strategy.
More predictable and systematic coordination arrangements for early recovery and recovery at the country level are established in a timely manner.	• Standard procedures for consultations between OCHA UNDP/BCPR and DOCO desks (or equivalent) at Headquarters level developed and implemented by December 2009. • IASC Working Group presented with proposed operational guidance on cluster phase-out or handover to national structures and development actors by December 2009.
Review of existing humanitarian planning mechanisms (consolidated and flash appeals) and funding mechanisms (CERF, Common Humanitarian Fund (CHF), Emergency Relief Fund) as planning and resource mobilization tools for early recovery and longer-term recovery activities.	• Dissemination of an outline of planning and funding tools that provides guidance on which instrument is most appropriate for a given situation by June 2009. • Development of guidance and submission to the Inter-Agency Standing Committee for endorsement, regulating early recovery and recovery in consolidated appeals (guidance already exists for flash appeals) by June 2009. • Forthcoming review of CHFs to include a thorough analysis of use and impact of CHFs to fund early recovery activities and informing future policy and guidance by December 2009.

Goal Two: Recognized OCHA Leading Role in Humanitarian Policy, Advocacy and Information Management

Action-oriented Analysis of Humanitarian Trends and Emerging Policy Issues

In order to promote more effective decision-making by senior management and ensure that lessons learned, best practices, analysis and general guidance are efficiently incorporated into global, regional and country-specific policies, OCHA aims to strengthen its intellectual leadership in humanitarian policy and advocacy. OCHA will enhance efforts to identify emerging humanitarian policies and trends through more systematic cooperation with United Nations and non-humanitarian partners, including Member States, regional organizations and the academic community. These partnerships will broaden support for the development of common policy positions and their inclusion in guidance and analytical tools for use in emergency response. Such partnerships will also inform OCHA's efforts to prioritize the policy issues that would need to be addressed.

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Humanitarian policy development in 2009 will look beyond conventional emergencies arising from conflict or natural disasters and take into account the variety of emerging trends and diverse players participating in humanitarian action. Interrelated global challenges and trends such as the food crisis, financial crisis, energy crisis, resource scarcity, climate change and population growth amongst others are altering the landscape in which OCHA and humanitarian actors operate. In order for OCHA to be able adapt to these circumstances, and bearing in mind the Emergency Relief Coordinator's five-year perspective presented in 2007, OCHA will support critical research and analysis, and build partnerships, to assess how these structural challenges will affect humanitarian action. Consequently, OCHA will be in a better position to address new operational realities.

OCHA has also identified a number of specific policy issues that will form the basis of its initial policy research agenda. These include a comprehensive study on Provincial Reconstruction Teams – the civil-military entities engaged in stabilization activities – most notably in Afghanistan and Iraq. The study will seek to identify more clearly the impact they have on principled humanitarian action in the field. Studies will also be conducted on the plight of older people, livelihoods in crisis settings and gender-based violence, including sexual violence in conflict. In addition, recommendations from studies completed in 2008, such as the study on OCHA's coordination

role in slow-onset disasters, will be integrated into ongoing operations.

Studies and research will improve OCHA's support to Member States as well as enhance the quality of its regular reporting to intergovernmental bodies such as the General Assembly and the Economic and Social Council (ECOSOC). OCHA will aim to provide Member States with clear analyses of the challenges faced by humanitarian partners in their efforts to support multilateral responses. Studies and policies developed will also help promote optimum interaction between humanitarian actors and political and peacekeeping actors and will inform the planning and design of country specific humanitarian coordination models that would ensure principled humanitarian action. Finally, research and evaluations will support a better understanding of humanitarian financing – which is of particular importance to OCHA as it seeks to ensure a more predictable and accountable response to crises

Inter-agency forums will be essential for translating policies and analyses into action. In 2009, the Executive Committee on Humanitarian Affairs and the Inter-Agency Standing Committee will focus on the themes of humanitarian reform, principled humanitarian action, access, and the global challenges of climate change, migration, displacement and the food crisis. These committees will ensure that policy recommendations related to these and other pivotal themes are effectively communicated to the field and integrated in the response plans developed under the lead of Humanitarian Coordinators.

OCHA will analyze policy developments within regional organizations as they pertain to humanitarian action. Of particular importance are policies on the protection of civilians that arise in the context of peace support operations undertaken by regional organizations. OCHA will target its intervention with regional organizations in areas related to mission planning and on the development of humanitarian related policies and frameworks. Working with the African Union, OCHA will establish a policy dialogue on institutional arrangements with humanitarian actors that allow for strategic coherence of AU missions while respecting humanitarian principles.

OCHA's efforts to strengthen information management and advocacy will complement the focus on analysis and trends by creating and disseminating information products on humanitarian-related issues at the international, regional and national levels. In addition to its news-gathering function, the Integrated Regional Information Networks (www.irinnews.org) and PlusNews (www.plusnews.org) will examine and analyze key issues and concerns on humanitarian events in Africa, the Middle East and Asia with a particular focus on emerging or neglected crises and HIV/AIDS. IRIN's editorial direction and management will ensure that reporting in 2009 will be relevant to its core humanitarian readership and offer fresh insight for a wider audience. This commitment to a multi-lingual and multi-media output will underpin humanitarian analyses and will contribute to informed and timely decision-making by all stakeholders.

Key outputs and indicators

Outputs	Indicators
A prioritized policy research agenda on current issues affecting humanitarian action.	• One expert forum and policy paper on the implications of today's global challenges for humanitarian caseloads and operations. • Four specific studies and one thematic review completed and disseminated.
Lessons learned and best practices, analyses and general guidance on humanitarian policy consideration converted into country specific policies and planning inputs.	• Seventy-five per cent of policy recommendations relevant to OCHA incorporated into plans and coordination models.
Secretary-General reports reflect key humanitarian priorities and concerns.	• Three policy priorities promoted and 75 per cent policy priorities endorsed at the inter-agency level are reflected in inter-governmental reporting and activities.

More Strategic Advocacy of Humanitarian Principles and Issues

OCHA's primary advocacy goal is to speak out on behalf of people affected by humanitarian crises worldwide, to promote the protection of civilians, to prevent displacement wherever possible, and to maximize the efficiency of the humanitarian response. The Under-Secretary-General (USG), senior managers and staff at headquarters will raise awareness on humanitarian concerns and policies, and will further promote respect for humanitarian principles through systematic engagement with counterparts in the UN Secretariat, Member States, regional organizations and other key stakeholders that include inter-governmental (General Assembly and Economic and Social Council) and Inter-Agency Standing Committee (IASC) actors. The USG will be responsible for determining overall policy and advocacy objectives and, with the support of OCHA's senior management, will ensure advocacy messages are integrated across initiatives at headquarters and in the field. To further the global discussion on disasters, OCHA will initiate quarterly Member State briefings for delegates in Geneva in 2009 on disaster trends, emerging preparedness systems and disaster policy issues.

2009 will see the roll out of three major advocacy campaigns – on internally displaced persons (IDPs); on the implications of climate change for humanitarian action; and on gender-based violence, including sexual violence. The campaigns are intended to equip OCHA staff and partners at all levels to speak authoritatively on these priorities. Targeted not only to raise awareness but also to effect positive change, the campaigns were developed in cooperation with humanitarian partners and have been designed to take full advantage of OCHA's multi-media capacity. The campaigns will exploit the Integrated Regional Information Network's (IRIN) geographic positioning and diverse audio-visual services.

IRIN, OCHA's humanitarian news and analysis service, will produce high quality content on humanitarian concerns and trends, reflecting, where possible, OCHA strategic priorities to help reinforce awareness-raising and advocacy efforts. IRIN will produce more audio-visual content and enhance website navigation, presentation and usability. New media products will include multi-media presentations, video shorts, improved maps and info-graphics.

ReliefWeb, OCHA's platform for sharing humanitarian information on natural disasters and complex emergencies, will continue to act as a community-wide vehicle for advocacy on emerging crises in a timely and reliable manner. In 2009, ReliefWeb will enhance its products to better support advocacy for OCHA's strategic priorities as well as highlight under-reported situations through improved user experience, rigorous selection and framing of issues, maps and other visual products.

In field and regional offices, Resident Coordinators, Humanitarian Coordinators and OCHA teams will continue to voice concerns on civilians affected by conflict or natural disaster, raise awareness of their needs and advocate for appropriate action with local, national or international actors. In particular, OCHA will continue to encourage Member States and parties to armed conflict to respect and protect civilian populations in accordance with international humanitarian law, to ensure the safety and security of aid workers and to allow and facilitate access to affected populations for the delivery humanitarian assistance.

In 2009, field staff will receive specialized training to bolster required skills in public information and advocacy and to deepen understanding of a variety of related issues, including the humanitarian reform process, international humanitarian law and the protection of civilians.

OCHA regional offices, field offices and Regional Disaster Response Advisers will be supported in developing advocacy action plans in order to increase awareness of humanitarian principles in accordance with standard OCHA policy guidance. These action

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The Emergency Relief Coordinator meets recent returnees in the village of Louboutiqué, eastern Chad

Advocacy in Action

Internal Displacement

In 2009, in accordance with the ERC's mandate for strengthening the inter-agency response to internal displacement, OCHA will continue its comprehensive advocacy campaign on internal displacement launched in late 2008. OCHA will work at the global, regional and national levels to raise awareness of the multiple causes of displacement (including conflict, natural disasters, climate change, urbanization and development projects), the scale of the problem, the plight of those displaced and what needs to be done to support them. In particular, OCHA will aim to strengthen prevention of displacement through increased adherence to international humanitarian and human rights law. OCHA will work with key partners, including UNHCR, the Representative of the Secretary-General on the Human Rights of IDPs, and the Norwegian Refugee Council.

Climate Change

The second campaign will enable OCHA and partners to communicate better on the humanitarian implications of climate change and to advocate for significant improvement to disaster preparedness in 'hotspot' countries that are most vulnerable to floods, storms and droughts. Launched in late 2008, the campaign will highlight examples of best practice in preparedness from the Mozambique flood response of 2007. Other country case studies will be added in the course of 2009.

Audio-visual materials produced in support of the campaign, including film trailers, online slideshows, photo galleries, video shorts and other resources, will be publicly available. OCHA will consult with its field offices and humanitarian partners to identify opportunities to promote the campaign position to target audiences. Careful monitoring of the campaign progress will determine the extent to which it has raised awareness of the impact of climate change and the urgent need for a greater commitment to disaster preparedness in risk-prone countries.

Sexual violence

To highlight Gender-Based Sexual Violence (GBSV), OCHA will spearhead a global campaign in support of the United Nations Secretary-General's Campaign to End Violence Against Women. The campaign will be launched in 2009 in at least 40 countries using visual aids to demonstrate a world united against GBSV. A new campaign logo will also be introduced.

The campaign will be supported world-wide by UN partners at headquarters level as well as in-country by Resident and Humanitarian Coordinators and UN Country Teams, NGOs and related groups. It will link to existing on-the-ground initiatives and programmes.

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plans will be developed in cooperation with relevant humanitarian partners to ensure complementary messaging. They will seek to establish common action-oriented advocacy activities for the year, as well as ensure that inclusive mechanisms for coordinated inter-organizational advocacy are established and working at all levels and that common messaging is endorsed by RCs and HCs. While priorities will vary according to local circumstance, OCHA will foster a more strategic and 'corporate' approach to advocating on major principles and themes. Field office lessons learned and best practices will be captured by OCHA throughout the year and widely disseminated.

Key outputs and indicators

Outputs	Indicators
Advocacy on behalf of affected populations.	• Media and Communications Campaigns on IDPs, climate change and gender-based sexual violence launched in at least 40 countries. • At least three Security Council briefings by the ERC or DERC. • At least four op-ed articles in major publications by the ERC or DERC. • Three campaign web specials on OCHA On Line each with photo galleries, key messages, case studies, interactive content and direct links to relevant policy documents and guidance launched. • At least 20 multi-media products developed (videos, websites, etc.) in promoting advocacy on emerging priority issues developed (in addition to materials develop for campaigns).
Common advocacy messages for the Under-Secretary-General, RCs and HCs, the Executive Committee on Humanitarian Affairs and IASC agreed upon and widely disseminated.	• At least four common key messages endorsed by IASC Principals. • At least 10 OCHA country key messages endorsed by priority country RCs and HCs. • At least eight common key messages endorsed by ECHA.
Support to advocacy on humanitarian issues and principles.	• At least two public information/strategic communication trainings undertaken. • At least six advocacy strategies and action plans developed at regional and country levels.
Greater alignment of IRIN coverage with OCHA geographic and thematic priorities, reinforcing awareness-raising and advocacy activities.	• At least four IRIN "in-depth reports" and four short films on major themes (such as food security, climate change and humanitarian reform) reflecting OCHA priorities.
Production of high quality video and still images in support of advocacy efforts.	• Video capacity and photo gallery established and functioning in Nairobi. • OCHA stock photo library established by December 2009.

A Common Approach to Needs Assessments and Impact Evaluation

The ability of humanitarian agencies to alleviate human suffering depends on the degree to which they can correctly assess the needs of disaster-affected populations. This is also essential to enable effective needs-based humanitarian financing. In 2009, OCHA will improve common needs assessment by following a two-track approach of harmonization and consolidation. A recent mapping and analysis exercise led by OCHA and complemented by consultations with Inter-agency Standing Committee (IASC) members and technical experts indicated the urgency of harmonizing the various field assessment and sectoral information consolidation initiatives. OCHA will support the harmonization process through the sharing of best practices and the development of guidance on multi-sectoral field assessment processes. This will include the use of an online "tool box" of needs assessment resources. To improve the evidence base for decision-making, OCHA is also developing a tool to consolidate data into a central real time document or webpage that will serve as a "humanitarian dashboard" at the big picture level. OCHA will pilot this tool in a number of countries in 2009.

The mapping exercise documented numerous, mainly sector-specific assessment initiatives that use a variety of indicators and methods. There is, therefore, a need to improve clarity on what type of minimum information and indicators are required or can be realistically obtained at different points over the emergency timeline. A related issue involves the development of multi-sectoral assessment tools and approaches, as illustrated in Georgia, where country teams lost valuable time in developing a common assessment tool. This could be supported by identifying and sharing best practices for multi-sectoral field assessment, for example, the Multi-Cluster Rapid Assessment Mechanism developed in Pakistan, as well as through technical guidance. Similarly, OCHA could serve a useful role in identifying best practices in sectoral information consolidation, such as the Integrated Food Security Phase Classification initially developed by the Food and Agricultural Organization for Somalia and now being piloted in numerous countries.

Consultations with key stakeholders clearly indicated the necessity for a multi-sectoral tool to consolidate core and common humanitarian information for decision-makers. An important multi-stakeholder workshop held by OCHA in November 2008 and a subsequent meeting of the IASC Working Group confirmed interest in and need for such a tool. A prototype developed by OCHA will be piloted during humanitarian responses throughout 2009.

The tool will, unlike the Needs Analysis Framework, present core information on an emergency in a standardised manner. Ideally, data will be given in a single-page format or electronically (linked to supporting documentation), to make it easily comparable with other emergencies. It will be updated continually throughout the phasing of a humanitarian response and will include severity classification qualified by clearly specified confidence-levels. It will be underpinned by an information management system that provides a direct link to detailed needs assessment and other humanitarian information. The tool will provide an overview of key aspects of a humanitarian crisis such as needs, response gaps, pre-crisis vulnerability, national capacity, humanitarian access and funding. This will aid in a shared understanding of the severity of a crisis, the identification of priority geographical areas and sectors for intervention, and better prioritization of humanitarian resources across emergencies. The tool will be targeted principally at high-level agency decision-makers and donors.

In 2008, the Emergency Relief Coordinator (ERC) requested that estimates be provided of the severity of natural disasters within 72 hours after their onset. OCHA developed a consolidation tool, known as the Rough Severity Estimation Tool (RSET) for its internal use. This differs from the proposed multi-sectoral tool in that it is limited to natural disasters, is not updated in real time, does not link to an information

management system and takes into account only information required by the ERC. Piloting of the RSET will continue into 2009.

Building on its work to identify key indicators, OCHA will facilitate a common approach to impact evaluation by developing a stronger monitoring and evaluation framework for assessing impact across humanitarian sectors. Questions as to whether humanitarian assistance works and why it works is of interest to a broad range of stakeholders within the humanitarian system. Humanitarian actors need to be aware of when they do maximum good as well as when they "do no harm".

While many humanitarian organizations commit themselves to impact evaluation and include it in their guidelines, meaningful impact evaluation continues to prove elusive. Within the humanitarian system, different actors define their work and the intended impact differently. Data collection activities are difficult to organize and undertake in crisis situations. There is limited consensus about what impact evaluations should measure in terms of effects; what they should be trying to achieve in terms of accountability to donors and beneficiaries; or what is necessary to improve humanitarian interventions.

OCHA will make use of its convening role to build a stronger monitoring and evaluation framework for assessing impact across the humanitarian sector. Accordingly, the contribution of humanitarian reforms towards improved operational performance and impact across the humanitarian sector is of particular concern.

The second Cluster Evaluation, to be conducted in 2009, will help build a sector-wide framework for evaluating the impact of the cluster approach. Mandated by the IASC and managed by OCHA, the evaluation will produce a common impact assessment framework, which will be used to assess operational effectiveness and results in six countries. The framework will produce a common set of indicators for assessing the impact of clusters. Both the evaluation's common analytical framework and its recommendations can be used to improve the impact of clusters and promote better quality, consistency and convergence of monitoring and evaluation related work across the humanitarian sector.

During 2009, new processes within OCHA for improved evaluation planning, coverage and use will be implemented. These measures will improve the organization's evaluation capacity and further strengthen the quality of its annual performance reporting on results and impact.

OCHA's activities in 2009 to harmonize assessment tools and approaches and to consolidate core humanitarian information at the multi-sectoral level promise to have positive benefits for impact evaluation. If common approaches are used over time to track key indicators on the severity and effects of emergency situations, they will facilitate monitoring and evaluation efforts within the sector, including those directed at evaluating the impact of humanitarian coordination efforts. Needs assessments and related information consolidation systems will also ultimately improve humanitarian decision-making within OCHA and at the broader inter-agency level, leading to more effective humanitarian action.

Key outputs and indicators

Outputs	Indicators
Needs assessment and other core humanitarian information better consolidated at the multi-sectoral level for enhanced decision-making and humanitarian action.	• A working version of a multi-sectoral information consolidation tool is developed through piloting in four to six countries in consultation with partners.
Assessment initiatives and processes further harmonized for more effective inter-sectoral field assessments and improved sectoral information consolidation.	• Best practice examples and guidance (two documents) provided to partners and OCHA staff to facilitate improved multi-sectoral assessments and sectoral information consolidation.
Common evaluation framework for assessing the results and impact of the cluster approach.	• Common set of cluster assessment and impact indicators for all clusters developed by the end of 2009.

Protection Advanced at Global, Regional and National Level

The protection of civilians in conflict and disaster situations is a humanitarian imperative and central to all of OCHA's core functions – advocacy and information management; resource mobilization; response coordination; and policy development. Throughout the world, millions of civilians continue to suffer abuse and discrimination in situations of internal strife and war. The growing impact of natural disasters has also brought to the forefront the challenge of protecting the rights of the affected populations.

In 2009 OCHA intends to deepen its engagement with the Security Council on the protection of civilians by the systematic consideration of protection civilians concerns in Security Council deliberations and resolutions. This will be achieved through an informal Expert Group of the Security Council which will enable OCHA to bring to the attention of Council members key protection challenges in particular contexts and suggest specific action in response when establishing or renewing the mandates of peacekeeping or other missions. The Council's consideration of protection concerns will be facilitated by an updated version of the Aide Memoire for the Consideration of Issues pertaining to the Protection of Civilians, elaborated by OCHA. The findings of the independent study jointly commissioned by OCHA and DPKO on implementation of protection of civilians mandates will also enable OCHA and other relevant actors to make such mandates a more effective tool for enhancing protection on the ground. Finally, OCHA's work to harmonize and enhance the quality of monitoring and reporting on access constraints will enable it to bring this key impediment to humanitarian action to the attention of the Council in a more focused and systematic manner and deepen the Council's understanding of these constraints and its efforts to respond.

OCHA, in partnership with the United Nations Action against Sexual Violence in Conflict, will continue to play an important advocacy and coordination role to improve the prevention and the response to gender-based violence, including sexual violence. As co-chair of the Task Force on Protection from Sexual Exploitation and Abuse (PSEA), which brings together the Executive Committee on Humanitarian Affairs, the Executive Committee on Peace and Security, and NGOs, OCHA will support the development of a guidance package for PSEA focal points covering the development of complaints mechanisms, the provision of assistance to victims and the training of focal points and managers.

In order to strengthen inter-agency capacity on protection in humanitarian crises, OCHA will provide direct support to the global protection cluster and, through the global cluster, to field-based clusters. In this regard, OCHA will continue to work with the Protection Capacity Standby Project (ProCap) to provide immediate protection capacity at the height of a crisis and increase deployable capacity through training for NGO standby partners. OCHA will host and support the management of the Gender Standby Capacity (GenCap) which, in 2009, aims to deploy to requesting countries where the cluster system is already in place to support coordination and capacity building on gender equality programming. Gender-based violence, including sexual violence, will be addressed in these programming activities.

OCHA will seek to raise awareness of protection issues arising in natural disasters, including those that arise as a consequence of climate change. In particular, OCHA will provide field guidance and advice, including the revision of the Operational Guidelines on Human Rights in Natural Disasters, and strengthen the global capacity to respond, through ensuring appropriate arrangements for predictable leadership of protection in natural disasters.

At the regional level, with the objective of establishing a more systematic policy and operational dialogue, OCHA will strengthen its engagement with regional inter-governmental organizations including the African Union (AU), the European Union (EU), the Economic Community of Western African States

and the League of Arab States. OCHA also plans to continue its dialogue with the North Atlantic Treaty Organization to promote integration of protection concerns and appropriate responses in their operational and policy activities. Measures to achieve this will include providing, in collaboration with the OCHA liaison office to the AU, targeted support to the AU on regional peace-keeping mechanisms, and the Special Summit on Forced Displacement in Africa, providing capacity support to AU humanitarian entities. OCHA will also engage more systematically with the different components of the EU to streamline humanitarian concerns, including through the Action Plan for the implementation of the EU Consensus on Humanitarian Aid.

Support will also be provided to OCHA regional offices to strengthen regional protection capacity and, where appropriate, develop regional protection strategies. This will include efforts to mainstream protection in the Regional Office for Asia and Pacific's emergency response and preparedness strategies; supporting the Regional Office for Southern Africa on review of protection response to the May 2008 xenophobic attacks in South Africa and incorporating protection in the regional contingency planning and preparedness process; and holding a regional protection workshop with the Regional Office for the Middle East, North Africa and Central Asia and supporting protection strategy development in disaster and conflict countries in that region.

At the national level, in line with OCHA's Policy Instruction on Supporting Protection, OCHA will work to ensure a strengthened inter-agency response to protection concerns in complex emergencies and natural disasters. This will include the provision of guidance and surge support (including deployment of ProCap Senior Protection Officers) to Humanitarian Coordinators (HC), Humanitarian Country Teams and the protection clusters. OCHA will also endeavour to mainstream protection principles in the work of the other clusters. Efforts will also target strengthening the capacity of field offices to support protection, assist in the development of appropriate inter-agency protection prevention and response strategies and strengthen protection preparedness in contingency planning.

An additional priority for 2009 will be ensuring systematic monitoring and reporting on humanitarian access in situations of armed conflict through the use of a standardized framework. In countries with on-going armed conflict, including Iraq, Somalia, Sri Lanka and Sudan, OCHA field offices, seeking to develop a better understanding of access constraints and how to address them, will be supported in the development of monitoring and reporting mechanisms and the means to address access constraints in conjunction with HCTs. The information generated will form the basis for a report on trends in humanitarian access for submission to the Security Council by mid-2009. By the end of 2009, a standardised approach to access monitoring and reporting will have been finalized for additional field level roll-out.

OCHA will work with HCs in countries with peace support missions to ensure that inter-agency networks are established and actively working to protect at risk populations from sexual exploitation and abuse by UN, inter-governmental and NGO personnel. OCHA will also develop a mechanism to monitor compliance with United Nations rules on PSEA to be rolled out at country level by 2009 and deliver training on PSEA to focal points and managers.

Since the Secretary-General's first report on the protection of civilians in 1999, significant progress has been made in developing and mainstreaming the protection of civilians agenda. Almost ten years on, the key challenge is to turn this normative framework into enhanced protection on the ground, by means of more systematic and institutionalized interaction with Member States, regional organizations, OCHA's field offices and humanitarian partners.

Key outputs and indicators

Outputs	Indicators
Security Council actively and systematically engaged on protection of civilians issues.	• Meetings of the Security Council Protection of Civilians Expert Group are held before the establishment or renewal of all peacekeeping and other missions. • Protection of Civilians Aide Memoire applied by the Security Council in 75 per cent of its discussions of conflict-affected countries.
Systematic monitoring and reporting on constraints to humanitarian access and informing Security Council consideration of situations of grave concern as well as operational strategies of humanitarian organizations to address constraints on access.	• Use of access monitoring and reporting framework and database in six pilot countries. Report on trends in humanitarian access submitted to the Security Council by June 2009.
Support for strengthened inter-agency response to protection in humanitarian crises.	• Technical advice, guidance and surge support provided to OCHA field offices, HCs and HCTs in Afghanistan, Chad, Iraq, Kenya, occupied Palestinian territories, Sri Lanka, Sudan and Zimbabwe. • Fifteen ProCap Senior Protection Officers and 20 GenCap Officers deployed to support field level responses. • ProCap skills-based protection training provided to 100 members of NGO standby rosters.
Targeted field support for PSEA is provided, including mechanism for monitoring compliance with United Nations rules on SEA and for assessing and monitoring implementation of United Nations SEA-related policies.	• PSEA inter-agency network is active in at least five countries. • Fifteen countries participating in SEA compliance mechanism. • Focal point guidance package produced by end of 2009.
Improved integration of protection of civilians concerns in relevant policy and operational activities of key regional organizations. Targeted support provided to protection of civilians initiatives by key regional organizations.	• Two consultations organized with regional organizations to establish a systematic dialogue on protection of civilians issues.

Strengthened Information Management Based on Common Standards and Best Practices

There has been notable progress in recent years in the management of humanitarian information; however, challenges within information management continue to limit the effectiveness of decision-making in the humanitarian arena. OCHA continues its efforts to introduce standards and best practices, yet the sharing of information within the humanitarian sector remains largely voluntary and based on goodwill. Information and data are not standardized and are rarely presented in a manner designed to enhance effective decision-making. Consequently, decision-makers and other end-users grapple with information overload, incompatible technology, and competing formats, policies and mandates.

To address these challenges, OCHA will strengthen the global coordination of humanitarian information management by working with humanitarian partners to formalize further inter-agency information management collaboration. Common standards negotiated and agreed upon will lead to more effective information exchange and greater inter-operability of data within and across clusters, including geographic and map standards and the definition of minimal operational datasets. This will involve implementing, monitoring and evaluating the Inter-agency Standing Committee (IASC) *Operational Guidance on Responsibilities of Cluster/Sector Leads and OCHA in Information Management*, which clearly articulates the roles and responsibilities of humanitarian agencies under the auspices of clusters and the inter-cluster role of OCHA.

Moreover, there is a pressing need to reach inter-agency agreement on the development and use of shared information tools and collaborative platforms, which will support the operationalization of the guidance note. The cluster approach presents a good opportunity for improving management of operational information at the field level. In cooperation with humanitarian partners, OCHA will develop a humanitarian coordination website for improved information exchange in support of clusters in natural disasters and emergencies.

OCHA's information products will be updated and a unifying visual design introduced. The initial focus will be on a number of core products including situation reports, press releases, and key messages. Regular weekly reporting will be expected from Regional and Field Offices and from that a weekly humanitarian highlights report will be compiled and distributed to external audiences.

OCHA will focus on improving the level of its reporting by standardizing reporting practices. Based on this standardization, OCHA will build a knowledge base of key facts and indicators, which will enable better system-wide humanitarian analysis, coordination, resource mobilization and advocacy. A mentoring programme will be established, as will a roster of top level reporting officers for surge capacity.

OCHA will upgrade its existing website to a one-stop shop portal in 2009 to ensure a coherent and corporate online presence. The portal will better support advocacy, policy and coordination initiatives and will provide partners with access to the full range of information services, tools and web presences. Quality control will be maintained with common web policies and guidance and with the provision of web support services.

In 2009, ReliefWeb will continue to provide its core services while strengthening its editorial oversight and adopting new online and networking technologies. New products and services based on extensive user research will ensure that content remains relevant to a global audience.

Key outputs and indicators

Outputs	Indicators
Global information management coordination processes established and led by OCHA.	• Inter-agency agreement on the *Operational Guidance on Responsibilities of Cluster/Sector Leads and OCHA in Information Management* is operational in at least 50% of countries with a Humanitarian Coordinator. • Training materials produced to support implementation of the guidance. • An information platform is launched for the exchange of in-country emergency or disaster information by cluster information management focal points in all new emergencies. • Adoption of cartographic standards and agreement on minimal operational datasets improve quality and reliability of mapping and graphic products produced by and for cluster partners.
OCHA's policy and standards for managing information developed to better serve decision makers and inter-agency coordination.	• Guidance developed for targeting, storage, management and retrieval of information, business records and publications by the third quarter 2009. • Corporate taxonomy developed and implemented by the third quarter 2009.
OCHA's policy and standards for humanitarian reporting developed.	• Humanitarian Reporting Handbook produced by first quarter 2009. • Common visual design, templates and content guidelines adopted for OCHA core information products by first quarter 2009. • Training and mentoring programme established during the first quarter 2009.
Humanitarian Coordination Website implemented in support of global and country-level operational partners.	• Global website introduced; including previous content from humanitarian reform website and the Humanitarian Information Centre website launched by January 2009. • Two countries with country-level sites.

Goal Three: An Effectively Managed and Responsive Organization

OCHA recognizes that in order to deliver on its annual objectives, its management must provide clear direction on corporate priorities and targets, while ensuring the provision of the financial and human resources to achieve them.

As 2009 marks the third and final year of the 2007-09 Strategic Framework, a new framework will be developed, reflecting existing and emerging issues, and drawing on priorities identified in the Emergency Relief Coordinator's Five-Year Perspective. The 2010-2013 framework will be sourced from a broad array of thematic, policy, and trend analyses, as well as from lessons learned exercises and evaluations. Consultations across the organization and with key stakeholders including partner organizations, national governments, and donors will be critical. The new framework will be completed by the middle of the year in preparation for the 2010 planning cycle.

While OCHA has made strides in the last two years in applying a corporate approach to results-oriented planning and monitoring, increased focus will be placed on monitoring systems, and on accountability for results. In the coming year, OCHA will implement new tools and practices to ensure that reporting of achievements is supported through improved data collection and more detailed assessments. OCHA will seek to make better and more consistent use of internal evaluation and also to improve evaluation capacity, further strengthening the quality of its annual performance reporting on results and impact.

OCHA will continue to improve its system of guidance for staff. Key subject areas will be identified and frameworks – essentially roadmaps – developed for each to direct the production of specific, prioritized policy instructions, guidelines and standard operating procedures. These should clarify OCHA's organizational stance on key issues and standardize critical operations. These materials will also provide greater clarity for OCHA managers in their expected performance. Key lessons learned will be reflected in all new guidance materials.

Financial Management

In 2009, OCHA will work to improve financial services, monitoring and reporting. This will include developing more realistic budgeting, effectively managing resources, capturing and sharing field information and closely monitoring expenditures in real time. As OCHA works towards enhancing the quality of its budgets, further standardizing of costs will enable a more consistent preparation. More accurate and timely reporting on cash flows and implementation progress will allow improved financial analysis as well as discussion with programme managers on the administration of funds and activities. To this end, OCHA will collaborate with the wider United Nations system, particularly the United Nations Secretariat and the United Nations Development Programme (UNDP).

The expansion of OCHA offices into new locations, coupled with varying degrees of access to data, has made it difficult to track contributions and share information across offices. To manage better the contribution process and to provide online tracking from pledges and contributions to allocation and reporting, OCHA has initiated development of an information management application (OCHA Contributions Tracking system - OCT). In 2009, OCHA will launch Phase II of the OCT, which will enable OCHA to provide real-time information on the status of pledges and contributions.

Greater support will be offered to field offices, with particular focus on training, audits, and financial management missions. In addition, OCHA will aim to equip staff better to apply consistently corporate policies and procedures through the development and dissemination of user-friendly standard operating procedures.

As part of the United Nations Secretariat, OCHA does not have any delegated authority to certify and approve financial transactions in its field offices, including local procurement of goods and services. These services are provided by UNDP country offices, which provide varying levels of support service to the OCHA field offices. In order to harmonize the service

delivery in the field, OCHA and UNDP headquarters will finalize and implement standard service level agreements in the beginning of 2009.

At the same time, OCHA will focus on procurement planning and purchasing at headquarters locations in order to ensure timely and cost effective provision of equipment to field offices. As a means of optimizing the use of existing resources, greater attention will also be given to asset control and management, and to facilitating the rapid transfer of assets to newly established field offices or those with identified needs. Similarly, travel funds will be managed in a more central manner to ensure better coordinated and planned travel.

OCHA is pursuing a single repository of integrated, consolidated and timely financial and human resource data for headquarters locations and field offices. This is also expected to automate processes that have hitherto been manually handled in field offices, standardize routine field administrative procedures and readily provide necessary information to all OCHA staff.

As part of these efforts and taking into consideration the ongoing preparations for the Secretariat-wide enterprise resource planning project, OCHA is studying and evaluating information technology systems used by various field offices. This includes systems used by other United Nations offices in order to meet the operational requirements of OCHA as a whole, with a minimum of modification and adaptation. The evaluation of these systems will be completed in 2009, initiating the development phase.

Human Resources

As a part of ongoing efforts to ensure that the right staff are deployed to humanitarian crises at the right time, OCHA will work towards developing a much more strategic approach to workforce and succession planning, including a comprehensive approach to surge capacity and increased focus on timely recruitment and career development. In this context, OCHA will track and forecast vacancies more systematically and place more emphasis on roster management. OCHA will also aim to offer improved administrative support by providing better advice on recruitment and workforce planning issues, supporting a more active role for programme managers.

In order to reduce the time it takes to recruit staff, OCHA launched the roster management programme in 2008. The full implementation of the programme will allow OCHA to draw easily from a roster of pre-screened and interviewed staff who are available for rapid deployment to field offices. In addition to reducing considerably the recruitment time for regular vacancies occurring over time, the programme is also expected to serve as an important staffing tool for newly-established office recruitment in periods directly after emergency roster deployments.

The Administrative Office in Geneva will streamline administrative procedures and improve client orientation by offering greater responsiveness and problem-solving approaches in serving the needs of staff, particularly those in the field.

Effective February 2008, OCHA was delegated authority to recruit, deploy and administer its staff in the field, with OCHA becoming fully accountable in the second half of the year. In 2009, it is expected that the increased ability of OCHA to manage its workforce will lead to efficiency gains in the administration of field staff. A review of the delegation of authority will be conducted in the first quarter of 2009 to build on the experiences and lessons learned in the first year of operation.

OCHA will increasingly focus on staff development and learning in 2009. At the strategic level, the establishment of a learning board will enable a coherent approach to setting priorities and allocating resources for training and monitoring activities. At the operational level, a comprehensive induction programme is planned for new staff joining OCHA at headquarters and in the field.

The newly launched Humanitarian Field Coordination Programme (HFCP) will train staff on integrated approaches to field coordination, focusing on humanitarian response in emergency situations. Senior staff will complete appropriate leadership and management training. In addition, staff will be expected to comply fully with mandatory training initiatives to uphold the highest standards of integrity in their conduct. Distance learning will afford all OCHA staff with access to training opportunities.

Key outputs and indicators

Outputs	Indicators
Corporate strategy revised to reflect emerging priorities.	• Strategic Framework 2010-2013 launched by end June 2009.
Prioritized thematic frameworks for guidance materials developed and implemented.	• Six prioritized frameworks created, agreed and in the process of implementation.
Lessons learned gathered from OCHA evaluations and incorporated into OCHA policy guidance.	• Forty per cent existing lessons learned incorporated into newly developed policy guidance.
Better compliance with financial regulations and rules.	• Seventy per cent reduction (from 2008 statistics) in the number of unfavourable financial audit recommendations issued by OIOS.
More timely, accurate and accessible data on contributions.	• Phase II contributions management system launched and available to all field offices by end of 2009.
Timely, transparent and fair recruitment of vacant posts, including through a well-functioning roster and better workforce and succession planning in coordination with substantive offices.	• Updated departmental workforce and succession plan for 2010-2013. • Seventy per cent of field vacancies filled through the Roster Management Programme. • Average number of days a field vacancy is vacant is reduced from 140 days to 100 by the end of 2009. • Average number of days Galaxy post vacancy remains unfilled until selection is reduced to 170 days.
Improved staff management, including feedback on staff performance and career development, and regular review of learning opportunities by both staff and managers.	• One hundred per cent e-PAS (Performance Appraisal System) compliance with clear goals, actions and success criteria, including indication of training plans. • Induction programme launched and 50 per cent of new staff received induction training.

Coordination Activities in the Field

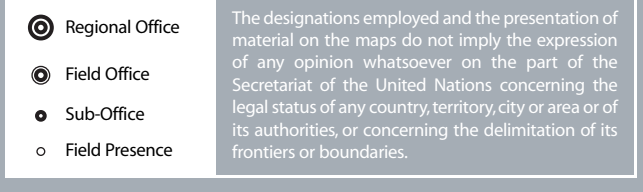
Regional Offices

Field Offices: Africa

Field Offices: Middle East

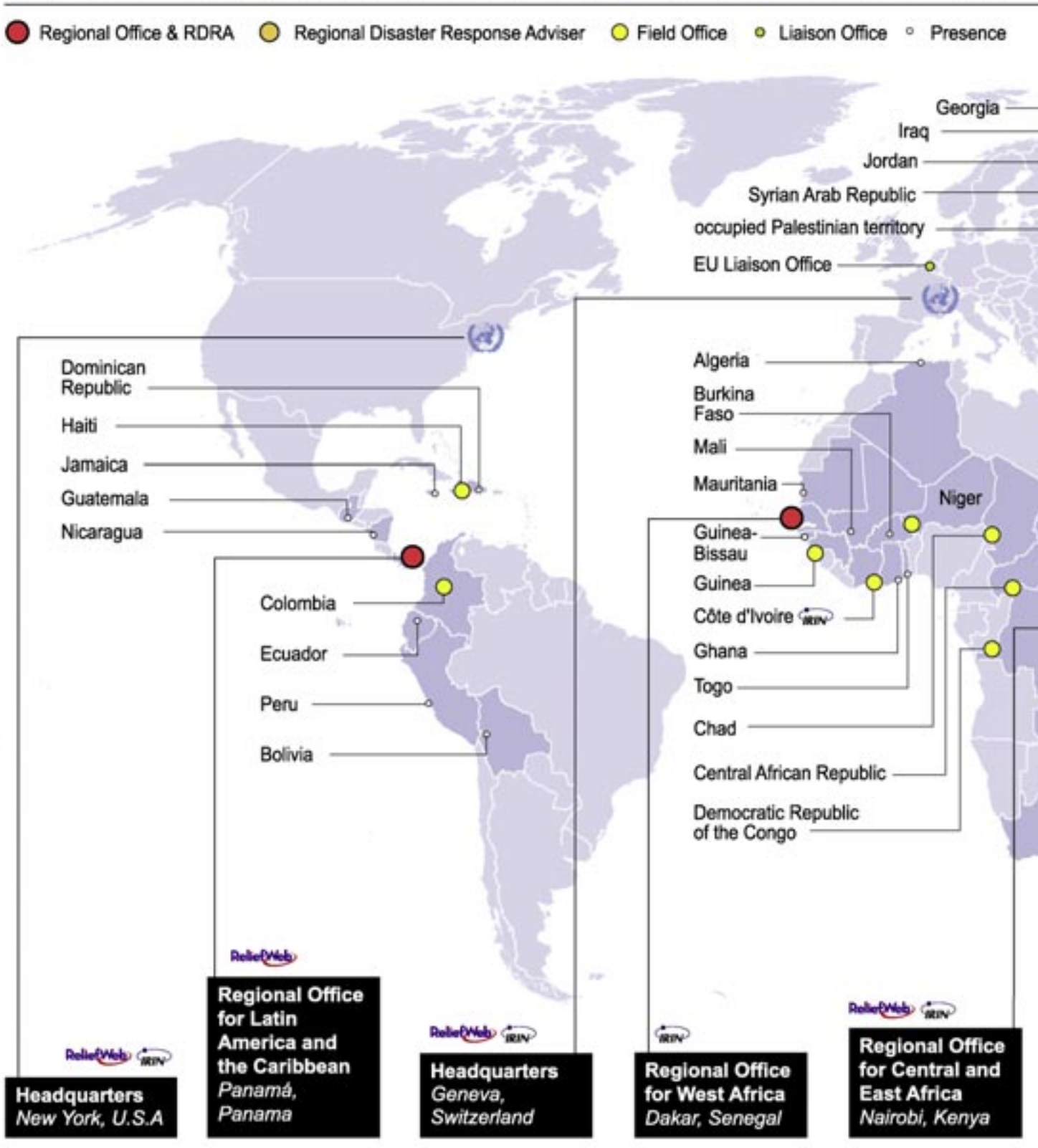
Field Offices: Asia

Field Offices: Latin America and the Caribbean

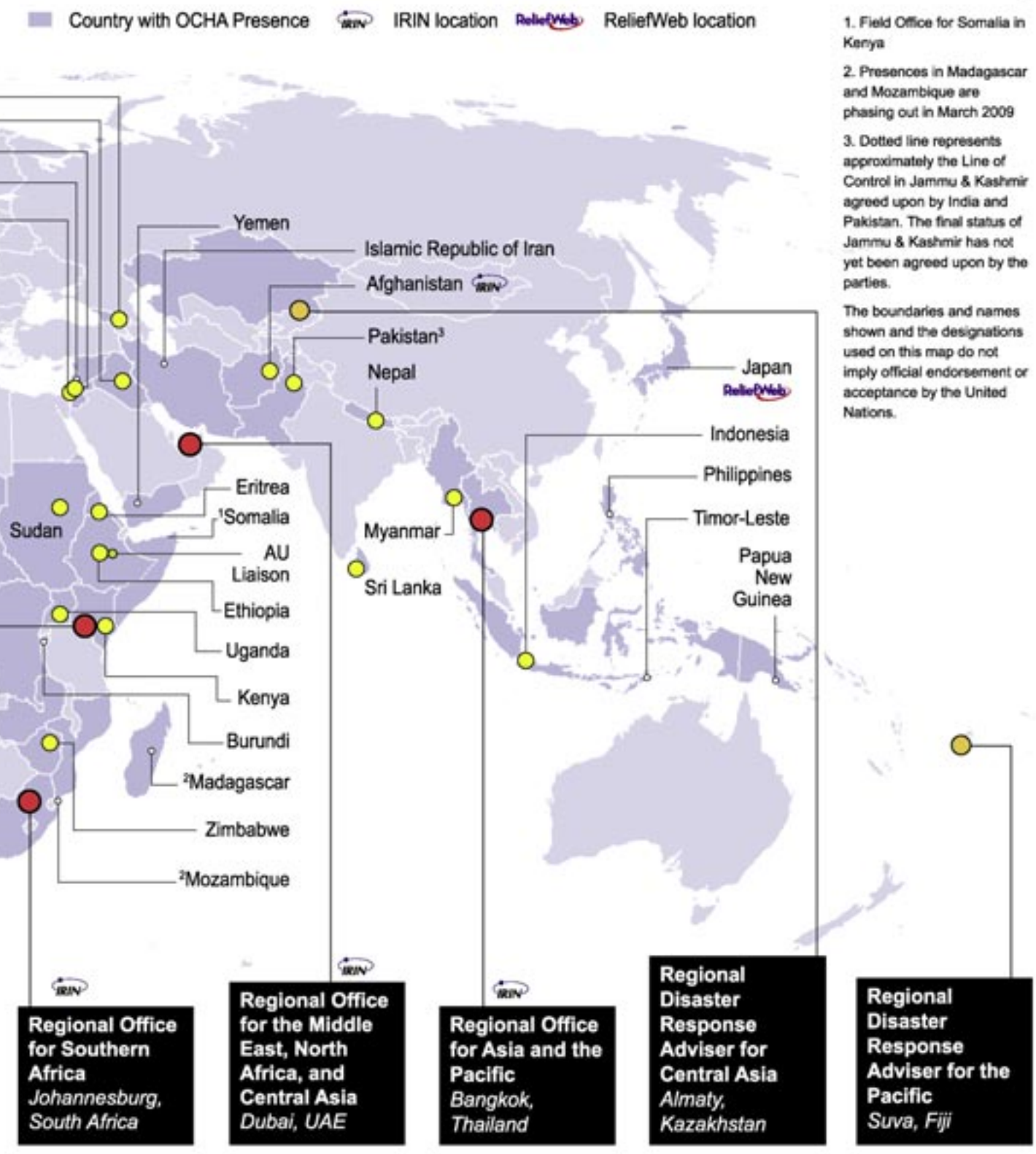


The designations employed and the presentation of material on the maps do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries.

UNITED NATIONS OFFICE FOR THE COORDINATION OF

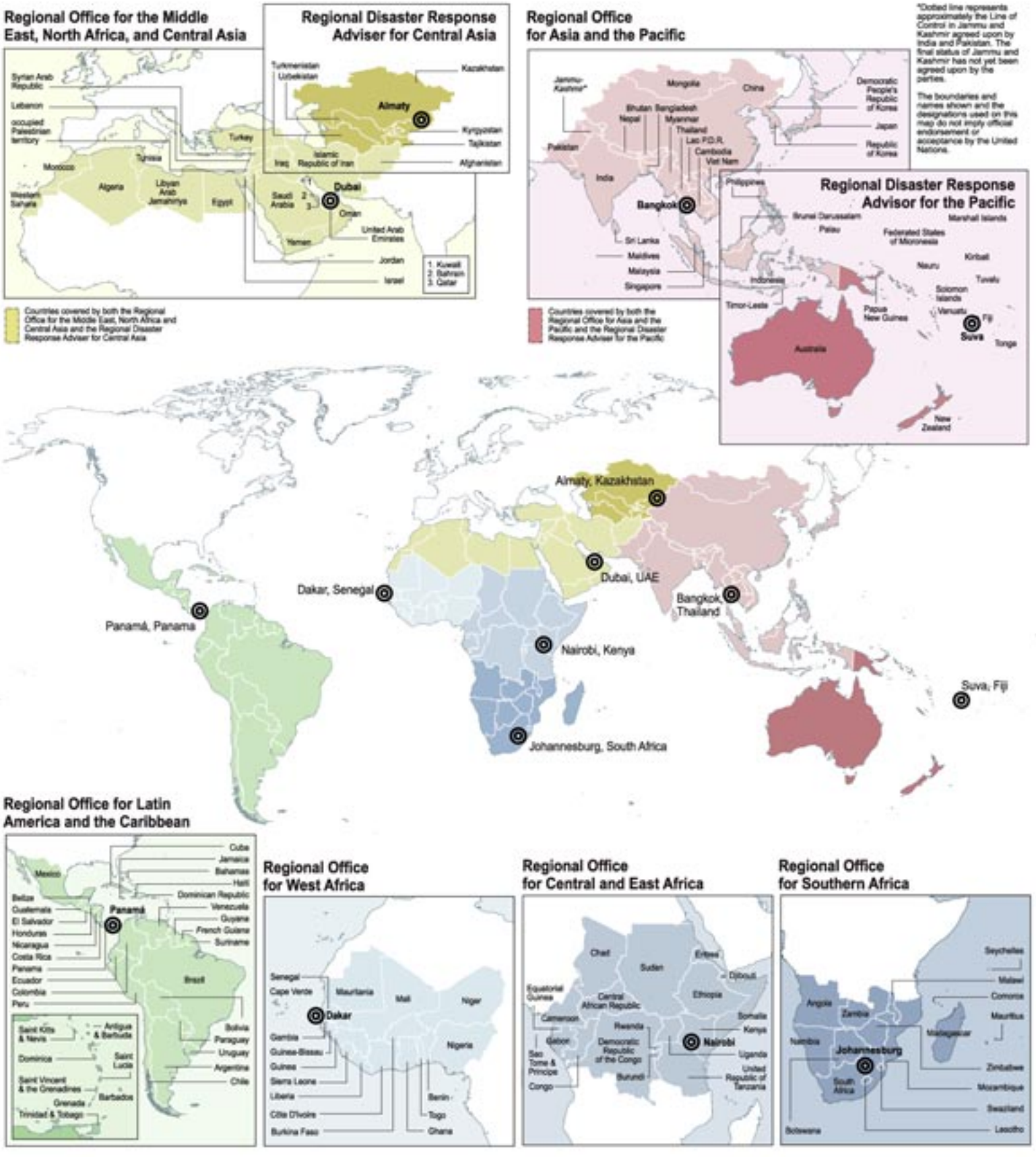


HUMANITARIAN AFFAIRS - PRESENCE 2009



COUNTRIES COVERED BY THE OFFICE FOR THE COORDINATION OF HUMANITARIAN AFFAIRS

2009 REGIONAL OFFICES AND REGIONAL DISASTER RESPONSE ADVISERS



Regional Offices

Asia and the Pacific

Latin America and the Caribbean

Middle East, North Africa and Central Asia

Central and East Africa

Southern Africa

West Africa

African Union Liaison Office

Regional Office for Asia and the Pacific

Countries covered by both the Regional Office and the Regional Disaster Response Adviser for the Pacific.

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.

The Asia-Pacific region is extremely vulnerable to natural disasters, including recurrent, sudden-onset and gradual-onset threats. These events have become more frequent and severe, worsened by the effects of climate change and a growing population density. This was most dramatically illustrated when Cyclone Nargis struck the coastal areas of Myanmar in May 2008. Additionally, the region's vulnerability to outbreaks of infectious diseases, including avian influenza and the potential for a human pandemic remains a pressing concern; and the humanitarian community continues to grapple with existing and evolving complex emergencies and protection issues.

http://ochaonline.un.org/roap

The Regional Office for Asia and the Pacific (ROAP) is based in Thailand and spans 37 countries and 14 territories. The Office has oversight for the office of the Regional Disaster Response Adviser for the Pacific, based in Fiji; as well as OCHA presences based in Pakistan, Philippines, Papua New Guinea and Timor-Leste.

The primary role of the Regional Office is to provide technical support to Country Teams in the region which do not have a permanent OCHA presence. Through regional level coordination platforms, ROAP reinforces emergency response and preparedness activities in the region and supports humanitarian action undertaken by Governments, Inter-agency Standing Committee (IASC) partners and other stakeholders. In addition, the Regional Office backstops the work of the OCHA field offices in Indonesia, Myanmar, Nepal and Sri Lanka.

ROAP maintains a high level of readiness to provide surge support in response to sudden-onset disasters with a team of regional disaster management professionals on standby – ready to respond to requests of governments, Resident Coordinators and Humanitarian Coordinators. In 2009, ROAP will strengthen its ability to deploy surge capacity at short notice through training of all staff in the office and, in line with global OCHA efforts, the establishment of a regional duty officer system.

Total Staff	Professional	National	General Service	United Nations Volunteers	Total
Regional Office	13	6	7	1	27
RDRA for the Pacific	2	-	1	-	3
Pandemic Influenza Contingency	1	1	1	-	3
Total	**16**	**7**	**9**	**1**	**33**

Total Costs	Staff Costs	Non-Staff Costs	Total
Regional Office	3,233,563	1,369,215	4,602,778
RDRA for the Pacific	433,689	219,495	653,184
Pandemic Influenza Contingency	372,792	103,474	476,266
Total	**4,040,044**	**1,692,184**	**5,732,228**
Total Requested (US$)			**5,732,228**

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Regional Disaster Response Adviser

The Pacific region is susceptible to a broad range of natural hazards, including earthquakes, tsunamis, volcanic eruptions, cyclones, floods and droughts. Small island nations and their populations are spread across a vast area. Challenges they face include limited local capacity to cope with and manage disasters, logistical and communications constraints, timely access to affected communities and high operational costs.

The Regional Disaster Response Advisor based in Fiji provides support to 14 Pacific island countries, including two United Nations Resident Coordinators. Through the RDRA, OCHA focuses on preparedness and early response to natural disasters. Factors contributing to complex emergencies also exist in a number of countries closely monitored by the RDRA, although in 2008 the region has experienced few emergencies of this type. The RDRA office has initiated a process of subregional inter-agency contingency planning for humanitarian assistance, which was endorsed by all major humanitarian partners. This partnership framework will be used as a basis for strengthened subregional disaster preparedness through the establishment of priority clusters, as well as inter-agency preparedness planning at the national level in priority countries. In 2009, the RDRA Office will support this process in a number of ways, most notably by assisting with information management and inter-cluster coordination and by continuously advocating for the implementation of the cluster approach at the regional level.

To complement surge deployments, ROAP will take a vigorous approach to emergency response preparedness in the region by supporting contingency planning, capacity building, training and United Nations Disaster Assessment and Coordination (UNDAC) preparedness missions. In 2009, ROAP will continue to mainstream an "all-hazard approach" to disaster management through involvement with country-level contingency planning and preparedness activities, including the integration of tools developed under the umbrella of humanitarian reform, such as CERF and the roll-out of the cluster approach. ROAP will support these initiatives through the training of IASC partners in data preparedness and the development of minimum baseline datasets. ROAP will also continue to update its "Preparedness Matrix" illustrating key information on levels of preparedness in countries in the region.

Furthermore, ROAP continues to work closely with United Nations Development Programme/Bureau for Crisis Prevention and Recovery and United Nations International Strategy for Disaster Reduction (ISDR) Secretariat to develop and strengthen disaster risk reduction capacities and institutional and operational infrastructure for national disaster preparedness, such as the national capacities for tsunami early warning and response systems in the Indian Ocean. In Fiji, the ISDR subregional representative will be co-located with OCHA.

In 2009, ROAP will be one of two OCHA regional offices, working with OCHA headquarters, to pilot the development of a needs assessment tool that consolidates core information on humanitarian situations into an accessible and meaningful format.

A key activity of ROAP in 2009 will be to build upon evolving partnerships with governments and regional organizations including the Association of Southeast Asian Nations (ASEAN), the South Asian Association for Regional Cooperation (SAARC) and the Pacific Islands Applied Geoscience Commission (SOPAC).

Key Objectives, Outputs and Indicators

Strengthened OCHA emergency response capacity	
Outputs	**Indicators**
• Enhanced surge capacity in the region. • Efficient routines for deployment in place.	• Eighty per cent of staff in the regional office trained for surge and available for deployment. • Eighty per cent of requests for deployment of ROAP emergency response capacity realized within 72 hours.
Improved coordination structures at global, regional and country level	
Outputs	**Indicators**
• Improved understanding and partnership on the cluster approach between humanitarian partners and government counterparts. • Strengthened regional coordination mechanisms, which reflect principles of humanitarian reform. • Cluster and sector coordinators appointed for each area of response at regional and country level, each with Terms of Reference (ToR) based on the IASC generic ToR for cluster or sector leads.	• Five joint workshops with humanitarian partners and government counterparts on the cluster approach. • All cluster and sector coordinators use IASC generic ToR for cluster or sector leads.
Greater incorporation of disaster risk reduction approaches and strengthened preparedness in humanitarian response	
Outputs	**Indicators**
• Improved preparedness in OCHA Global Focus Model (GFM) countries. • Advocacy for the establishment of Humanitarian Country Teams.	• Eighty per cent of OCHA GFM countries have updated contingency plans based on the revised inter-agency contingency planning guidelines. • Four quarterly updates to the ROAP Preparedness Matrix over the course of the year.
Action-oriented analysis of humanitarian trends and emerging policy issues	
Output	**Indicator**
• Regular monitoring and analysis of humanitarian conditions and ongoing operations in focus countries are strengthened, giving timely advice to OCHA senior staff on a regular basis.	• All ongoing medium and large-scale emergencies in countries with no OCHA office reported on through situation reports and briefings.
Strengthened information management based on common standards and best practices	
Output	**Indicators**
• OCHA Field Information Management Strategy and minimum level of data preparedness fully implemented.	• Eighty per cent of OCHA focus countries in which Humanitarian Country Teams have been trained on emergency information management and data preparedness. • Sixty per cent of focus countries with minimum baseline data documented.
A predictable and needs-based humanitarian financing system	
Output	**Indicators**
• Understanding of humanitarian financing mechanisms and their complementarities improved amongst OCHA and partner agencies' staff.	• One hundred thirty OCHA and partner agencies' staff trained on CERF, flash appeals and CAP. • Six briefings on the use of humanitarian financing mechanisms provided to donors and the media.

Regional Office for Latin America and the Caribbean

http://ochaonline.un.org/rolac

The Regional Office for Latin America and the Caribbean (ROLAC) encompasses all Latin American and Caribbean countries. It provides support to the OCHA National Disaster Response Advisers (NDRAs) in seven disaster-prone countries in the region; and provides surge capacity to OCHA field offices in Colombia and Haiti.

Despite the presence of disaster management organisations and the high public awareness of hazards the capacity of the national authorities and their commitment to disaster risk reduction varies significantly from country to country. ROLAC and the NDRAs will reinforce support for preparedness and response to United Nations Country Teams and to Resident Coordinators. ROLAC will also work with the NDRAs to increase collaboration and partnership in the region, in addition to enhancing capacity-building initiatives with national authorities.

Latin America and the Caribbean is a region of socio-cultural and geographic contrasts – it is highly urbanized with a population approaching 600 million, yet contains large remote areas with limited communication; and, despite two decades of continued democratic governance, is increasingly confronted with potential crises due to profound inequality, serious poverty and stagnating economies. The region perennially experiences multiple disasters caused by natural hazards resulting from the hurricane season and is frequently subject to prolonged seasonal rains, which have insidious but devastating effects upon the landscape and its people. Recent trends show that the frequency of natural disasters in the region is rising with one third of the total population considered vulnerable.

The number of actors at the national, regional and subregional levels with their varied capacities and operational structures adds to the complexity of emergency coordination; however, the collective effort of the Risk, Emergency and Disasters Task Force of the Regional Inter-Agency Standing Committee for Latin America and the Caribbean, which ROLAC will continue to chair in 2009, promotes regional synergies directed at ensuring appropriate responses to affected populations. ROLAC will vigorously promote Humanitarian Country Teams (HCTs) as being instrumental to the success of future responses and will ensure that partners are trained in

Total Staff	Professional	National	General Service	United Nations Volunteers	Total
Regional Office	8	7	20	-	35
Pandemic Influenza Contingency	1	1	1	-	3
Total	**9**	**8**	**21**	**-**	**38**

Total Costs	Staff Costs	Non-Staff Costs	Total
Regional Office	2,511,197	1,292,415	3,803,612
Pandemic Influenza Contingency	271,421	93,677	365,098
Total	**2,782,618**	**1,386,092**	**4,168,710**
Total Requested (US$)			**4,168,710**

emergency response tools, including those related to humanitarian finance and clusters.

The Redhum project, a Latin America and Caribbean humanitarian information platform launched by ROLAC in 2007, will continue to support the accessibility of regional and national partners to relevant humanitarian information, thereby bolstering regional collaboration. The increasing number of partners who are providing information and using Redhum have made it a highly regarded and utilized central tool for humanitarian information analysis.

Key Objectives, Outputs and Indicators

A predictable and needs-based humanitarian financing system	
Output	**Indicators**
• Improved understanding of humanitarian financing mechanisms and their complementarities amongst HCTs, partners, governments, donors and media.	• One hundred fifty partners trained on CERF, flash appeals, and CAP. • Fifteen briefings on the use of humanitarian financing mechanisms provided to donors, the media and others.
Improved coordination structures at country, regional and international level	
Output	**Indicator**
• Improved understanding of the cluster approach amongst humanitarian partners and government counterparts.	• Eight joint workshops or meetings with humanitarian partners and government counterparts on the cluster approach in focus countries.
Strengthened OCHA emergency response capacity	
Output	**Indicators**
• OCHA staff trained in surge capacity and available for deployment in emergency response.	• Eighty per cent of staff in the regional office trained for surge and available for deployment. • Eighty per cent of requests for deployment of ROLAC emergency response capacity realized within 72 hours.
Action-oriented analysis of humanitarian trends and emerging policy issues	
Outputs	**Indicator**
• Strengthened regional partnerships and networks for information gathering and dissemination.	• Fifteen per cent increase of documents received from partners and posted on Redhum.
Protection advanced at the global, regional, and national level	
Outputs	**Indicator**
• Protection at the regional and national level incorporated into Inter-agency Preparedness Plans.	• Three revised inter-agency preparedness plans include protection issues.
Greater incorporation of disaster risk reduction approaches and strengthened preparedness in humanitarian response	
Outputs	**Indicator**
• Improved preparedness in Global Focus Model (GFM) countries.	• Six OCHA GFM countries with updated contingency plan incorporating disaster risk reduction approaches.

Regional Office for the Middle East, North Africa and Central Asia

Countries covered by both the Regional Office and the Regional Disaster Response Adviser for Central Asia.

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.

The Middle East, North Africa and Central Asia region spans two continents and covers 27 countries and territories. Its humanitarian concerns are diverse and it is prone to an array of sudden and slow on-set natural and man-made disasters. The region is characterized by several of the world's most complex and combustible conflicts – including Afghanistan, Iraq and the occupied Palestinian territory. These conflicts have resulted in massive population displacements estimated at more than nine million refugees.

http://ochaonline.un.org/romenaca

In 2009, the Regional Office for the Middle East, North Africa and Central Asia (ROMENACA) will support governments with limited national disaster management capacities, including those in Lebanon, Iran, Morocco, Syria and Yemen, to strengthen disaster preparedness and emergency response and ensure that humanitarian needs are addressed. Support from ROMENACA will include better coordination amongst international humanitarian partners and in providing surge capacity when requested by national governments and United Nations partners. In 2009, ROMENACA will support Humanitarian Coordinators and Humanitarian Country Teams (HCTs) in Afghanistan and Iraq in coordinating regional humanitarian responses.

The facilitation of an Inter-Agency Coordination Network on Emergency Preparedness and Response in the Middle East and North Africa will be a primary component of OCHA's engagement with humanitarian partners. The network will serve as a platform for UN regional offices and partners, including the International Organization for Migration, the International Federation of the Red Cross and

Total Staff	Professional	National	General Service	United Nations Volunteers	Total
Regional Office	10	5	12	-	27
RDRA for Central Asia	3	1	3	-	7
Pandemic Influenza Contingency (Middle East and North Africa)	1	1	-	-	2
Pandemic Influenza Contingency (Central Asia and Southern Europe)	1	1	-	-	2
Total	**15**	**8**	**15**	**-**	**38**

Total Costs	Staff Costs	Non-Staff Costs	Total
Regional Office	2,701,064	922,125	3,623,189
RDRA for Central Asia	748,573	319,683	1,068,256
Pandemic Influenza Contingency (Middle East and North Africa)	214,753	159,426	374,179
Pandemic Influenza Contingency (Central Asia and Southern Europe)	214,243	74,293	288,536
Total	**3,878,633**	**1,475,527**	**5,354,160**
Total Requested (US$)			**5,354,160**

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Afghanistan

The humanitarian situation in Afghanistan deteriorated in 2008 exacerbated by severe drought and the ongoing armed conflict. The country harvested only two thirds of its food requirement, resulting in over nine million people being targeted for food assistance; and the armed conflict, which has been steadily escalating, has seen a sharp increase in civilian casualties. High food prices and an anticipated severe winter will likely worsen the situation. It is estimated that at least 150,000 people are long-term internally displaced in Afghanistan.

The conflict, combined with lawlessness, has adversely affected the operational environment for humanitarian actors, including the safety and security of staff. Consequently, nearly one third of the country, including much of the south, remains out of reach for most international humanitarian organizations.

A dedicated humanitarian capacity, in the form of a newly established OCHA office, will support coordination and effective response in addressing humanitarian issues. OCHA's main office will be in Kabul and sub-offices are expected to be established in Kandahar, Herat, Mazar-e-Sharif and Jalalabad – and possibly one or two other locations.

The initial priorities of the new OCHA office will include reinforcing partnerships in Afghanistan with humanitarian actors and promoting strengthened support to the clusters. Under the leadership of the Humanitarian Coordinator, the OCHA office will focus on supporting the Humanitarian Country Team in its efforts to provide strategic direction to humanitarian operations, in line with the priorities of the Humanitarian Action Plan.

OCHA will provide the standard information tools, including regular situation reports and analytical humanitarian updates. Other critical data provided will include mapping capacity and humanitarian contact lists. The monitoring and analysis of obstacles to humanitarian access are expected to assist advocacy efforts and enhance access to populations in need of assistance, through dialogue with all actors as necessary.

Given Afghanistan's complex operating environment, with a multitude of military and armed actors – some of whom engage in relief activities – OCHA will provide civil-military coordination in order to promote humanitarian principles.

Red Crescent Societies and international NGOs to exchange information on coordination and joint emergency preparedness and response planning.

The regional office will strengthen its role by closely cooperating with the governments in the region, the Gulf Cooperation Council countries and the Dubai International Humanitarian Aid and Development Conference and Exhibition, the International Search and Rescue Advisory Group (INSARAG) and the United Nations Disaster Assessment and Coordination (UNDAC) systems, Red Cross and Red Crescent Societies, NGOs, charitable organizations, academic institutions and the media.

In 2008, ROMENACA supported the establishment of the Aid Coordination Office in United Arab Emirates (UAE). In 2009, the regional office will make efforts to further strengthen this structure and encourage the creation of similar offices in other countries of the Gulf region.

Through a partnership programme, the Regional Office will continue to work with pre-eminent regional partners, including the League of Arab States, the Organization of Islamic Conference and the Gulf Cooperation Council in order to promote an increased recognition of and participation in the broader multilateral system. The Special Humanitarian Envoy of the UN Secretary-General, whom OCHA directly assists, will support these activities.

ROMENACA's office is presently based in Dubai and oversees the Regional Disaster Response Advisor for Central Asia in Kazakhstan. Following discussion with UN agencies regarding a UN regional hub, ROMENACA will move operations to Cairo in 2009. The regional hub will strengthen existing partnerships as well as significantly improve the UN's advocacy role in the region. A liaison office will remain in the UAE in keeping with OCHA's commitment to engage and support the UAE and other Gulf States. ROMENACA will maintain a field presence in Iran, Syria and Yemen in 2009.

Regional Disaster Response Adviser, Central Asia

Increased risk and vulnerability to humanitarian crises in Central Asia has raised the demand for response preparedness as part of a wider disaster risk reduction strategy. The opening of the OCHA RDRA office in 2007 was opportune and has helped strengthen the capacity of humanitarian partners in the region to respond to emergencies.

Progress has been made in ensuring that available resources in the region are used effectively in the event of an emergency, but with only a handful of UN humanitarian agencies and NGOs present in the region, there is limited capacity in humanitarian programming. Efficiency of limited available resources can be improved by ensuring that these new partners are aware of the available coordination mechanisms and make use of them to inform their decision-making and response. With increased tensions over scarce resources, promotion of regional cooperation remains a key priority in 2009. Continued engagements with these partners, a greater emphasis on training (particularly relating to UNDAC and INSARAG) and stronger advocacy have therefore been identified as strategic priorities for 2009, as well as bi-lingual information dissemination.

Key Objectives, Outputs and Indicators

A predictable and needs-based humanitarian financing system	
Output	**Indicators**
• Enhanced understanding of humanitarian financing mechanisms and their complementarities amongst partners, donors and the media.	• HCTs, partners, donors and media staff trained on CERF, flash appeals, and CAP and other humanitarian financing tools. • Quarterly briefings on the use of humanitarian financing mechanisms provided to donors, the media and others. • One hundred percent of humanitarian funding requests supported by evidence and assessment.
Improved coordination structures at country, regional and international level	
Outputs	**Indicators**
• Increased engagement with existing regional networks and organizations. • Cluster or sector coordinators appointed for each area of response in countries facing emergencies, each with a Terms of Reference based on IASC guidance.	• Three capacity building trainings and workshops organized for regional entities. • All sectors using agreed terms of reference. • Three joint workshops or meetings with humanitarian partners and Government counterparts on the cluster approach.
Strengthened OCHA emergency response capacity	
Output	**Indicators**
• Emergency response provided by trained staff.	• All professional staff in the regional office trained for surge and available for deployment. • Eighty per cent of requests for deployment of ROMENACA emergency response capacity realized within 72 hours.
Greater incorporation of disaster risk reduction approaches and strengthened preparedness in humanitarian response	
Outputs	**Indicator**
• Engagement of actors in the region with international response systems. • Preparedness and contingency plans to respond to newly emerging and deteriorating crises or emergencies enhanced.	• At least two new active regional UNDAC and INSARAG memberships.
A more strategic advocacy of humanitarian principles and issues	
Outputs	**Indicators**
• Awareness of key humanitarian advocacy issues (including gender mainstreaming and pandemic preparedness) in the region raised in close cooperation with partners. • Strengthened public information, advocacy and information management in emergency preparedness.	• Number of interviews and articles on humanitarian issues published in local and regional press. • Number of public events, presentations, academic lectures, training seminars and conferences on humanitarian issues.

Regional Office for Central and East Africa

http://chaonline.un.org/rocea

The Central and East Africa region remains heavily subject to complex emergencies, recurrent and sudden on-set natural disasters and localized cross-border conflicts between communities in Kenya, Ethiopia and Sudan. The intertwined set of conflicts in the Democratic Republic of Congo, Chad, the Central African Republic (CAR), Cameroon and Sudan have dramatically affected the livelihoods and the security of many communities, particularly those along borders. Recurrent droughts, floods and unprecedented increases in food and fuel prices have progressively eroded livelihoods, stretched community coping mechanisms and led to social unrest in Cameroon, Chad, Kenya and Somalia.

Armed conflict, generalized insecurity, scarce resources and climatic shocks, aggravated by climate change, have pushed the number of internally displaced persons and refugees to an estimated ten million in the region. Fighting in the eastern Democratic Republic of the Congo (DRC) has displaced hundreds of thousands. The lack of protection of civilians, as reflected in the increasing and widespread gender-based violence, including sexual violence, remains a major challenge. The humanitarian space continues to shrink in most crisis-affected central and east African countries for a variety of reasons including on-going conflict and politically imposed constraints. Recurrent attacks on humanitarian workers and assets threaten operations and access in Somalia, the DRC, Chad and the Darfur region of Sudan.

The Regional Office for Central and East Africa (ROCEA) will contribute to addressing these issues in 2009 as chair of the Regional Humanitarian Partnership Team, which provides guidance to regional thematic working groups. ROCEA will also support the establishment of a regional protection working group.

ROCEA will give high priority to sustained engagement with key organizations, donor and diplomatic communities, including the media, to highlight critical humanitarian challenges and advocate for increased access to affected populations and the need to address the root causes of humanitarian crises. This will be accomplished by publishing regular updates on regional humanitarian funding, pastoralist issues

Total Staff	Professional	National	General Service	United Nations Volunteers	Total
Regional Office	9	5	10	-	24
Pandemic Influenza Contingency	1	1	1	-	3
Total	**10**	**6**	**11**	**-**	**27**

Total Costs	Staff Costs	Non-Staff Costs	Total
Regional Office	2,406,073	724,217	3,130,290
Pandemic Influenza Contingency	140,604	32,255	172,859
Total	**2,546,677**	**756,472**	**3,303,149**
Total Requested (US$)			**3,303,149**

and displacement of populations. ROCEA will also engage in regional information exchange meetings and public outreach.

A multi-sectoral tool to consolidate core information for humanitarian decision-makers will be developed and piloted in three countries and ROCEA will support countries with inter-agency contingency planning processes to address avian and human influenza in their preparedness strategy. Partnerships will be strengthened with subregional entities including the Regional Disaster Management Centre of Excellence, the Regional Enhanced Livelihoods in Pastoral Areas and on a continental level with the African Union.

ROCEA will continue to engage and provide support to the International Conference on the Great Lakes Region and the Intergovernmental Authority on Development to further strengthen the area of emergency preparedness and contingency planning through multi-hazard contingency planning and simulations. Training and support in these areas will be provided to countries without permanent OCHA presence that are susceptible to humanitarian emergencies, including Djibouti and Cameroon, as well as to countries with OCHA field offices: Ethiopia, Somalia, DRC, Chad, CAR and Sudan/Darfur. As part of these preparedness measures, ROCEA will continue to work with governments and partners to update and make available key datasets for the region to enable more efficient information management during emergency response.

Key Objectives, Outputs and Indicators

Improved coordination structures at country, regional and international level	
Output	**Indicators**
• Improved coordination for regional preparedness strategies.	• Quarterly emergency preparedness and policy outlook reports on trends and preparedness measures produced.
Greater incorporation of disaster risk reduction approaches and strengthened preparedness in humanitarian response	
Output	**Indicator**
• Preparedness activities implemented in the priority Global Focus Model countries in the region.	• OCHA Regional Office supports the updating of inter-agency contingency plans of twelve OCHA focus countries, in cooperation with key operational UN partners.
Action-oriented analysis of humanitarian trends and emerging policy issues	
Output	**Indicator**
• Better understanding of humanitarian policy needs and information gaps.	• Quarterly analytical reports on humanitarian issues produced in partnership with field offices, regional partners and governments.
A common approach to needs assessments and impact evaluation	
Output	**Indicator**
• Revised prototype and understanding of the multi-sectoral tool to consolidate core humanitarian information.	• Multi-sectoral tool piloted in three countries.
Strengthened information management based on common standards and best practices	
Output	**Indicator**
• Regional data preparedness strategy developed and implemented.	• Fourteen out of 18 countries in the region have updated standard minimum datasets.

Regional Office for Southern Africa

http://ochaonline.un.org/rosa

In 2008, for a second consecutive year, the Southern Africa region witnessed a combination of floods and cyclones, which battered six countries in the region and affected nearly 900,000 people in Angola, Madagascar, Malawi, Mozambique, Namibia and Zambia and Zimbabwe. As of late 2008, more than eight million people from eight countries in the region are facing food insecurity and will require assistance until March 2009. Well over five million of these are in Lesotho, Swaziland, Zimbabwe, and southern Mozambique, where severe drought exacerbated by governance issues in Zimbabwe in particular, has led to significant crop production deficits. Numbers are expected to peak over the November 2008 to March 2009 lean season. Minor shocks, such as erratic rainfall during the critical harvest season, could be enough to trigger humanitarian crises.

The region remains at the epicentre of the global HIV and AIDS crisis, where countries continue to battle an AIDS epidemic affecting up to 10 per cent of the adult population and an estimated 25 million who are infected with HIV.

Displacement challenges were most keenly felt in Zimbabwe and South Africa. In Zimbabwe, the continuing economic decline and contested March 2008 election outcome resulted in the internal and cross border displacement of a significant number of people. The rapidly deteriorating situation in Zimbabwe – with a failing health system and an outbreak of cholera – is reaching regional dimensions. There is potential for a large outflow of Zimbabweans and the spread of the disease in the region. It is now estimated that there are more than two million vulnerable Zimbabweans and others displaced within the region. In South Africa, violence against foreign nationals and South Africans claimed the lives of more than 50 people and resulted in the displacement of nearly 40,000 persons.

In 2009, the Regional Office for Southern Africa (ROSA) will ensure coordinated support to fifteen countries; Angola, Botswana, Comoros, Lesotho, Madagascar, Malawi, Mauritius, Reunion, Mozambique, Namibia, Seychelles, South Africa, Swaziland, Zambia and Zimbabwe. The Office will support the Inter-agency Standing Committee (IASC) partners while maintaining a high level of surge capacity in the region. A ROSA team of humanitarian professionals is on standby to respond to sudden-onset disasters. To promote all pillars of humanitarian reform, especially clusters, in

Total Staff	Professional	National	General Service	United Nations Volunteers	Total
Regional Office	15	1	9	-	25
Pandemic Influenza Contingency	1	1	-	-	2
Total	**16**	**2**	**9**	**-**	**27**

Total Costs	Staff Costs	Non-Staff Costs	Total
Regional Office	2,468,743	785,197	3,253,940
Pandemic Influenza Contingency	265,315	59,141	324,456
Total	**2,734,058**	**844,338**	**3,578,396**
Total Requested (US$)			**3,578,396**

the region and to implement IASC policies generally, ROSA will work with regional partners to ensure the appointment of cluster coordinators. ROSA will support the Southern African Development Community (SADC) in the area of disaster management and facilitate national level preparedness and capacity building with governments and humanitarian partners.

Throughout 2009, ROSA will engage in the monitoring and advocating of longer-term humanitarian and development challenges including migration and the compounded vulnerabilities arising from climate change, and rising food and fuel prices. Partners will have the opportunity to address these key response and preparedness issues in the Regional Inter-Agency Coordination Support Office (RIACSO), a regional group of IASC member organisations, donors and governments

Recognizing the importance of stronger humanitarian information management and the need to support more evidence-based advocacy and resource mobilization, ROSA will continue the expansion of information management capacities to better support multiple coordination efforts simultaneously. The regional office will strengthen its mapping and data preparedness through existing regional information sharing mechanisms amongst United Nations agencies and UN Country Teams, donors, NGOs, the media and OCHA.

The regional office will support the drafting process of preparedness plans and development of needs assessment frameworks consolidating core information on humanitarian situations into an accessible and meaningful format. Additionally, ROSA will seek to strengthen a system-wide understanding of humanitarian financing mechanisms – in particular, the Central Emergency Response Fund (CERF), flash appeals and consolidated appeals, thus ensuring more predictable and transparent funding applications from the field.

Key Objectives, Outputs and Indicators

Greater incorporation of disaster risk reduction approaches and strengthened preparedness in humanitarian response	
Outputs	**Indicators**
• Preparedness in OCHA Global Focus Model (GFM) countries improved. • Strengthened early action and early warning action and analysis of risk and hazard to human survival in southern Africa. • Revitalized SADC Disaster Management Team.	• All OCHA GFM countries with updated contingency plans and pandemic preparedness plans. • Joint inter-agency Regional Directors' Team study on new humanitarian threats in Southern Africa. • Seventy-five per cent of GIS baseline datasets consolidated standardized and uploaded on GeoNetwork.
Strengthened OCHA emergency response capacity	
Output	**Indicators**
• Emergency surge response provided by trained staff.	• All professional staff in the Regional Office trained for surge, and available for deployment. • Seventy-five per cent of requests for surge deployments in the region met.
A predictable and needs-based humanitarian financing system	
Outputs	**Indicator**
• Understanding of humanitarian financing mechanisms, and their complementarity improved. • More needs-prioritized and coordinated CERF applications.	• Seventy five per cent of CERF applications that meet standard criteria.
Improved coordination structures at country, regional and international level	
Outputs	**Indicator**
• Cluster or sector coordinators appointed for each area of response with well-defined terms of reference (ToRs). • Strengthening of RIACSO regional inter-agency coordination.	• Fifty per cent of sectors using IASC generic ToRs for cluster and sector leads in contingency planning.

Regional Office for West Africa

http://ochaonline.un.org/westafrica

In early 2006, the West Africa region benefited from improved stability in Côte d'Ivoire and in the Mano River Union countries (Guinea, Liberia and Sierra Leone), which in turn initiated a return of refugees, regular access to vulnerable populations and a reduction in human rights violations. The region, however, remains highly vulnerable with new threats emerging including social discontent arising out of the global food crisis. In 2007 and 2008, devastating floods affected over one million people in 14 countries.

Of particular concern this year is the increase in narcotics smuggling, which could accelerate trafficking of small arms and light weapons, fuel new conflicts or re-ignite old ones using unemployed youth and ex-militia. Such deterioration could trigger further conflict and violence thereby increasing humanitarian needs, while simultaneously reducing the humanitarian space and the security of relief operations.

In order to address these situations in the coming year, the Regional Office for West Africa (ROWA) will continue to support governments in the region to strengthen their disaster preparedness and emergency response capacity. ROWA will conduct field emergency simulations exercises to test and develop contingency plans that include the roll out of the cluster approach; and will provide technical support to Humanitarian Country Teams (HCTs). The 2009 Consolidated Appeal Process (CAP) from West Africa will serve as the backbone for rallying humanitarian actors and development agencies around a comprehensive action plan for mitigating the effects of the global food crisis.

ROWA provides support to 16 countries in West Africa. This includes oversight of two OCHA presences in Ghana and in Togo and surge capacity to three OCHA field offices in Guinea, Côte d'Ivoire and Niger. In cooperation with the Economic Community of West African States (ECOWAS) and its partners, ROWA will develop a regional implementation framework, putting into action the disaster risk reduction policy adopted by the ECOWAS Heads of States in 2007. Reinforcing capacity of national civil protection agencies will in turn enhance the capacity to respond to ad hoc or routine requests relating

Total Staff	Professional	National	General Service	United Nations Volunteers	Total
Regional Office	11	5	17	-	33
Pandemic Influenza Contingency	1	1	1	-	3
Total	**12**	**6**	**18**	**-**	**36**

Total Costs	Staff Costs	Non-Staff Costs	Total
Regional Office	2,852,527	1,451,241	4,303,768
Pandemic Influenza Contingency	269,840	90,160	360,000
Total	**3,122,367**	**1,541,401**	**4,663,768**
Total Requested (US$)			**4,663,768**

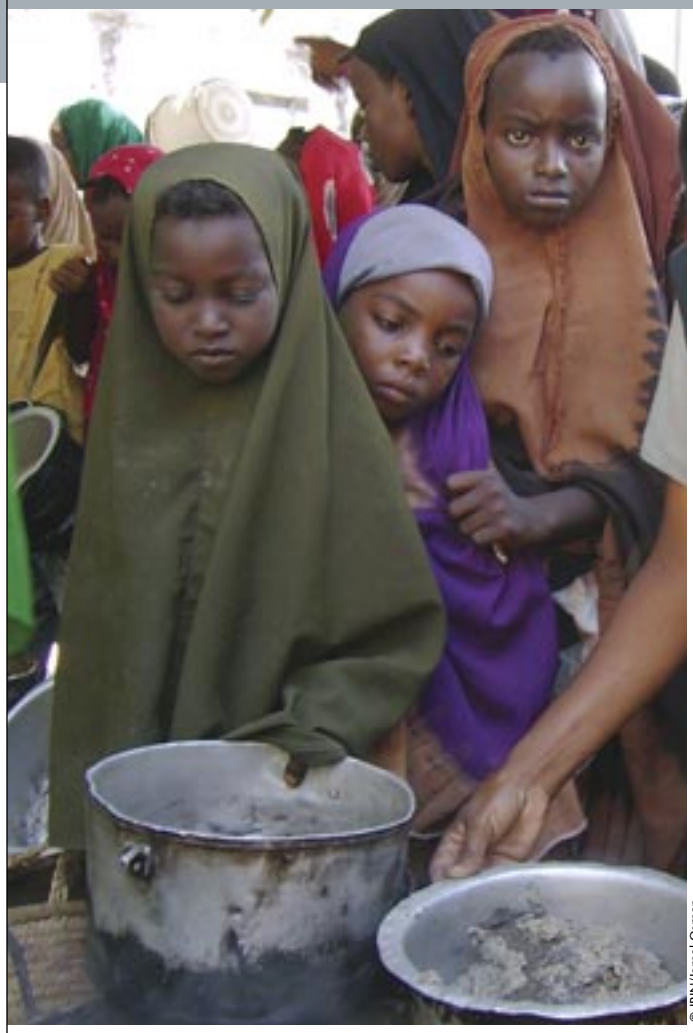
to the management of complex emergencies, pandemics and natural disasters. ROWA will direct efforts at increasing governments' awareness and strengthen their advocacy for protection of civilians; in particular, ROWA will develop a joint regional strategy paper on providing protection to those displaced by the effects of climate change.

By implementing OCHA's Field Information Management Strategy, the Regional Office will strengthen information management capacities throughout the region. With the development of information sharing through partnerships with humanitarian stakeholders and national and regional institutions, such as national Early Warning Systems and the Permanent Inter-State Committee for Drought Control in the Sahel, it will enhance early warning and advocate for emergency and post-recovery programmes.

Key Objectives, Outputs and Indicators

Improved coordination structures at country, regional and international level	
Outputs	**Indicators**
• Technical support to HCTs for the establishment and strengthening of coordination mechanisms provided, especially in countries with no OCHA presence. • Efficient facilitation and organization of regional thematic working groups ensured.	• All requests met for assistance from Resident Coordinators and Humanitarian Coordinators and HCTs. • Nine functioning regional working groups (Food security and Nutrition, Health, Protection, Water, Sanitation and Hygiene, Natural Disaster preparedness, AHI, Information Management, Emergency and general coordination (regional humanitarian actors).
Strengthened OCHA emergency response capacity	
Output	**Indicator**
• Procedure for deployment of ROWA emergency response and surge capacity strengthened.	• All requests for deployment of ROWA emergency response capacity met within 72 hours.
Greater incorporation of disaster risk reduction approaches and strengthened preparedness in humanitarian response	
Output	**Indicator**
• Inter-agency contingency plans for OCHA Global Focus Model focus countries in place.	• The regional Disaster Management Strategy is finalized and implemented by December 2009.
Protection advanced at the global, regional, and national level	
Output	**Indicator**
• Increased awareness of governments, partners, the media and non-traditional humanitarian actors on the complexities of providing protection to people displaced by climate change in the subregion.	• Regional Conference on climate change and protection of human rights jointly organized with OHCHR by mid-2009.
Strengthened information management based on common standards and best practices	
Outputs	**Indicators**
• OCHA Field Information Management Strategy fully implemented. • Regional information network developed on issues which may lead to significant humanitarian consequences.	• All OCHA information management tools implemented. • Weekly and monthly bulletins on hydrological situation, locust invasion and food price variations shared with the regional humanitarian network.

African Union Liaison Office



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In the five years since it was established, the African Union (AU) has assumed roles and responsibilities much broader in scope and complexity than its predecessor, the Organization of African Unity – including efforts to mediate and settle crises in Sudan, Somalia, Uganda, Sierra Leone and Guinea. Given that the majority of the humanitarian crises are in Africa and that close to three quarters of OCHA's offices are in the continent, the establishment of the AU Liaison Office in Ethiopia is intended to enhance strategic partnerships with the AU and respective regional organizations, particularly the Regional Economic Commissions.

OCHA's functions relate particularly to the AU Commission's Departments and Directorates for Political Affairs, for Peace and Security and for Rural Economy and Agriculture. This lays the foundation for four main areas of collaboration between OCHA and the AU: policy development and protection of civilians; emergency response coordination; advocacy and information management; and external relations and resource mobilization. OCHA and the AU will benefit from effective mutual engagement by focusing on humanitarian response through the establishment of processes, deliberations and better policies.

The liaison office will facilitate OCHA's engagement with the AU by serving as a conduit between the organization and OCHA at the field, regional and international global level. The Office will seek to improve the understanding of humanitarian coordination tools and financing mechanisms. The liaison office will enhance AU preparedness planning and emergency response capacity in support of its Member States by improving the AU's understanding of humanitarian preparedness structures and tools.

Given OCHA's recognized leading role in humanitarian policy, advocacy and information management, the liaison office will monitor, in cooperation with relevant OCHA sections, regional and field offices, critical humanitarian challenges, issues and trends at the continental level; and will bring them to the forefront of the AU and relevant stakeholders. The liaison office will contribute to the development of an AU strategy for the dissemination of humanitarian principles, tools and the promotion of protection of civilians.

Planned Staffing	
Professionals	3
National Officers	1
General Service	4
United Nations Volunteers	-
Total	**8**

Total Costs	
Staff Costs	696,989
Non-Staff Costs	268,950
Total Requested (US$)	**965,939**

Key Objectives, Outputs and Indicators

Action-oriented analysis of humanitarian trends and emerging policy issues	
Output	**Indicator**
• Improved awareness of the AU of key humanitarian challenges, issues and trends in Africa.	• Number of analytical papers, briefings, and reports produced by OCHA and shared with the African Union.
Protection advanced at the global, regional, and national level	
Outputs	**Indicator**
• Reinforced links between the AU and humanitarian organisations to help mitigate human rights and humanitarian law violations and promote the protection of civilians (POC) in conflict areas. • POC issues incorporated into AU statements and reports to the Security Council.	• Number of AU statements and AU Peacekeeping Missions activities highlighting issues related to the POC.
A predictable and needs-based humanitarian financing system	
Output	**Indicator**
• Improved understanding of the AU of humanitarian financing mechanisms.	• Six presentations conducted to brief relevant staff from the AU, subregional organizations and partners on humanitarian financing system.
Greater incorporation of disaster risk reduction approaches and strengthened preparedness in humanitarian response	
Output	**Indicator**
• AU preparedness planning capacity in support of its Member States and relevant partners improved.	• Six trainings, presentations and workshops on the revised inter-agency contingency planning guidelines conducted for African Union staff and partner organisations.

Madeira Islands (PORTUGAL)
MOROCCO
TUNISIA
Mediterranean Sea
ALGERIA
LIBYAN ARAB JAMAHIRIYA
EGYPT
Western Sahara
SENEGAL
CAPE VERDE
MAURITANIA
MALI
NIGER
CHAD
Red Sea
ERITREA
GAMBIA
GUINEA-BISSAU
SUDAN
DJIBOUTI
GUINEA
NIGERIA
ETHIOPIA
SIERRA LEONE
CENTRAL AFRICAN REPUBLIC
Indian Ocean
LIBERIA
SOMALIA
CÔTE D'IVOIRE
CAMEROON
BURKINA FASO
DEMOCRATIC REPUBLIC OF THE CONGO
KENYA
GHANA
UGANDA
GABON
TOGO
RWANDA
UNITED REPUBLIC OF TANZANIA
SEYCHELLES
BENIN
BURUNDI
EQUATORIAL GUINEA
MALAWI
SAO TOME AND PRINCIPE
COMOROS
CONGO
ANGOLA
MAURITIUS
ZAMBIA
MADAGASCAR
Atlantic Ocean
NAMIBIA
Reunion (FRANCE)
SOUTH AFRICA
MOZAMBIQUE
SWAZILAND
ZIMBABWE
LESOTHO
BOTSWANA

Field Offices: Africa

Central African Republic

Chad

Côte d'Ivoire

Democratic Republic of the Congo

Eritrea

Ethiopia

Guinea Conakry

Kenya

Niger

Somalia

Sudan

Uganda

Zimbabwe

Central African Republic

http://hdptcar.net

The crisis in the Central African Republic stems from decades of insecurity, failed development and abject poverty. The country has some of the worst social indicators in the world, with 20 per cent mortality rate for children under five and a national life expectancy of 43 years. The peace process is in its early stages and remains extremely fragile. Bandits roam with impunity and continue to take advantage of the Government's difficulties in controlling parts of the country. There has been renewed fighting in the north and incursions by the Ugandan Lord's Resistance Army in the south-east have resulted in the displacement of many communities.

Approximately 108,000 men, women and children remain displaced within the country. The majority have fled to nearby towns or the countryside, where they are living without access to food, water or the most rudimentary social services. Over the last 18 months, nearly 85,000 people have returned to their villages of origin but found their homes destroyed and their fields overgrown. Just over 100,000 refugees in Cameroon, Chad and Sudan remain too frightened to return to their homes.

The Humanitarian and Development Partnership Team (HDPT), uniting over 40 aid agencies, expects this fluctuating pattern of displacement and returns to continue in 2009. The challenge is to close gaps that remain in the humanitarian response by focusing on the provision of protection and emergency assistance in all areas struck by violence. This includes integration of recovery activities into humanitarian action to support returnees in rebuilding their lives. Aid agencies need to work together to increase advocacy efforts to maintain and increase nascent international interest.

In 2009, OCHA will, in addition to its office in Bangui, continue to manage two common United Nations sub-offices in the conflict-torn north: Paoua in the northwest and Ndele in the north east. Ndele, the newest of the two offices opened in April 2008 and is gaining ground in providing services to humanitarian partners working in the region and, it is hoped, will attract additional humanitarian presence in this neglected part of the country. Through both sub-offices, inter-cluster coordination will be supported by OCHA to ensure that humanitarian action responds to all urgent needs and that emergency assistance and early recovery activities are integrated.

OCHA will continue to organize and lead inter-agency humanitarian assessments. As part of a global and national advocacy campaign, the office will advocate with all armed forces for safe humanitarian access and for increased respect of human rights. OCHA's pilot advocacy campaign on internally displaced persons (IDPs) will focus on building the capacity of IDPs so that they can petition the

Planned Staffing	
Professionals	8
National Officers	3
General Service	10
United Nations Volunteers	-
Total	**21**

Total Costs	
Staff Costs	1,669,815
Non-Staff Costs	830,095
Total Requested (US$)	**2,499,910**

Government to fulfil its obligations towards displaced persons. In addition to awareness-raising campaigns and training seminars at the national and local levels, the campaign will reach out to global partners and international media with information products and advocacy opportunities, not least through the regularly updated HDPT webpage.

In July 2008, the Humanitarian Coordinator launched a Common Humanitarian Fund (CHF), administered by OCHA, which replaced the more limited Emergency Response Fund (ERF). Except for an emergency reserve, CHF funding is allocated to priority projects from the consolidated appeal allowing a more strategic and predictable use of funds. OCHA expects the fund to grow substantially in 2009, surpassing combined allocations of US$ 9.4 million of the ERF and the CHF in 2008.

© UNHCR/Annie Raykov

Key Objectives, Outputs and Indicators

A predictable and needs-based humanitarian financing system	
Output	**Indicators**
• Emergencies financed by the emergency reserve of the fully functioning CHF.	• Funds disbursed within 10 days of contract signature. • Humanitarian Coordinator and all cluster leads trained on CHF and CERF mechanisms.
Strengthened OCHA emergency response capacity	
Output	**Indicator**
• Joint sub-offices in Paoua and Ndélé fully functional.	• Fifteen organizations using OCHA services provided in the two sub-offices.
Strengthened information management based on common standards and best practices	
Outputs	**Indicators**
• OCHA Field Information Strategy fully implemented. • Generic and tailor-made information products available, focusing on protection and internal displacement.	• At least 1,500 visits on the HDPT website per month. • Ten information products generated or updated in 2009.
A more strategic advocacy of humanitarian principles and issues	
Outputs	**Indicators**
• Increased awareness of humanitarian principles developed in accordance with OCHA's advocacy policy instruction and guidelines. • Advocacy with all armed forces for safe humanitarian access.	• At least four reports or articles on displacement and protection issues published by international media. • A 25 per cent increase in funding for protection programmes. • Fifty per cent of current IDPs and returnee caseload have been provided with awareness raising session about their rights.

Chad

Chronic socio-economic crises and political instability have scarred Chad for decades. Since 2003, unrest in neighbouring Darfur (Sudan) has spilled over, resulting in the migration of around 265,000 Sudanese refugees into the east of the country. Armed warfare in north-eastern Central African Republic (CAR) caused an additional influx of more than 55,000 refugees, with 12,000 having arrived in early 2008. Civil war and intercommunal tensions have displaced an additional 185,000 persons within the country. In 2008, armed opposition groups active in eastern Chad and across the border in Darfur launched several attacks against the Government in N'Djamena.

In 2009, OCHA will strengthen its presence in the capital in order to augment its assistance in the south and Kanem regions, where humanitarian needs resulting from chronic malnutrition are increasing. OCHA will improve the Consolidated Appeals Process (CAP) mid-year review and support Central Emergency Response Fund (CERF) proposals for rapid response and underfunded emergencies. In the east, in support of the Deputy Humanitarian Coordinator (DHC), OCHA will strengthen inter-cluster coordination to better respond to partners' coordination needs in the increasingly challenging operational environment. Additional responsibilities include working with the relevant government bodies on preparedness and response to natural disasters – mainly floods.

http://ochaonline.un.org/chad

Contingency planning for assistance provision to internally displaced persons (IDPs) and refugees will continue to be worked out and will be integrated into regional planning with Cameroon, the Central African Republic and Sudan.

In the east of the country, OCHA will continue operating sub-offices in Abeche, Farchana and Goz Beida; the Koukou presence will be upgraded into a sub-office, providing assistance to the areas of IDPs and IDP returns. Since the United Nations Mission for Chad and the Central African Republic (MINURCAT) and the European Union Force (EUFOR) were established, coordination of humanitarian assistance to refugees and IDPs has become even more complex, given the multiplicity of actors in the east of the country. While the DHC for the east will continue bringing together all humanitarian actors, the presence of a civil-military coordination officer will complement the range of activities under OCHA coordination.

Because of ongoing banditry in the east and south, international NGOs regularly withdraw staff and suspend activities. In 2009, OCHA will continue to advocate for addressing criminality effectively andenlarging the humanitarian space to enable all aid organizations to fully implement their programmes; and for maintaining the civilian and humanitarian character of IDP sites and refugee camps. Special attention will be devoted to ensuring that there is no misunderstanding between programmes implemented by humanitarian organizations and those of non-humanitarian organizations.

Planned Staffing	
Professionals	15
National Officers	8
General Service	20
United Nations Volunteers	1
Total	**44**

Total Costs	
Staff Costs	3,352,203
Non-Staff Costs	1,644,709
Total Requested (US$)	**4,996,912**

OCHA expects limited returns of IDPs in 2009, in the absence of a settlement across the border in Darfur. Returns are contingent upon IDPs feeling safe and secure in their places of origin as well as on their access to basic social services and state presence. This should be enhanced by the effective deployment of the local Chadian gendarmerie, Détachement Intégré de Sécurité, which is supported by MINURCAT. Following the withdrawal of the EUFOR in March 2009, the effective and immediate deployment of a UN follow-on force should help improve the protection of civilians.

OCHA will continue to support the strategic partnership between the UN Country Team and MINURCAT. OCHA will maintain its civil-military coordination (CMCOORD) capacity to ensure appropriate information-sharing with, and coordination between, the humanitarian community and the MINURCAT and EUFOR as long as it is there. This includes regular capacity-building workshops targeting military personnel and civilian actors stationed in Chad, including representatives of UN agencies, NGOs, inter-governmental organisations, donors, the Red Cross/ Red Crescent Movement, MINURCAT and EUFOR. In cooperation with all UN agencies and MINURCAT, OCHA will continue to support the roll out of clusters and ensure a smooth transition from emergency assistance to early recovery.

Most sectors have been adequately funded in 2008, except for the education and protection sectors. CAP for 2009 will request more than US$ 389 million for life saving and early recovery activities. United Nations agencies will continue to call upon the CERF for rapid response and underfunded projects.

Key Objectives, Outputs and Indicators

Improved coordination structures at country, regional and international level	
Outputs	**Indicators**
• Improved understanding of the cluster approach, and greater involvement of humanitarian partners and government counterparts. • All stakeholders aware of CMCOORD principles and guidelines. • Country-specific CMCOORD guidelines endorsed.	• Thirteen operational clusters established covering all affected areas. • CMCOORD guidelines endorsed by the Resident Coordinator or Humanitarian Coordinator, the Special Representative of the Secretary-General and EUFOR.
Strengthened OCHA emergency response capacity and increased protection for vulnerable civilians	
Output	**Indicator**
• Strengthened OCHA presence in Koukou.	• International and national humanitarian staff deployed to sub-offices.
Greater incorporation of disaster risk reduction approaches and strengthened preparedness in humanitarian response	
Outputs	**Indicator**
• South of the country covered by disaster risk reduction plans developed with humanitarian partners and the government. • All affected areas in east covered by regularly updated contingency plans.	• Number of assessments undertaken in areas with affected populations in the south and the east within 48 hours of the hazard and assisted within one week.
A predictable and needs-based humanitarian financing system	
Output	**Indicator**
• Strengthened understanding of the common appeal process and CERF by the Humanitarian Country Team including NGO partners.	• Number of partners trained on humanitarian financing mechanisms.

Côte d'Ivoire

http://ochaonline2.un.org/cotedivoire

The 2007 Ouagadougou Political Agreement and the subsequent progress made in its implementation have placed the Côte d'Ivoire, for the first time, in a post-crisis phase. This positive development has not prevented, however, a worsening of social conditions resulting in national strikes delaying important political and governmental processes.

The 2009-2013 United Nations Development Assistance Framework (UNDAF) sets forth how outcomes from the emergency relief phase will be sustained and how remaining humanitarian needs are incorporated into early recovery and development programmes. To complement the activities of those engaged in early recovery activities, OCHA will update its advocacy strategy aimed at raising awareness and responding to emerging humanitarian needs. OCHA will also closely monitor early warning mechanisms and contingency planning on issues related to the Ivorian crisis and its impact within the West Africa region.

In view of the more positive humanitarian environment in some areas of the country, the Inter-Agency Humanitarian Coordination Committee (IAHCC) unanimously agreed in September 2008 not to move forward with a conventional Consolidated Appeals Process for 2009. Rather, it chose to commit to updating the Common Humanitarian Action Plan (CHAP) and seek increased funding for the resettlement of displaced people and protection in the west as well as nutrition and food security in the north. This resulted in the elaboration of the Critical Humanitarian Gaps (CHG) document for Côte d'Ivoire.

In 2009, OCHA will ensure that the Humanitarian Coordinator's recommendations on transitioning financing systems are implemented and supported. This will include the use of the Central Emergency Response Fund in support to the 2009 CHG projects. Other related funding schemes include the United Nations Development Programme Basket Funds for early recovery initiatives and the United Nations Operation in Côte d'Ivoire's Quick Impact Projects.

Given the current humanitarian needs and the emerging requirements for recovery and development, humanitarian actors will focus on flexible and complementary actions with both government and development partners. Efforts will also focus on reconciliation and social cohesion initiatives for the reintegration of returnees.

OCHA will continue to work towards decreasing the number of human rights violations by promoting the importance of following humanitarian law in key protection sectors, e.g., internal displacement, gender-based violence, including sexual violence and child protection. OCHA will ensure that

Planned Staffing	
Professionals	8
National Officers	14
General Service	27
United Nations Volunteers	1
Total	**50**

Total Costs	
Staff Costs	2,970,282
Non-Staff Costs	921,515
Total Requested (US$)	**3,891,797**

humanitarian actors are well trained on protection policies and aware of new or recurrent protection issues in the country. OCHA will also strengthen its support to the protection cluster.

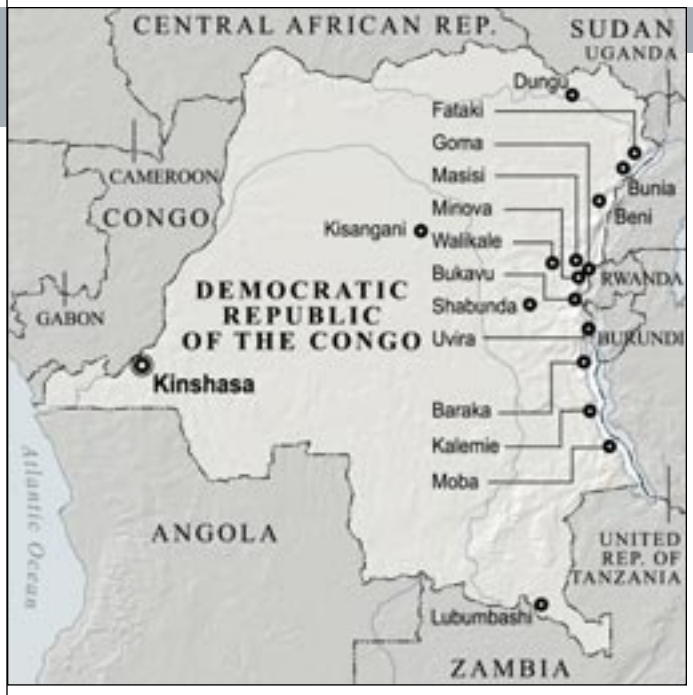
Considering the transition from humanitarian assistance to development programme in Côte d'Ivoire, OCHA will adapt its information management strategies to the early recovery period. Standardized data collection tools will be updated and progressively handed over to partners focusing on early recovery.

To ensure that remaining humanitarian needs and gaps are fully covered and that the transition between humanitarian and early recovery programmes is well coordinated, OCHA will maintain the office in Abidjan, three sub-offices in Bouaké, Guiglo, and Man, one joint United Nations sub-office in Korhogo and further strengthen its presence in the displaced return area of Zou.

Key Objectives, Outputs and Indicators

A strategy contributing to seamless transition and early recovery	
Outputs	**Indicators**
• Reinforced joint coordination mechanisms with the Bureau for Crisis Prevention and Recovery in line with the 2009-2013 UNDAF at the local and national levels. • Monitor the humanitarian and early recovery programmes. • Strengthened humanitarian coordination mechanisms and improved dialogue between key stakeholders.	• Two joint offices are operational in Korhogo and Guiglo and coordination mechanisms strengthened in order to facilitate transition from humanitarian to early recovery in the northern, central and western provinces of Côte d'Ivoire. • Two inter-agency coordination meetings are held on a monthly basis to ensure remaining humanitarian needs are incorporated into early recovery and development programmes.
A predictable and needs-based humanitarian financing system	
Outputs	**Indicators**
• Humanitarian-financing system effectively supported and implemented. • Humanitarian project proposals prepared and submitted through IAHCC and approved by the Humanitarian Coordinator.	• CHAP and CHG are prepared on a timely basis and revised in accordance with the established guidelines. • Two OCHA staff members are trained on reporting in support to the CERF process.
Protection advanced at the global, regional, and national level	
Output	**Indicators**
• Reinforced protection and social cohesion activities of national and international partners through coordination, information, analysis, advocacy and training tools.	• Four sub-offices where protection and social cohesion working groups are established and are functional. • Number of protection and social cohesion advocacy issues brought to the attention of IAHCC and the number of solutions identified and implemented.
Strengthened information management based on common standards and best practices	
Outputs	**Indicators**
• Updated information management tools in accordance with best practices shared with all partners. • Field Information Management Strategies fully adapted to the transition period and progressively handed over to early recovery actors, including UNDP and supported state-run structures.	• The Reporting and Information Management Working Group is revived and meets on a monthly basis (12 meetings). • Three workshops on information collection, database and mapping of humanitarian and early recovery activities are organized for users and programme managers. • One blog on transition activities is developed and progressively handed over to the early recovery and development actors.

Democratic Republic of the Congo



http://www.rdc-humanitaire.net

Four decades of economic decline and 10 years of nearly non-stop conflict in the Democratic Republic of the Congo (DRC) mean no let up in the need for international humanitarian assistance in 2009. Needs are concentrated in eastern DRC, where humanitarian access is impeded by the presence of the Democratic Forces for the Liberation of Rwanda and various Congolese armed groups, notably the CNDP under Laurent Nkunda. Fighting in North Kivu between these groups and the Armed Forces of the DRC for the control of land and natural resources intensified in the second half of 2008 and resulted in massive population displacements and human rights violations.

Spillover from North Kivu has created the same dynamics of insecurity and displacement in South Kivu. In Ituri district, the resurgence of several armed groups, and their attacks against villages and the national army has provoked the displacement of tens of thousands of people and significantly reduced humanitarian access. Similarly in the territory of Dungu , in Oriental Province, the Lord's Resistance Army attacks on villages and also on the town of Dungu provoked massive population displacements and the temporary evacuation of humanitarian actors from the area. Only Katanga remains on a course towards stability; however, a dilapidated infrastructure, few basic services and the absence of support for micro-economic activity present obstacles to sustainable development in Katanga and elsewhere in the country.

In 2009, OCHA will continue its support to United Nations agencies, international and local NGOs, donors and the Government in identifying and providing for humanitarian needs of civilian populations. The improvement of inter-cluster coordination mechanisms and the promotion of the Needs Assessment Framework for better identification of needs and improved coordination of humanitarian activities in the DRC are critical.

The use of the 2009 Humanitarian Action Plan (HAP) as the principal tool for the prioritization of funding allocations will strengthen linkages between the various funding mechanisms, including the Common

Pooled funds (CHF) for Democratic Republic of the Congo

Planned Staffing	
Professionals	21
National Officers	30
General Service	75
United Nations Volunteers	5
Total	**131**

Total Costs	
Staff Costs	7,943,476
Non-Staff Costs	4,459,333
Total Requested (US$)	**12,402,809**

Planned Staffing	
Professionals	3
National Officers	2
General Service	2
United Nations Volunteers	–
Total	**7**

Total Costs	
Staff Costs	741,244
Non-Staff Costs	175,217
Total Requested (US$)	**916,461**

Humanitarian Fund (CHF), the Central Emergency Response Fund (CERF), and bilateral funding. Within the HAP framework, OCHA will work with partners to update scenarios and humanitarian contingency plans every six months.

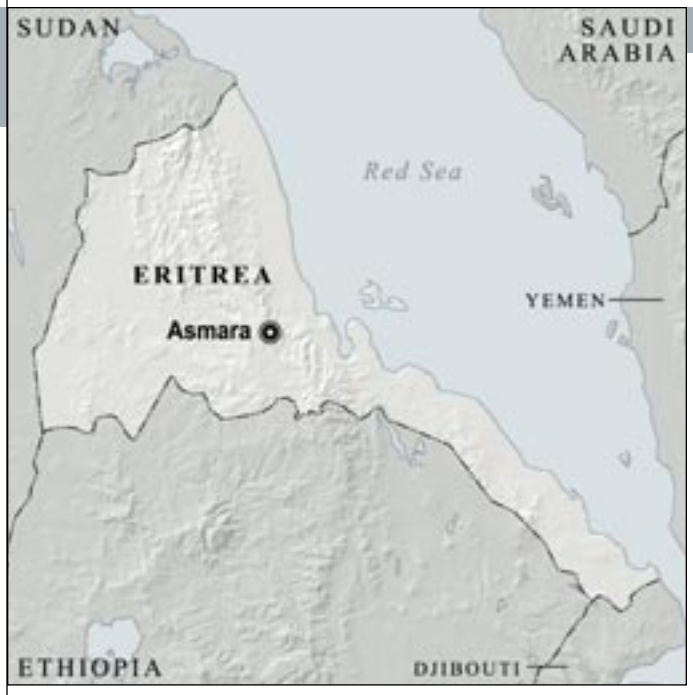
In collaboration with national authorities, OCHA will support the humanitarian community in proposing new legislation regulating the NGO sector, which, if enacted, will allow for a better working environment for all concerned parties. Additionally, OCHA will continue its protection and advocacy efforts to preserve and expand humanitarian access. Under the leadership of the Humanitarian Coordinator (HC), who also serves as the Deputy Special Representative of the Secretary-General, the OCHA office will ensure close consultation with the civilian and military sections of the United Nations Mission in the DRC on issues related to protection, access and logistics support in conflict zones of the DRC.

In addition to its main office in Kinshasa, OCHA maintains a wide presence in central and eastern DRC with 11 sub-offices and temporary presences throughout the country. This assures on-the-ground capacity to meet any immediate coordination needs from rapid onset emergencies.

Key Objectives, Outputs and Indicators

A predictable and needs-based humanitarian financing system	
Output	**Indicators**
• Increased usage of the HAP as a tool for prioritizing CHF and CERF allocations and strengthening of mechanisms to support financial and impact reporting, monitoring, evaluation and needs assessments.	• Seventy per cent of CHF, CERF and bilaterally funded activities are cluster-endorsed and target priorities in the HAP. • Eighty per cent of agencies receiving CHF and CERF funding provide timely monitoring and evaluation reports to the HC and OCHA.
Improved coordination structures at country, regional and international level	
Outputs	**Indicator**
• Cluster and inter-cluster coordination improved, particularly in areas where OCHA is not present. • Communication and coordination links between national and provincial levels strengthened.	• Eight provinces with effective cluster and inter-cluster coordination.
A more strategic advocacy of humanitarian principles and issues	
Output	**Indicator**
• Adequate treatment and working conditions for humanitarian organizations in accordance with national laws and international conventions.	• Thirty per cent decrease in the number of administrative limitations challenging the access of humanitarian organizations.
Protection advanced at the global, regional, and national level	
Output	**Indicator**
• Well-coordinated, effective and practical protection responses advocated and supported through the HC.	• Eighty per cent of protection issues brought to the attention of the HC result in concrete actions.

Eritrea



In 2009 Eritrea will face the multiple challenges of promoting sustainable socio-economic development; restoring economic stability; ensuring food security; and mobilizing requisite resources. Although there is a dearth of up-to-date information, the overall drought and food situation in the Horn of Africa points to a looming famine and critical humanitarian situation in Eritrea too. The dangers of food insecurity have been exacerbated by the high global food and fuel prices leading to sharp price increases in staple food commodities. Additionally, the stand-off between the Government and the World Food Programme (WFP) over "integrated" WFP food stocks remains unresolved. The disagreement stems from a revised food aid policy moving away from free food distributions to cash-for-work.

There are significant capacity challenges facing regional administrations, yet the Government insists that all humanitarian and development activities must be implemented through local government structures. The lack of strategic inter-agency coordination with Government departments and the limited NGO operation have resulted in a reduced number of humanitarian partners and in difficulties in coordinating humanitarian assistance.

In the absence of a Consolidated Appeals Process (CAP) and other means of humanitarian resource mobilization, OCHA Eritrea will continue to coordinate the preparation of the Common Humanitarian Action Plan (CHAP) as an internal inter-agency document; and, as needs dictate, facilitate access to the Central Emergency Response Fund (CERF). United Nations agencies' activities will be crucial in addressing existing urgent humanitarian needs, including water and sanitation, nutrition, food aid for refugees, emergency agriculture and health. With the support of OCHA, the UN Country Team has prepared and will update its inter-agency contingency plan.

Planned Staffing	
Professionals	1
National Officers	2
General Service	3
United Nations Volunteers	–
Total	**6**

Total Costs	
Staff Costs	296,851
Non-Staff Costs	207,051
Total Requested (US$)	**503,902**

Key Objectives, Outputs and Indicators

A predictable and needs-based humanitarian financing system	
Output	**Indicator**
• Understanding of humanitarian financing mechanisms and their complementarity improved.	• At least four partner staff trained on CERF and aspects of humanitarian financing, including reporting.
Greater incorporation of disaster risk reduction approaches and strengthened preparedness in humanitarian response	
Output	**Indicators**
• Disaster risk reduction initiatives incorporated in country contingency planning and CHAP.	• Yearly revision of contingency plans based on the revised inter-agency planning guidelines. • At least two trainings held on disaster risk reduction/contingency planning.
Strengthened information management based on common standards and best practices	
Output	**Indicator**
• OCHA Field Information Management Strategy fully implemented.	• All standardized OCHA information management tools implemented by the third quarter in 2009.
Improved coordination structures at country, regional, and international level	
Outputs	**Indicators**
• Improved understanding of the cluster approach by humanitarian partners and government counterparts. • Cluster or sector coordinators appointed for each area of response, each with a Terms of Reference (ToR) based on the IASC generic ToR for cluster or sector leads.	• Two joint workshops or meetings with humanitarian partners and government counterparts on the cluster approach. • At least five clusters or sectors using IASC generic ToRs by mid-2009.

Ethiopia

Recurrent droughts, flooding, infectious diseases of human and livestock, compounded by insurgency and resource-based ethnic conflicts, have resulted in chronic food insecurity, high mortality rates, displacement and loss of livelihoods. Up to 6.4 million people from drought-prone areas are presently in need of emergency food. Another 5.7 million in drought-prone areas require assistance through the Productive Safety Net Programme. Global warming and soaring food prices are among the principal drivers of a complex set of challenges in Ethiopia. Civil strife in Somalia adds to an already tense environment. Stresses within Sudan present the potential for disruption in the north. The United Nations High Commissioner for Refugees estimates that there are 75,700 refugees in Ethiopia; 39 per cent are from Somalia, 36 per cent from Sudan and 25 per cent from Eritrea.

Rainfall in the second half of 2008 has replenished some water sources and allowed agricultural production, but large numbers of livestock perished and harvests are not expected to be sufficient to restock seed banks, which would enable a transition to early recovery. It is projected that even in the best of conditions, many rural communities in 2009 will remain vulnerable and food insecure. If, however, seasonal rains fail to materialize again in 2009, the impact will be potentially catastrophic.

http://ochaonline.un.org/ethiopia

The Government has responded to the ongoing situation by strengthening its own mechanisms with the establishment of the Disaster Management and Food Security Sector (DMFSS), which seeks to address the disaster management cycle from the federal to the local level. In 2009, OCHA Ethiopia will continue to support DMFSS in undertaking emergency response and in enhancing disaster risk management at the national and regional levels. OCHA will support the development of standard multi-sectoral early warning indicators in order to anticipate threats and undertake timely preventive and response measures. OCHA will facilitate the development of Standard Operating Procedures for both rapid and slow onset emergency responses and hold trainings on disaster preparedness targeting government representatives and key stakeholders.

OCHA will seek to strengthen existing coordination mechanisms amongst all humanitarian actors by reinforcing the principal policy and decision making forum, the Ethiopia Humanitarian Country Team (HCT); enhancing the role of clusters in support of Government sectoral coordination; and by working with partners to develop a more coherent and strategic framework for humanitarian response. Particular attention will be given to working with the Government to meet the needs of those that are displaced from drought or flooding and, in some areas, insecurity by developing regional level response plans.

Greater focus will be placed on working with the Government to reduce vulnerabilities, and prevent food

Planned Staffing	
Professionals	9
National Officers	16
General Service	27
United Nations Volunteers	1
Total	**53**

Total Costs	
Staff Costs	2,430,338
Non-Staff Costs	1,213,100
Total Requested (US$)	**3,643,438**

insecurity through enhanced disaster risk reduction and preparedness and by strengthening linkages with early recovery initiatives. OCHA is already working closely with the United Nations Development Programme to strengthen early recovery planning. In 2009, emphasis will be placed on ensuring elements of early recovery are incorporated into the work of all clusters.

In order to ensure predictable and adequate funding, OCHA will seek to work more strategically with donors and strengthen the policy and procedures of the Humanitarian Response Fund (HRF).

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Key Objectives, Outputs and Indicators

Output	Indicator
A predictable and needs-based humanitarian financing system	
• Adequately funded and effectively functioning HRF with enhanced governance procedures.	• Funding of at least US$ 30 million secured.
Improved coordination structures at country, regional and international level	
Outputs	**Indicators**
• Strengthened coordination structures at the federal and regional level, including a more focused and strategic HCT. • Stronger cluster support to the sectoral task forces. • National coordination structures replicated and supported at the regional level.	• Eighty per cent of all action points emerging from the monthly HCT meetings implemented. • All affected regions with functional coordination forums.
Strengthened OCHA emergency response capacity	
Output	**Indicator**
• Standard operating procedures and protocols for effective needs assessments developed, disseminated and implemented.	• Seventy per cent of stakeholders using established protocols for needs assessments.
Greater incorporation of disaster risk reduction approaches and strengthened preparedness in humanitarian response	
Outputs	**Indicators**
• Early warning indicators developed and used to prepare emergency response. • Risk mapping and standard operating procedures developed and implemented. • Contingency plans prepared for risk prone areas.	• Seventy-five per cent of early warning indicators used by clusters. • Seventy-five per cent of disaster-prone areas have been mapped and contingency plans have been prepared.
Protection advanced at the global, regional, and national level	
Outputs	**Indicators**
• Strategy developed jointly with Ethiopian regional governments to address the needs of those displaced from drought, flooding and conflict. • Protection elements incorporated into the activities of all clusters.	• Response strategies developed for all displaced communities. • Seventy-five per cent of clusters with protection incorporated into their action plans.

Guinea

http://ochaonline.un.org/guinea

The situation in Guinea remains fragile, uncertain and under threat from rising costs of fuel and food. Unresolved political, socio-economic, and military issues and the Government's difficulty in addressing them are affecting not only the country, but the subregion as well. Guinea is confronted with extreme structural poverty, chronic food insecurity and declining humanitarian and development standards. Populations in the suburbs of the capital as well as in the mine cities frequently demonstrate against the Government because of lack of water and electricity supply.

In 2009, OCHA will strengthen its cluster coordination activities by supporting the collective efforts of the United Nations agencies, international and local NGOs, donors and the Government. Working closely with the Humanitarian Coordinator (HC), OCHA will ensure the appointment of sector coordinators each with standardized Terms of References (ToRs). Consequently, OCHA will strengthen its support to the Humanitarian Country Team and ensure the inclusion of cross-cutting issues and inter-cluster coordination in planning and implementing humanitarian activities.

Many of Guinea's problems – particularly in the areas of health, water and sanitation, food security and nutrition, and protection of civilians – demand close cooperation between humanitarian actors and the Government. OCHA will ensure that effective measures are in place for monitoring and responding to natural disasters and other emergencies. OCHA will complete the national disaster management strategy and facilitate its implementation.

Throughout the year, OCHA will continue to provide analytical briefs to the humanitarian community on issues particularly related to food security, disaster preparedness, protection, and other evolving needs in the country. Engaging humanitarian actors and national authorities, OCHA will continue to identify solutions to humanitarian needs and will be in the forefront of information sharing by disseminating a variety of products including reports, assessments, analysis of statistical data and maps.

Raising awareness on humanitarian principles, OCHA will support the HC in finalising a 2009 advocacy action plan. Working closely with media outlets, OCHA will raise awareness of humanitarian issues and advocate for better funding responses to Guinea's short and long-term needs.

OCHA will support the United Nations Children's Fund, the cluster lead in protection, in developing and implementing a protection strategy for transition. OCHA will assist in identifying and reporting on protection needs in the country and will work with the United Nations High Commissioner for Refugees and other partners in developing and promoting reintegration mechanisms for refugees.

Planned Staffing	
Professionals	2
National Officers	5
General Service	5
United Nations Volunteers	-
Total	**12**

Total Costs	
Staff Costs	610,756
Non-Staff Costs	349,188
Total Requested (US$)	**959,944**

Key Objectives, Outputs and Indicators

A predictable and needs-based humanitarian financing system	
Output	**Indicator**
• Improved understanding of humanitarian financing and their complementary, through implementation and appropriate management of the various humanitarian financing mechanisms.	• Ninety per cent of partner staff trained on CERF and other aspects of humanitarian financing.
Improved coordination structures at country, regional and international level	
Output	**Indicator**
• Cluster or sector coordination leads appointed for each area of response, each with a ToR, based on the IASC generic ToR for cluster or sector leads.	• Seventy per cent of the sectors using IASC generic ToRs by the end of the year.
Greater incorporation of disaster risk reduction approaches and strengthened preparedness in humanitarian response	
Output	**Indicator**
• All preparedness activities by UN agencies, NGOs and the Government carried out and incorporated in humanitarian contingency plan based on the revised inter-agency planning guidelines.	• Contingency plans are developed based on sound multi-hazard risk analysis incorporating prevention and early recovery aspects and reviewed semi-annually.
A strategy contributing to seamless transition and early recovery	
Output	**Indicator**
• Capacity-building seminars promoting sustainable solutions targeting the Government, line ministries, local NGOs and UN agencies.	• Eighty per cent of arrangements in place for joint strategic planning regarding transition to early recovery contexts.
Protection advanced at the global, regional, and national level	
Output	**Indicator**
• Advocacy strategy developed to increase awareness of humanitarian principles in accordance with OCHA's advocacy policy instruction and guidelines.	• Country-level action plan on common messaging for 2009 endorsed by the HC.

Kenya

Some aspects of the violence and displacement that characterized 2008 will continue through 2009 because root causes have not yet been adequately addressed. While fighting on the scale witnessed after the elections in 2007 is not expected in 2009, unresolved issues related to land, economic marginalization, competition for scarce resources and tribal disputes, continue to fuel clashes in several hotspots throughout the country.

The protection of civilians in the various contexts of violence and displacement, including the refugee situation, requires continued advocacy by the humanitarian community. Joint advocacy efforts, promoted by OCHA, will utilize national and local print and audio-visual media, as well as continued engagement with the Government and civil society at all levels.

Poor rainfall over successive seasons, rising food and commodity prices, and reduced cereal production have added to the humanitarian challenges in Kenya. According to projections, significant portions of the country are expected to become increasingly food insecure during the first quarter of 2009. An increase in animal diseases, which decimate livestock herds, has decreased access to food for much of the pastoralist population who derive 40 per cent of their food from livestock. As of September 2008, a total of 1.38 million people are receiving food assistance.

http://ochaonline.un.org/kenya

Kenya also suffers from annual flooding. Outbreaks of water-borne diseases are expected to emerge in some affected areas while the incidence of malaria has already increased and there is concern that there could be another outbreak of Rift Valley Fever due to the attendant stagnant water.

Working with the Government and with partners, OCHA will lead inter-agency assessments and support the establishment of a single pipeline for the delivery of aid to the most severely affected areas. Contingency and emergency preparedness plans will be developed in close cooperation with the Government, with a special focus on supporting conflict and flood mitigation strategies, as critical components of managing disaster risks.

In 2009, OCHA will aim to work with partners to strengthen the capacity of national coordination structures in order to respond to multiple scenarios of humanitarian action in the country. In particular OCHA will work closely with the Ministry of State for Special Programmes and the new Ministry of Northern Development and Other Arid Lands to support the transition of the current cluster coordination arrangements to government-led sectoral working groups that will oversee on-going humanitarian response, disaster preparedness and early recovery, including livelihood support and peace and reconciliation. OCHA will provide support to the Government to coordinate the diverse range of humanitarian and development partners to develop

Planned Staffing	
Professionals	8
National Officers	7
General Service	11
United Nations Volunteers	-
Total	**26**

Total Costs	
Staff Costs	1,899,015
Non-Staff Costs	581,368
Total Requested (US$)	**2,480,383**

a recovery framework for post-conflict transition, with special attention on durable solutions for internal displacement.

OCHA will spearhead inter-agency resource mobilization efforts through the Emergency Humanitarian Response Plan and the Central Emergency Response Fund (CERF). In 2009 OCHA will also implement a Humanitarian Response Fund (HRF) to address timely response, including bridging inter-sectoral funding gaps. Joint programmes under the United Nations Development Assistance Framework (UNDAF) will also strengthen comprehensive and sustainable humanitarian action.

OCHA will maintain coordination sub-offices in Eldoret and Nakuru to cover the Rift Valley, Western and Nyanza Provinces and will continue to work from Nairobi to cover needs at the national level, provide surge capacity to the sub-offices and respond to needs that emerge in other regions.

Key Objectives, Outputs and Indicators

Improved coordination structures at country level	
Outputs	**Indicator**
• OCHA plays leading role in humanitarian response and disaster risk management. • Coordination structures at national and sub-national levels are strengthened.	• All Humanitarian Country Team (HCT) recommendations and action points implemented under the leadership of the HC.
A predictable and needs-based humanitarian financing system	
Output	**Indicators**
• Opportunities for flexible humanitarian financing are available to the HCT.	• An HRF for Kenya is operational by mid-2009. • Eighty per cent of funds raised through the HRF are transformed into implemented projects.
Strengthened OCHA emergency response capacity	
Outputs	**Indicators**
• Responses to humanitarian emergencies are better coordinated with minimized sectoral gaps. • Greater harmonization of humanitarian information and guidance amongst partners.	• Eighty per cent of humanitarian emergencies managed with the support of the HCT. • Number of situation reports and analytical reports on emerging crises.
Greater incorporation of disaster risk reduction approaches and strengthened preparedness in humanitarian response	
Outputs	**Indicators**
• Strengthened preparedness and response capacities and mechanisms within the Government and for national partners with a focus on rapid onset emergencies including conflicts and floods. • Actionable inter-agency preparedness and response plans for humanitarian response and disaster management developed.	• At least 10 districts have disaster preparedness and response plans. • Multi-hazard inter-agency contingency plans in place for major humanitarian hazards by mid-year.
A more strategic advocacy of humanitarian principles and issues	
Output	**Indicators**
• Key advocacy messages on priority thematic issues are communicated to government decision makers, the public and the humanitarian community using all available media outlets and through partnerships with civil society opinion leaders and other activists.	• At least eight events or consultations facilitated on advocacy issues. • At least two advocacy campaigns produced.

Niger

Armed conflict, chronic food insecurity, recurrent floods, a subsistence-based economy and political sensitivity have made slow onset emergencies in this vast and dry West African country increasingly complex. The use of land-mines and the absence of substantive discussions with national authorities have significantly restricted humanitarian access and partners. The lack of reliable data on population displacement impedes humanitarian planning, response and impact assessment.

Niger continues to be confronted with food insecurity and malnutrition. Extreme sensitivity to these issues by the Government has often resulted in restricted access and effective prevention of some agencies from operating normally, thereby diminishing the effectiveness of any planned humanitarian appeal. To overcome these barriers and build trust, OCHA will foster humanitarian diplomacy and advocacy, supporting the Humanitarian Coordinator to encourage and facilitate discussion between the Government and other stakeholders.

Heavy rains in 2008 and the ensuing floods affected over 57,000 persons and increased the vulnerability of communities in many rural areas. In 2009, OCHA will develop and continuously review regional contingency plans based on sound, multi-hazard risk analysis and including prevention and early recovery aspects.

Throughout 2009, OCHA will strengthen national emergency response capacities and sustain advocacy and awareness of humanitarian principles. OCHA will continue to provide timely, concise, analytical and meaningful briefs to the humanitarian community on relevant issues and evolving needs in the country.

Through fully functioning clusters, a key function of the OCHA office will be to provide substantial inter-cluster coordination, and support humanitarian partners' efforts at strengthening humanitarian preparedness and action in the country. Strengthening existing humanitarian coordination and effective response to emergency needs, OCHA will promote the appointment of cluster coordinators for each area of response. It will monitor and coordinate inter-agency assessments in areas affected by violence, natural disaster, food insecurity and malnutrition. OCHA will improve, through a series of workshops, the understanding of humanitarian partners and government counterparts on humanitarian principles, emergency planning and preparedness and the cluster approach.

Fully implementing OCHA's Field Information Management Strategy, the office will produce and make available information management products which provide analysis on humanitarian needs and constraints. This will enable OCHA to further support humanitarian coordination mechanisms.

Planned Staffing	
Professionals	8
National Officers	8
General Service	13
United Nations Volunteers	-
Total	**29**

Total Costs	
Staff Costs	1,906,468
Non-Staff Costs	752,086
Total Requested (US$)	**2,658,554**

OCHA will increase resource mobilization efforts. Advocacy policies and campaigns will also contribute to better awareness of humanitarian issues and help to promote an adequate financial response.

OCHA will strengthen the field office in Niamey and continue to maintain sub-offices in Tahoua, Maradi and Zinder. Additional sub-offices recently opened in Diffa and Agadez will be supported.

Key Objectives, Outputs and Indicators

A predictable and needs-based humanitarian financing system	
Output	**Indicator**
• Humanitarian financing system effectively supported and implemented.	• Percentage of CERF proposals submitted in a timely manner and in accordance with established criteria.
A more strategic advocacy of humanitarian principles and issues	
Outputs	**Indicator**
• Advocacy activities conducted through the media, leading to heightened awareness regarding humanitarian issues and resulting in adequate financial response. • Advocacy activities conducted at the field level to enlarge humanitarian space and access to the beneficiaries.	• Country-level action plan on common messaging for 2009 endorsed by Humanitarian Coordinator by February 2009.
Strengthened information management based on common standards and best practices	
Output	**Indicator**
• Information management products available providing critical analysis on needs or gaps.	• Seventy-five per cent of surveyed humanitarian partners are satisfied with available information management tools for analysis.
Improved coordination structures at country, regional, and international level	
Output	**Indicator**
• Strengthened clusters and cluster coordinators appointed for each area of response, each with well-defined Terms of Reference (ToR).	• At least five cluster or sectors using IASC generic ToRs for cluster or sector leads.
Greater incorporation of disaster risk reduction approaches and strengthened preparedness in humanitarian response	
Outputs	**Indicators**
• Preparedness planning improved. • National and regional disaster risk reduction capacities promoted and supported.	• Contingency plans based on sound, multi-hazard risk analysis developed, including prevention and early recovery aspects and reviewed every 6 months. • Emergency response plans exist for all provinces.

Somalia

The humanitarian crisis that has engulfed the country for the better part of nearly two decades has reached its lowest point. A combination of conflict, economic crisis and deepening drought has placed nearly half the Somali population in dire need of humanitarian assistance. Since the start of the latest conflict in January 2007 between the Transitional Federal Government, supported by the Ethiopian forces, and the insurgents, 1.3 million people have been displaced. One third of the population (3.2 million) is now food insecure. Rates of malnutrition in most of southern and central Somalia and in urban areas hosting internally displaced persons (IDPs) are well above the emergency threshold of 15 per cent. An estimated 180,000 children are acutely malnourished.

In 2009, humanitarian organisations will continue to address the widening crisis and increasing insecurity, which has included targeted attacks and kidnapping of humanitarians. Insecurity, limited response capacity and resources are likely to remain major obstacles to the delivery of humanitarian assistance.

In order to improve operational and response capacity, humanitarian actors will focus on strengthening community and local capacity in order to protect already limited social and economic assets. By engaging communities and authorities, humanitarian partners will aim to develop and deliver an integrated minimum package of basic social services, based on geographic specific priorities and target groups.

http://ochaonline.un.org/somalia

Through advocacy, programming, community mobilization and access to services, OCHA and its partners will work to ensure the protection of civilians, with a special focus on vulnerable populations.

OCHA will provide improved analysis on access related issues, including how the aid community delivers assistance and can continue to provide the Humanitarian Country Team (HCT) and international community with high quality information and analysis on the evolving humanitarian situation in the country. Strengthened engagement will take place with stakeholders including the Somali Diaspora, the private sector and civil society. The aid community will continue efforts to build the technical capacity of Somali NGOs, which are frequently the main implementers on the ground.

Given the constantly fluctuating security situation in Somalia, it is imperative that OCHA Somalia maintains a flexible operational approach. In 2009 OCHA will unfortunately continue to be based in Kenya but will aim to maintain a targeted field presence across the country. OCHA's presence in Puntland and Somaliland will focus on the needs of IDPs; and raising awareness regarding protection issues. In Southern Central, where higher levels of vulnerability exist, OCHA will focus on strengthening coordination for better service delivery and supporting the level of preparedness among the humanitarian community to respond to complex emergencies and natural disasters. This presence will actively be looking to capitalize on new opportunities to access populations in need.

However, overall security of humanitarian staff, particularly of national partner agencies, will be a

Planned Staffing	
Professionals	16
National Officers	24
General Service	17
United Nations Volunteers	1
Total	**58**

Total Costs	
Staff Costs	4,393,476
Non-Staff Costs	1,470,457
Total Requested (US$)	**5,863,933**

basic concern. Efforts to improve staff safety while maintaining an enabling environment for humanitarian activities will be strengthened throughout the year.

In 2009, OCHA will work to highlight the extreme humanitarian situation in Somalia and advocate for better allocation of financial resources across all sectors, including with the support of the Central Emergency Response Fund (CERF). OCHA is planning the establishment of a Common Humanitarian Fund (CHF) for Somalia, which will ensure more balanced financial support across all sectors of the consolidated appeal and more equitable allocation of resources for the delivery of an integrated humanitarian response. OCHA will continue to manage the Humanitarian Response Fund to support small-scale sudden emergencies. OCHA will continue to support inter-agency assessments, identify priority needs and facilitate the planning of common responses to affected populations. It will provide strong field coordination to strengthen the cluster approach with clearly defined roles and responsibilities. OCHA will improve monitoring mechanisms to measure the effect of emergency response.

OCHA will promote and support principled humanitarian action by raising awareness of the Joint Operating Principles (JOP), a framework endorsed by relief organizations globally, which aims to strengthen coherence and promote best practices among the aid community in Somalia.

Key Objectives, Outputs and Indicators

A predictable and needs-based humanitarian financing system	
Outputs	**Indicators**
• Better understanding of humanitarian financing mechanisms and their complementarities leading to a well-managed and well-funded 2009 Consolidated Appeals Process (CAP). • Increased HRF funding to local partners to assist communities not accessible by the United Nations and NGOs.	• Sixty per cent of CAP funded. • Eighty-five per cent of HRF funded projects for NGOs.
Improved coordination structures at country, regional and international level	
Outputs	**Indicators**
• Regular HCT, inter-cluster and donors meetings held, decisions made and implemented. • Cluster system functions with field level focal points.	• Seventy-five per cent of decisions agreed by HCT implemented and followed up. • Nine clusters with up-to-date information system and monitoring plans.
A more strategic advocacy of humanitarian principles and issues	
Outputs	**Indicators**
• Joint Operating Principles are implemented in conjunction with an HCT advocacy strategy. • Advocacy on protection is incorporated into OCHA materials and messaging.	• Three major components of the JOP are implemented by members of the HCT. • Advocacy strategy for the JOP developed and implemented by the end of 2009.
A common approach to needs assessments and impact evaluation	
Output	**Indicator**
• Joint humanitarian inter-agency needs assessment mechanisms at field level strengthened.	• Standard, integrated reporting and monitoring framework developed by June as part of the CAP to assess overall humanitarian outcomes at the sector/cluster level.
Strengthened information management based on common standards and best practices	
Outputs	**Indicators**
• Common inter-cluster information tools developed. • Maps provided regularly for planning purposes.	• Seventy-five per cent of standardized OCHA information management tools fully implemented by end of 2009. • Eleven humanitarian overviews and 48 situation reports produced in 2009. • Ten new inter-cluster maps developed in 2009.

Sudan

http://ochaonline.un.org/sudan

The signing of the Comprehensive Peace Agreement in 2005 has resulted in many positive developments in Sudan, including greater opportunities for recovery and development in Southern Sudan for the 2.4 million who have returned and the five million original population (est). Access to basic services such as potable water, education, health services, and shelter has improved significantly and paved the way for recovery and development to take hold.

In 2009, OCHA will continue to play an essential role in coordinating and promoting the humanitarian operation in Darfur, while maintaining a strong response capacity for contingency planning and emergency preparedness in Southern Sudan and the Three Areas. Under the guidance of the Humanitarian Coordinator, OCHA will also focus on advocacy efforts, to both internal and external stakeholders – including all parties to the conflict, regional actors, and Member and donor states.

The presence of new Deputy Humanitarian Coordinators in Darfur and in Southern Sudan, with the support of OCHA, will be of strategic importance, ensuring open dialogue and continuity with local authorities, the national Government, humanitarian actors and the two peacekeeping operations in Sudan (UNMIS and UNAMID). OCHA will facilitate information sharing between actors, encouraging common purpose and delivering essential services to those most in need.

In Darfur, the international humanitarian effort has been seriously undermined by the deteriorating security. The partial deployment of UNAMID has been insufficient to provide adequate peacekeeping services. It is anticipated that despite all efforts to address this, both the civilian population and humanitarian actors will suffer increased banditry and targeted violence from fragmented armed groups. Despite this, the aid community remains committed to delivery of life-saving assistance. OCHA also anticipates that temporary suspensions, limited access and reduced capacity will continue to result in service delivery gaps. This will be critical as continued conflict, food insecurity, and limited basic services in isolated areas contribute to humanitarian indicators reaching (and in some areas surpassing) emergency thresholds. New displacements, strains on natural resources and the politicization of internally displaced person camps may lead to competition for services, increased protection issues and accelerated environmental degradation.

To respond to these challenges, the humanitarian reform mechanisms promoted by OCHA will significantly improve contingency planning and response, coordination of humanitarian efforts, fund mobilization, information management and advocacy. This was given a further boost with the formalization of the Cluster Approach in December 2008. OCHA will also continue to play a lead role in implementing the

Planned Staffing	
Professionals	42
National Officers	40
General Service	203
United Nations Volunteers	1
Total	**286**

Total Costs	
Staff Costs	13,703,867
Non-Staff Costs	3,975,774
Total Requested (US$)	**17,679,641**

"Regaining Humanitarian Space Strategy;" to monitoring the implementation of the Joint Communiqué on the facilitation of humanitarian assistance in Darfur and managing the Common Humanitarian Fund (CHF) to provide flexible funding options for the humanitarian and early recovery community.

In Southern Sudan and the Three Areas, floods and droughts have a particularly serious impact on vulnerable populations due to the lack of basic services and civilian infrastructures. The Nile River basin in south and central Sudan is particularly susceptible.

Destabilizing intra-communal conflict remains commonplace as well, as seen in several areas along the border of the "Three Areas" (Abyei, Nuba Mountains and Blue Nile) where disputes have the potential to quickly escalate. OCHA emergency preparedness and response will focus on inter-agency contingency planning for natural disaster, disease and conflict threats. OCHA leads the preparedness and response effort in Darfur and Southern Sudan and supports the Resident Coordinator's Support Office (RCO) in the north of the country.

Key Objectives, Outputs and Indicators

Improved coordination structures at country, regional and international level	
Outputs	**Indicator**
• Well-functioning Humanitarian Country Team (HCT) and Inter-agency Management Group for Darfur. • The government, beneficiaries, humanitarian community, donors, UN agencies and UNAMID engaged with one another through formal committees, forums and bilateral relations.	• Weekly meetings of the HCT in Khartoum and Inter-agency Management Group meetings in Darfur, in which strategic decisions are taken.
Strengthened OCHA emergency response capacity	
Output	**Indicators**
• A supported RCO to ensure immediate and coordinated humanitarian response to emergencies.	• Fifty per cent of all emergencies responded to within five days. • Contingency plans prepared in all states and updated annually.
A predictable and needs-based humanitarian financing system.	
Output	**Indicator**
• CHF allocations undertaken in a timely and strategic manner towards priority humanitarian activities.	• The allocation process undertaken in accordance with policies, strategies and timelines and agreed by the HCT.
More strategic advocacy of humanitarian principles and issues	
Outputs	**Indicators**
• Public relations products on humanitarian principles and issues including civil military relations are produced focusing on the consolidation of the March 2007 Joint Communiqué and unimpeded delivery of humanitarian assistance in Darfur. • Public events organized by OCHA on behalf of the Humanitarian Coordinator and the HCT.	• Weekly and monthly public relations products produced. • Public events organized on a quarterly basis for the HC and HCT.
Strengthened information management based on common standards and best practices	
Output	**Indicator**
• Information management practices, systems and tools are utilized to produce and disseminate standard products to the humanitarian community.	• OCHA's information management strategy fully implemented.

Uganda

In 2009, Uganda faces multiple types of humanitarian emergencies. Northern and parts of eastern Uganda are transitioning out of a complex emergency stemming from 20 years of conflict. The Teso subregion is still struggling to recover from the impact of the 2007 flooding and remains vulnerable to any new natural hazards. The Karamoja region suffers from periodic drought and extended dry spells, worsened by the impact of climate change, chronic marginalization and under investment. Lastly, Uganda is host to more than 146,000 refugees from the Democratic Republic of Congo, Kenya, Rwanda and Sudan.

Camps for internally displaced persons (IDPs) in Uganda have not yet attained minimum international standards. OCHA supports the need to pursue durable solutions for all IDPs, but will also advocate with the Government for increased participation in strengthening public infrastructure and human resource capacities. As envisaged in the national Peace, Recovery and Development Plan (PDRP) for Northern Uganda, OCHA will support the Government's efforts to put the conflict-affected regions on par with the rest of the nation. Increased capacity is essential in the areas of health care, education, civilian administrative, judicial and security structures.

http://www.ugandaclusters.ug/

At the start of 2008, over one million individuals were able to leave the camps, with 69 per cent returning to their village of origin and 31 per cent moving to transit sites closer to home. However, over 400,000 people remain in IDP camps across the Acholi subregion and in Amuria and Katakwi districts of the Teso subregion.

In 2009, OCHA will follow through on the recommendations made by the November 2008 United Nations Disaster Assessment and Coordination team, which assisted the UN Country Team and the Government in reviewing existing preparedness plans and in developing implementation capacity.

Though the cluster approach has been fully integrated into Ugandan humanitarian programming, for several years 2009 will see significant efforts to transition cluster coordination into existing government sector working groups and national mechanisms, to increase the Government's responsibility for coordination. The transfer of coordination arrangements should encourage greater government commitment to recovery and ownership of the transition process, particularly in the conflict-affected districts of northern Uganda.

While OCHA will continue to advocate for increased recovery programming, it is vital that the national PDRP for Northern Uganda offers adequate recovery assistance to the north. Progress on the transition from humanitarian assistance through recovery to development will be contingent on operationalizing

Planned Staffing	
Professionals	9
National Officers	10
General Service	21
United Nations Volunteers	-
Total	**40**

Total Costs	
Staff Costs	2,296,614
Non-Staff Costs	989,331
Total Requested (US$)	**3,285,945**

the plan and ensuring it is fully resourced. In 2009, the UN Peace Building and Support Strategy is expected to encompass international recovery support and the streamlined Consolidated Appeals Process will represent remaining humanitarian needs only.

Throughout 2009, OCHA Uganda will maintain the office in Kampala and sub-offices in Gulu, Kotido, Moroto, Pader Kitgum, and Soroti.

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Key Objectives, Outputs and Indicators

A strategy contributing to seamless transition and early recovery	
Output	**Indicator**
• Comprehensive work plans for transitioning from humanitarian assistance to recovery in place.	• All sub-office and country-level work plans in place and reviewed with recovery or development actors for viability.
A predictable and needs-based humanitarian financing system	
Output	**Indicator**
• Establishment of an Emergency Response Fund to fund activities related to immediate emergency response incorporating best practices.	• A fund of US$ 1 million established and ready for disbursement in first quarter 2009.
Improved coordination structures at country, regional and international level	
Output	**Indicator**
• Improved understanding of the cluster approach by humanitarian partners and government counterparts, specific to the current transition environment.	• At least one joint workshop or meeting in each subregion conducted with humanitarian partners and government counterparts on the cluster approach before the end of the second quarter 2009.
Greater incorporation of disaster risk reduction approaches and strengthened preparedness in humanitarian response	
Output	**Indicator**
• Strengthened sub-office capacity for disaster preparedness.	• All OCHA sub-offices have performed an annual updating of contingency plans based on the revised inter-agency planning guidelines.

Zimbabwe

http://ochaonline.un.org/zimbabwe

Serious degradation of Zimbabwe's economy and rise in social vulnerability were seen in 2008. During the protracted election period from March through August 2008, election violence and government restrictions halted most humanitarian field activities. Half a year of critical humanitarian service delivery in support of food security, clean water, health, and education services was lost. A third consecutive failed agricultural season in 2008, as well as the most severe cholera outbreaks ever in Zimbabwe, have led to further deterioration of livelihoods for already vulnerable groups, and increased requirements for humanitarian assistance.

Although access improved in August 2008 with the lifting of the suspension of humanitarian activities following intense advocacy, humanitarian partners, the United Nations and NGOs continue to face operational constraints related to hyperinflation, limited access to foreign exchange, and a collapsing banking system. While this has had direct impact on response capacity and increased cost of service delivery in Zimbabwe, the humanitarian country team has been able to capitalize on strong partnerships built up over the years, and an increasingly inclusive humanitarian country team collaborating around common humanitarian priorities and advocacy.

When developing the 2009 Zimbabwe Consolidated Appeal (CAP) in late 2008, humanitarian partners agreed to step up operational activities in 2009. Planning figures for emergency response and emergency early recovery programmes reached a total of US$ 550 million, an increase of US$ 235 million from the US$ 315 million initially requested through the 2008 CAP. An estimated 70% of this total is food security related.

In 2009, OCHA will support the Humanitarian Coordinator and the broader humanitarian community through strengthened humanitarian coordination structures at both national and provincial level. Most of the coordination structures were improved in 2008 following the formal adoption of the cluster approach. Particular focus will be placed on strengthened inter-cluster coordination. In view of the need for stronger analysis of the humanitarian situation, needs and response, particular efforts will also go towards facilitating joint needs assessment and development of stronger inter-cluster information sharing mechanism. Increased scope and quality of inter-cluster information tools and services, in particular situation reports and standard information management support provided by OCHA during emergencies, such as the Who-What-Where database, will also be prioritized.

With the current political uncertainties and donor positions regarding the protracted political process, predictable and needs-based humanitarian financing is becoming increasingly important for a coherent

Planned Staffing	
Professionals	7
National Officers	7
General Service	9
United Nations Volunteers	-
Total	**23**

Total Costs	
Staff Costs	2,099,965
Non-Staff Costs	306,151
Total Requested (US$)	**2,406,116**

humanitarian response in Zimbabwe. In 2009, humanitarian partners intend to expand the Emergency Response Fund, and to strengthen the management of the fund through stronger project monitoring and reporting, in line with current global initiatives in humanitarian financing.

To allow for greater incorporation of disaster risk reduction and for strengthened preparedness, humanitarian partners plan to build up emergency assistance programmes in Zimbabwe in 2009, in line with requests by the South African Development Community and the African Union. In partnership with the UN International Strategy for Disaster Reduction, OCHA will continue to work with the humanitarian country team on updating contingency plans and incorporation of greater risk reduction approaches into this process.

Key Objectives, Outputs and Indicators

Improved coordination structures at country, regional and international level	
Output	**Indicator**
• Effective and accountable cluster system established.	• All clusters actively supported by an OCHA focal point and regular inter-cluster coordination meetings.
Predictable and needs-based humanitarian financing system	
Output	**Indicator**
• Humanitarian finance monitoring and reporting system established within the Emergency Response Fund.	• Reporting on financing of humanitarian activities in Zimbabwe shared with humanitarian partners on quarterly basis.
Greater incorporation of disaster risk reduction approaches and strengthened preparedness in humanitarian response	
Output	**Indicator**
• Effective support to overall national readiness, early warning and disaster response capacity enhanced.	• Inter-agency contingency plan updated every six months with representative stakeholders.
Proactive advocacy and awareness of humanitarian principles	
Output	**Indicator**
• Joint advocacy platform strengthened by the humanitarian country team.	• Evidence-based information and advocacy products shared among humanitarian partners on regular basis.

Black Sea
Caspian Sea
SYRIAN ARAB REPUBLIC
LEBANON
occupied Palestinian territory
ISRAEL
JORDAN
IRAQ
KUWAIT
SAUDI ARABIA
BAHRAIN
QATAR
UNITED ARAB EMIRATES
Persian Gulf
Gulf of Oman
OMAN
Red Sea
YEMEN
Arabian Sea
Socotra (YEMEN)

Field Offices: Middle East

Iraq

occupied Palestinian territory

Iraq

http://ochaonline.un.org/iraq

Iraq continues to experience a protracted complex emergency with a number of acute humanitarian needs. Returns remain limited: the United Nations High Commissioner for Refugees (UNHCR) reports that around five percent of the estimated 2.8 million internally displaced and 2.2 million Iraqis in neighbouring countries have returned. OCHA Iraq has commenced a strategy of gradual re-entry into Iraq as of July 2007 and currently has permanent staff based in Erbil, in the north of Iraq, and Baghdad. OCHA is in the process of recruiting 36 national staff, to be based in all 18 governorates of Iraq by March 2009. This enhanced presence will considerably improve field coordination, aiming to advise partners on humanitarian needs, maximize the use of resources amongst humanitarian partners, promote information exchange and support joint advocacy and emergency preparedness strategies.

Building on improved engagement of and consultation with Iraqi authorities at both the central and local level, OCHA will strengthen its cooperation with partners and donors, NGOs and other actors in the planning and coordination of humanitarian response. Likewise, the government's level of institutional and human resource capacity will continue to require support in basic social services sectors. The division of authority between the central government and local authorities, as well as the relationship between the central government and the Kurdistan region will continue to evolve.

In 2009, OCHA will support UNHCR in coordinating humanitarian assistance to Iraqi refugees and returnees, focusing on urgent humanitarian needs of Iraqi refugees in Syria, Jordan, Lebanon, Egypt, Turkey, Iran and the Gulf Cooperation Council States (GCC) and assisting Palestinian, Iranian and Turkish refugees in Iraq until their safe, dignified and voluntary return is possible or other durable solutions can be found.

Civilians continue to bear the disproportionate impact of widespread violations of human rights and continuing violence. Although the number of security incidents has declined and civilian casualties have reduced, an average of 33 civilians are killed by violence every day, many of whom are directly targeted by armed groups. Although some international NGOs are beginning to report greater access to areas such as Sadr City, Basra or Mosul, the presence of aid workers remains limited; and humanitarian access is likely to remain restricted throughout 2009. Furthermore, human rights violations, such as gender-based violence, including sexual violence, will remain key challenges amidst an unstable security situation, marked by high levels of impunity. OCHA will work closely with media in the region to improve appreciation of international humanitarian law, the need for unhindered humanitarian access and a safe and secure environment for aid workers, and a better understanding of human rights.

OCHA is carefully monitoring humanitarian access in Iraq through a number of indicators which include,

Planned Staffing	
Professionals	12
National Officers	7
General Service	10
United Nations Volunteers	-
Total	**29**

Total Costs	
Staff Costs	3,946,166
Non-Staff Costs	1,535,896
Total Requested (US$)	**5,482,062**

but are not limited to, the number of incidents per governorate; the number of civilian deaths; the number of areas contaminated by unexploded ordnance and landmines; and the number of United Nations missions in Iraq. Such monitoring will allow OCHA and humanitarian actors to understand better the prevailing trends and inform contingency and emergency preparedness planning.

While the government is increasingly asserting its authority and control across the country, the potential for destabilization could arise as a result of the unresolved sectarian grievances and continued disputes on internal boundaries, as well as the distribution of the country's vast natural oil and gas resources. It is also expected that throughout 2009, Iraq will be exposed to epidemics, particularly cholera, resulting partly from the population's poor and uneven access to basic social services. OCHA will continue to work with partners to improve preventive measures and strengthen preparedness in humanitarian response by developing government emergency preparedness and response capacity at the central and local levels and through planning for humanitarian contingencies.

Following the severe drought in 2007, agricultural yields of barley and wheat have been reduced by more than 50 per cent. OCHA will work with partners and the Government to strengthen drought mitigation measures and ensure responsible reform of the Public Distribution System to reduce the impact of the drought, rising food inflation and reduced government revenues on vulnerable populations' food security.

Key Objectives, Outputs and Indicators

A predictable and needs-based humanitarian financing system	
Output	**Indicators**
• Consolidated Appeals Process (CAP), Central Emergency Relief Fund, Micro Grants and Emergency Relief Fund (ERF) resources adequate mobilized and transparently, efficiently and effectively utilized in humanitarian response.	• Joint CAP 2009 prepared. • All ERF and Micro Grants projects processed within 21 days of receipt.
Improved coordination structures at country, regional and international level	
Outputs	**Indicators**
• Humanitarian coordination by the Humanitarian Country Team and the government of Iraq strengthened and/or streamlined across Iraq with representation of all partners (UN agencies, NGOs, Iraqi authorities, the Red Crescent and Red Cross Movement and donors). • Key regional NGOs programming in Iraq mapped.	• Eighty per cent of sectors using IASC generic ToRs for sector/cluster leads; NGO capacity gap analysis undertaken and training planned. • At least 25 per cent of Iraqi NGOs involved in strategic planning, response coordination and needs assessment. • Eighteen Iraq Field Coordination cells established and functioning (one in every governorate).
Greater incorporation of disaster risk reduction approaches and strengthened preparedness in humanitarian response	
Output	**Indicator**
• Partners' capacity to plan for and respond to disasters strengthened and updated contingency plans in place.	• Seventy-five per cent of contingency plans in place and being maintained and updated.
A more strategic advocacy of humanitarian principles and issues	
Outputs	**Indicators**
• Coordinated and effective advocacy on humanitarian principles and issues of concern. • Increased awareness of humanitarian principles, resulting in an increase in humanitarian access.	• Country-level action plan on common messaging for 2009 endorsed by Resident Coordinator or Humanitarian Coordinator. • Increased coverage by Iraqi media or institutions of violations of humanitarian principles and human rights law.
Protection advanced at the global, regional and national level	
Output	**Indicator**
• Access monitoring mechanism developed and informing advocacy and programming.	• Access monitoring reports issued quarterly.

occupied Palestinian territory

In the closing months of 2008, the sustained blockade of the Gaza Strip intensified an already grave situation with devastating results on the socio-economic conditions of the Palestinian population. Continued Israeli restrictions have led to severe shortages of basic food and non-food commodities, fuel and electricity, thus affecting every aspect of daily life. More than 80 per cent of Gazans are now reliant on humanitarian assistance. This situation is compounded by the *de facto* separate administrations of the Gaza Strip and the West Bank.

In the West Bank, the obstacles to internal movement and access to basic services stem from the Barrier construction, the continued expansion of settlements and the related expansion and entrenchment of a closure regime that includes more than 600 military checkpoints and other physical obstacles blocking Palestinian access to roads. Restrictions on access to the Gaza Strip and the West Bank will continue to hamper economic recovery and the timely delivery of humanitarian assistance throughout 2009. To support aid organizations in addressing these growing challenges, OCHA will maintain presences in Jerusalem, Hebron, Ramallah and Nablus, expanding its access and protection, monitoring and advocacy

http://ochaonline.un.org/opt

activities. It will also reinforce its field office in Gaza, which remains a priority concern for the humanitarian community.

The first year of operation of the Humanitarian Relief Fund (HRF) in the occupied Palestinian territory (oPt) successfully delivered immediate emergency assistance to more than 3,200 Palestinians affected by harsh weather conditions and disease following unexpected emergencies. In 2009, OCHA plans to expand the HRF, strengthen its management and improve its flexibility. This will ensure the efficient funding of sudden emergencies and critical gaps. OCHA will endeavour to further strengthen existing coordination mechanisms, with particular emphasis on the protection of civilians, access and needs assessments. OCHA will complete the establishment of a protection and access unit within the OCHA office, in support of the Humanitarian Country Team (HCT).

Throughout 2009, OCHA will continue to advocate for the protection of civilians and the respect of international humanitarian law and principles. It will continue to lead the efforts of the humanitarian community to draw the attention of relevant authorities to pressing humanitarian concerns. Reports and maps on protection, movement and access will be shared with international, Palestinian and Israeli media, as well as with relevant authorities, donors and other humanitarian partners. OCHA will ensure that relevant stakeholders are provided with the latest

Planned Staffing	
Professionals	11
National Officers	13
General Service	33
United Nations Volunteers	4
Total	**61**

Total Costs	
Staff Costs	4,861,337
Non-Staff Costs	1,443,575
Total Requested (US$)	**6,304,912**

updates on issues, including the humanitarian situation in the Gaza Strip; protection; access and movement; the humanitarian impact of the Barrier; the impact of the closure regime in the West Bank; and, the humanitarian impact of natural disasters. OCHA will continue to co-chair the United Nations Advocacy and Public Information Committee and chair the Advocacy Working Group of the Humanitarian Country Team.

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Key Objectives, Outputs and Indicators

Protection advanced at the global, regional, and national level	
Output	**Indicator**
• Development of a more strategic and coordinated approach to issues such as access and protection, to provide support to the Humanitarian Coordinator and the HCT to better anticipate and more effectively negotiate with the relevant authorities on impediments to the delivery of humanitarian relief.	• Creation of a Protection and Access Unit within OCHA dedicated to monitoring, analyzing, reporting and addressing access issues.
A strategy contributing to seamless transition and early recovery	
Output	**Indicator**
• Ensuring compatibility and complementarity between the Palestinian authorities' own planning mechanisms and the UN's mid-term recovery plans.	• Each strategic objective of the Consolidated Appeals Process 2009 includes an early recovery element.
A more strategic advocacy of humanitarian principles and issues	
Output	**Indicator**
• Strengthened voice of the HCT in the occupied Palestinian territory.	• Establishment of the Advocacy Working Group under the auspices of the HCT.
A common approach to needs assessments and impact evaluation	
Output	**Indicator**
• Ensure that needs at the Palestinian 'grassroots' level match the priorities of the humanitarian community and the national authorities.	• OCHA to spearhead the roll out of clusters, ensuring a 'bottom up' approach to needs assessment and taking the lead in key areas such as protection.
Protection advanced at the global, regional, and national level	
Outputs	**Indicators**
• A strategic approach to protection and access issues reflecting policy aims of the Inter-agency Standing Committee. • Active participation in child protection sector groups.	• Establishment of a Protection and Access Unit within OCHA to address urgent access issues in a more strategic way. • Number of protection related reports drafted.

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

Field Offices: Asia

Indonesia

Myanmar

Nepal

Pakistan

Sri Lanka

Indonesia

http://ochaonline.un.org/indonesia

Indonesia's unique geographic and geologic characteristics, coupled with a large, unevenly distributed population have resulted in innumerable natural disasters. Earthquakes, tsunamis, flash floods, mudslides, forest fires and droughts have given rise to high civilian casualties, mass displacement, loss of livelihoods, property destruction and environmental damage. Of additional concern is the fact that Indonesia has had the highest incidence of avian influenza cases in the world, and the threat of human-to-human transmission leading to a pandemic remains serious.

Several unresolved humanitarian issues, including the consequences of a hot mud volcano in East Java; an incomplete recovery process in Maluku; insecurity in central Sulawesi; humanitarian concerns in Papua; and, pockets of malnutrition and poverty in disaster prone areas are potentially troublesome. In July 2008, Malaysia announced the deportation of large numbers of illegal Indonesian workers causing concern among local governments, as a result of their inability to handle such large caseloads. Challenges in 2009 may come from the presidential and parliamentary elections, during which the increase in fuel and commodity prices could be controversial election topics. Understanding that high fuel prices have negatively influenced the food security of a large segment of the population, OCHA will monitor the situation jointly with other United Nations agencies.

While the Government has improved its overall disaster response capacity in the past few years, its present policy of rapidly decentralizing political power from Jakarta to provincial and local authorities should significantly strengthen response capacity at local levels. To assist in those efforts, OCHA will work with the Government in building up capacities and preparing multi-hazard contingency plans at the provincial and local levels. An inter-agency contingency plan for the country incorporating the cluster approach is in preparation. Further discussions with the Government will guide humanitarian action in case of any major emergencies. OCHA will work with national authorities to reinforce capacities to respond to disasters through trainings, such as the rapid assessment and coordination training modelled after the United Nations Disaster Assessment and Coordination systems, gender mainstreaming, humanitarian reform and civil-military coordination. OCHA will continue supporting the government's information management efforts ensuring a more efficient response to emergencies.

Many natural disasters tend to be localized, often with enough response capacity being provided by local governments; however, the scale of destruction can rapidly tax local capacities, necessitating further support from the international community. OCHA

Planned Staffing	
Professionals	3
National Officers	4
General Service	4
United Nations Volunteers	1
Total	**12**

Total Costs	
Staff Costs	933,145
Non-Staff Costs	297,189
Total Requested (US$)	**1,230,334**

Indonesia is on standby to provide immediate coordination and emergency response as the need arises. Additionally, the Emergency Response Fund (ERF), which OCHA administers and monitors, will provide maximum flexibility to partners in supporting their emergency response activities.

Key Objectives, Outputs and Indicators

A predictable and needs-based humanitarian financing system	
Output	**Indicators**
• Maximized utilization of the Central Emergency Response Fund and ERF available funds to meet under-funded or sudden onset emergencies or post conflict needs.	• At least one monitoring and evaluation visit to each project location. • ERF funded at a minimum level of US$ 1 million. • A minimum of three local NGOs implementing ERF funded projects.
Improved coordination structures at country, regional and international level	
Output	**Indicator**
• Cluster or sector coordinators appointed for each area of response, each with Terms of Reference (ToR) based on the IASC generic ToR for sector or cluster leads.	• All sectors using IASC generic ToRs for sector or cluster leads.
Greater incorporation of disaster risk reduction approaches and strengthened preparedness in humanitarian response	
Output	**Indicators**
• Strengthened disaster preparedness capacity of government agencies and continued support of the development of contingency plans with local government counterparts including training of trainers, and rapid assessment and coordination training.	• Contingency Plans in 10 districts and provinces developed and updated. • Four trainings of trainers on risk disaster reduction and disaster preparedness. • At least one Indonesia rapid assessment and coordination training conducted for government officials.
A more strategic advocacy of humanitarian principles and issues	
Output	**Indicators**
• Reinforced capacities of government institutions responding to disasters or emergencies through trainings on humanitarian reform, Global Humanitarian Platform (GHP), International Humanitarian Law (IHL), civil-military coordination and gender mainstreaming in humanitarian situations.	• At least one workshop per semester conducted on specific humanitarian issues targeting the Indonesian context and advocating humanitarian reform, IHL and GHP. • At least 40 government staff (Indonesia Rapid Response Team for Assessment and Coordination) trained in responding to emergencies.
Strengthened information management based on common standards and best practices	
Output	**Indicators**
• Reinforced information management and analysis capacities of government institutions to respond to disasters or emergencies.	• Seventy per cent of OCHA's standardized information management tools implemented and utilized for analysis. • Eighty per cent of OCHA staff time devoted to support information management.

Myanmar

http://myanmar.humanitarianinfo.org/

Myanmar was struck by Cyclone Nargis in early May 2008, making landfall in the country's highly populated delta region. Heavy rains, high wind speeds and a storm surge contributed to an official death toll of 84,500 with 53,800 people missing and 19,300 injured in an area covering 23,500 km^2. The storm greatly impacted the area's livelihood and shelter sectors as well as critical infrastructure. Of an estimated 7.35 million living in the area, 2.4 million people were severely affected by the storm and its aftermath.

As the area moves into a recovery phase, the critical challenge in 2009 is to ensure that continued aid efforts remain as robust and effective as those of the emergency relief phase. The collaborative response of the Government of Myanmar, the United Nations and the international community – particularly the Association of Southeast Asian Nations (ASEAN) – has presented a critical opportunity to build upon the confidence and trust established during the relief phase. In 2009, the Tripartite Core Group (TCG), consisting of high-level representatives of the Government, ASEAN and the UN, will continue to serve as the platform for constructive dialogue on critical humanitarian priorities and for the timely implementation of relief and recovery efforts.

OCHA will continue to work with key stakeholders and the humanitarian community in Myanmar to address critical humanitarian needs. OCHA will specifically focus on efforts related to the Post-Nargis Recovery and Preparation Plan (PoNREPP) process, promoting a common approach toward needs assessments and impact evaluations.

To facilitate better assistance, OCHA will aim to improve the overall understanding of the humanitarian situation by humanitarian actors and the needs and priorities in the country, through continued support to the Myanmar Information Management Unit (MIMU). As a common platform for reliable and objective data which supports the efforts of all actors, MIMU will ensure a needs-based humanitarian framework for Myanmar.

As cyclone Nargis dramatically underscored, Myanmar is extremely disaster-prone and faces multiple hazards throughout the country. In 2009, OCHA will work with the Humanitarian Country Team to improve contingency planning, strengthening cluster-based coordination and promoting more effective future responses for the country as a whole. Working with key partners, OCHA will further support national authorities to develop natural disaster risk reduction mechanisms to improve preparedness and awareness.

Through inter-cluster coordination, OCHA will aim to enhance the current overall response effort. In particular, OCHA will support the transition process

Planned Staffing	
Professionals	12
National Officers	8
General Service	30
United Nations Volunteers	-
Total	**50**

Total Costs	
Staff Costs	1,242,121
Non-Staff Costs	862,717
Total Requested (US$)	**2,104,838**

in the Delta region through ensuring each cluster maintains an early and medium-term recovery focus.

In tandem with the completion of the revised flash appeal, there is expected to be a gradual drawdown of OCHA's current presence in the Delta in 2009, but the intention is to retain a continuing national presence to help address country-wide issues.

© World Food Programme

Key Objectives, Outputs and Indicators

Improved support for coordination structures at country, regional and international level	
Outputs	**Indicators**
• OCHA support to the Office of the Humanitarian Coordinator enhanced. • A smoothly functioning cluster system in line with the principles on humanitarian reform. • Cooperation with the Government of Myanmar strengthened through increased consultation. • Stronger UN/NGO coordination.	• Dedicated capacity for strategic engagement on humanitarian issues/challenges with partners at Humanitarian Country Team and inter-cluster level. • Cooperation with ASEAN thru the TCG, periodic review and disaster risk reduction.
Greater incorporation of disaster risk reduction approaches and strengthened preparedness in humanitarian response	
Outputs	**Indicators**
• Refined inter-agency contingency planning process. • Enhanced dialogue with government on disaster management at national and sub-national level including close collaboration with the United Nations Development Programme (UNDP). • Greater cluster and sector coordination in each area of response with IASC-based Terms of Reference for cluster and sector leads.	• Over 30 organizations participating in contingency planning and disaster risk reduction preparation. • Disaster risk reduction and preparedness data and work plans readied and in place by first quarter of 2009.
A common approach to needs assessments and impact evaluation	
Output	**Indicator**
• Humanitarian needs jointly assessed, closely monitored, prioritized and reflected in appeals and response plans.	• Periodic monitoring of humanitarian needs, including follow-ups to the Village Tract Assessment pillar of the Post-Nargis Joint Assessment process.
Strengthened information management platform based on common standards and best practices.	
Outputs	**Indicators**
• Continued support to MIMU by OCHA in terms of staffing and technical issues. • Targeted information products provided to key stakeholders and strengthened information management capacities.	• Functional MIMU in place and able to meet the information needs of the humanitarian community, including OCHA. • Updated "Who What Where", integrated monitoring matrix, maps and other standard products.
A strategy contributing to an effective transition toward recovery	
Outputs	**Indicators**
• OCHA, UNDP and UN Office of the Resident Coordinator and Humanitarian Coordinator roles in transitions clarified both at central and field level. • Improved linkages between humanitarian and recovery programmes.	• Early Recovery Framework and PoNREPP process implemented. • OCHA agreements reached on timeline for gradual transfer of coordination responsibilities to UNDP and partners as appropriate in areas affected by the cyclone for six coordination hubs by the end of January 2009.

Nepal

http://ochaonline.un.org/nepal

Humanitarian needs in Nepal are largely the result of a decade-long conflict affecting an already vulnerable population. The signing of a peace agreement in 2006 may have ended hostilities, but the post-conflict period peace process has remained incomplete – hampered by a lack of infrastructure, weak institutional structures, a cultural legacy of discrimination, poor economic performance, geographic isolation and harsh weather conditions.

The conflict's residual impact has weakened social safety nets causing a lack of basic services and reducing the purchasing power of families. Communities with a meagre resource-base and marginalized populations are pushed beyond emergency thresholds and need humanitarian assistance in response to external shocks. Rising food prices have had a severe impact on the eight million Nepalese living below or at the poverty line; and child malnutrition rates are among the worst in the world.

Nepal's problems are not limited to social or political ills. It is located in a seismically active zone and is prone to earthquakes and environmental hazards including annual floods causing displacement in the lowlands.

The current coordination of assistance in Nepal is moving towards addressing development needs. Under the leadership of the Humanitarian Coordinator, OCHA and all humanitarian partners should ensure a responsible transition, requiring handing over of coordination responsibilities and support to national authorities. OCHA will also provide support to local partners to strengthen local response capacity and preparedness through contingency planning and simulation exercises. OCHA will continue to work with the national authorities to align response plans with the cluster approach, to ensure improved synergy between partners on the coordination and implementation of humanitarian activities.

OCHA Nepal has established good working relations with the Ministry of Home Affairs, participating in governmental disaster management structures at the central and district levels. In 2009, OCHA will help to build response capacity of national counterparts. This will include improving the in-country capacity for monitoring, assessment, vulnerability mapping and promotion of standards. Key partners include national and international NGOs from the Association of International NGOs, which currently has more than 80 members; United Nations Agencies; the Red Cross and Red Crescent Movement; the United Nations Mission in Nepal; and the Disaster Preparedness Network, including the National Society for Earthquake Technology.

Planned Staffing	
Professionals	6
National Officers	7
General Service	15
United Nations Volunteers	-
Total	**28**

Total Costs	
Staff Costs	1,417,002
Non-Staff Costs	497,507
Total Requested (US$)	**1,914,509**

The technical capacity of OCHA's information management unit provides support to advocacy and the coordination of humanitarian issues. This includes monitoring violations of the Basic Operating Guidelines (humanitarian principles and operational space), mapping hazards, vulnerability and risk, security incidents and trends. Use of standard OCHA tools and visual representation of key data will continue to enhance coordination activities.

OCHA Nepal will maintain sub-offices in Biratnagar and Nepalganj facilitating local information gathering and sharing as well as coordination and advocacy activities to improve operational space, protection of internally displaced persons and disaster preparedness.

Key Objectives, Outputs and Indicators

Improved coordination structures at country, regional and international level	
Outputs	**Indicator**
• Clusters strengthened with standardized Terms of Reference (ToRs), inclusive membership of other humanitarian actors and links to newly established governmental counterparts. • Humanitarian coordination structures and mechanisms streamlined and mapped to development coordination forums.	• All clusters with ToRs; at least 3 cluster strategies mapped to United Nations Development Assistance Framework theme group strategies.
Greater incorporation of disaster risk reduction approaches and strengthened preparedness in humanitarian response	
Outputs	**Indicators**
• Improved disaster preparedness and response capacity enhanced. • Virtual Emergency Operations Centre for major disasters scenarios (earthquake, floods and conflict).	• IASC earthquake contingency plan tested by June 2009. • International Search and Rescue Advisory Group exercise held by June 2009. • All eight border posts receive training on expedited customs agreement.
A strategy contributing to seamless transition and early recovery	
Output	**Indicator**
• OCHA exit strategy enabling a seamless transition.	• Exit strategy developed by June 2009.
Strengthened information based on common standards	
Outputs	**Indicators**
• Context mapping products and monitoring tools setting humanitarian trends and identifying emergency policy issues. • Specific reports on humanitarian trends and policy issues disseminated.	• Monthly maps on security, access, strikes and blockades disseminated. • At least three sets of thematic maps and reports on humanitarian trends and policy issues published.
Strengthened information based on common standards	
Output	**Indicators**
• A common approach to needs assessments and impact evaluation	• Nepal Needs Analysis Framework updated and disseminated by September 2009. • All clusters using standard assessment formats.

Pakistan

Hostilities between insurgents and government forces in the Federally Administered Tribal Areas (FATA) and the North-West Frontier Province (NWFP) have led to the displacement of nearly 150,000 people. These internally displaced persons are now living in camps or with host families; any significant increase in the number of displaced persons could lead to a further deterioration of current conditions. Throughout 2009, most of the internally displaced persons will continue to need humanitarian assistance, especially shelter, food, water and sanitation and the delivery of basic social services including health and education.

Pakistan's geography also makes it highly susceptible to natural disasters, including seasonal monsoon floods and earthquakes. Although the country has developed a fairly sound capacity to respond to natural disasters, support from the humanitarian community remains crucial. In 2009, OCHA will conduct regular contingency planning exercises and improve its lines of communication with the National Disaster Management Agency at federal and provincial levels. OCHA will consolidate contingency plans and improve partnerships between the humanitarian community and the Government in the areas of disaster risk reduction and preparedness.

As with so many other countries, Pakistan was hard hit by 2008's soaring increases in food and oil prices. Inflationary pressures have left 5.2 million households food insecure and in need of a strengthened safety net. In support of the recently-formed Task Force on Food, OCHA will increase its efforts to address the needs of those who are food insecure by focusing particularly on rural areas and families distressed by natural disasters and hostilities.

In 2009, OCHA will reinforce its current presence in Pakistan to support the increased need for humanitarian coordination amongst the humanitarian community and augment its support to the Humanitarian Coordinator (HC) and the Humanitarian Country Team. OCHA will provide additional technical expertise on humanitarian issues and ensure the appropriate collection and dissemination of information.

In 2008, OCHA established a presence in Peshawar to facilitate relief coordination and to support the HC. In 2009, OCHA will strengthen this presence with additional staff in order to increase outreach to affected populations in NWFP and FATA. OCHA will strengthen its engagement in advocating for humanitarian space, protection of civilians and respect of humanitarian principles.

OCHA will also manage an Emergency Response Fund (ERF) for quick and flexible response to emerging humanitarian needs.

Planned Staffing	
Professionals	2
National Officers	11
General Service	4
United Nations Volunteers	-
Total	**17**

Total Costs	
Staff Costs	738,270
Non-Staff Costs	343,802
Total Requested (US$)	**1,082,072**

Key Objectives, Outputs and Indicators

A predictable and needs-based humanitarian financing system	
Outputs	**Indicator**
• Well-funded and functioning ERF mechanism. • Improved understanding of humanitarian financing mechanisms including the Central Emergency Relief Fund and flash appeals.	• ERF established by June 2009.
Improved coordination structure at departmental and national level	
Output	**Indicator**
• Strengthened support to the Humanitarian Coordinator.	• OCHA comprehensive support to the Humanitarian Coordinator Office by June 2009.
Greater incorporation of disaster risk reduction approaches and strengthened preparedness in humanitarian response	
Output	**Indicator**
• IASC contingency plan updated and aligned with the Government's plan.	• Contingency plan updated twice annually.
A more strategic advocacy of humanitarian principles and issues	
Output	**Indicator**
• Awareness of key humanitarian advocacy issues (including humanitarian space, guiding principles on IDPs and protection of civilians) raised in close cooperation with partners.	• Key humanitarian messages updated monthly and shared with IASC partners.

Sri Lanka

http://ochaonline.un.org/srilanka

Sri Lanka's 25 year-long conflict saw dramatic developments during 2008. In January, the Government withdrew from the 2002 Ceasefire Agreement and military activities increased in the northern Vanni region, with displacement increasing sharply during the second half of the year. Rising insecurity forced United Nations and NGO staff to relocate outside Vanni in September 2008. Since then, assistance to address the most urgent humanitarian needs for the estimated 230,000 internally displaced persons has been provided through relief convoys.

In contrast to the deteriorating humanitarian situation in the north, the east of Sri Lanka witnessed significant progress, including the return of 126,000 people who had been displaced in 2006 and 2007. Local elections in March, followed by provincial elections in May 2008, brought former fighters from a breakaway faction of the Liberation Tigers of Tamil Eelam into government structures. Consequently, the focus of assistance moved from relief to recovery – rebuilding homes, restoring livelihoods and stabilizing communities. Humanitarian assistance also continued for the remaining 22,000 internally displaced persons in camps and host families.

Progress in the east has been tempered by significant, lingering protection and rule of law concerns. Populations outside of the conflict areas, including Sri Lanka's capital, Colombo, have been subjected to regular acts of violence including indiscriminate bombings and explosions. The country is also prone to natural disasters, especially flooding, which usually accompanies the bi-annual monsoon rains, causing large-scale, albeit temporary displacements.

In 2009, OCHA will continue to support humanitarian response efforts through its main office in Colombo and sub-offices in Batticaloa, Jaffna, Trincomalee and Vavuniya. The Vavuniya sub-office will be reinforced to support ongoing relief and protection needs in the north. The offices in Jaffna and the east will monitor residual humanitarian and protection needs as well as support the transition from humanitarian coordination to recovery and development structures.

Under the leadership of the Humanitarian Coordinator (HC), OCHA Sri Lanka will continue its support to the UN and the Humanitarian Country Team, liaising closely with focal points for security in the main conflict-affected areas. Integral to this support are the information products and services provided by the OCHA information management unit.

OCHA will continue to lead the humanitarian planning process through the Common Humanitarian Action Plan (CHAP) as well as facilitate regular contingency planning exercises. OCHA will also support the HC and the wider humanitarian

Planned Staffing	
Professionals	10
National Officers	-
General Service	40
United Nations Volunteers	-
Total	**50**

Total Costs	
Staff Costs	2,352,974
Non-Staff Costs	903,045
Total Requested (US$)	**3,256,019**

community in developing advocacy strategies and communication messages ensuring humanitarian and protection needs are effectively addressed. Liaison support will further be provided to the Ministry of Disaster Management and Human Rights in order to facilitate its role as Chair of the Consultative Committee on Humanitarian Affairs; and to the Ministry's Disaster Management Centre on information management and disaster planning and response.

© OCHA

Key Objectives, Outputs and Indicators

Predictable and needs-based humanitarian financing system	
Outputs	**Indicators**
• Well-funded Humanitarian Appeal addressing priority needs in the north of Sri Lanka. • Appropriate use of Central Emergency Relief Fund (CERF) to address urgent and under-funded needs.	• Quarterly updates on CHAP project implementation. • CHAP funded at 70 per cent or more. • All requests for CERF (both for under-funded and rapid response windows) funded.
Improved coordination structures at country, regional and international level	
Output	**Indicator**
• A functioning coordination mechanism in line with the principles of humanitarian reform.	• Cluster leads use terms of reference based on the revised inter-agency planning guidelines.
Greater incorporation of disaster risk reduction approaches and strengthened preparedness in humanitarian response	
Output	**Indicator**
• Strengthened humanitarian response planning.	• Quarterly update of humanitarian contingency plan. • Disaster preparedness data compiled by the end of 2009.
More strategic advocacy on humanitarian principles and issues	
Outputs	**Indicators**
• Decision making on humanitarian and protection priorities are supported by International Humanitarian Law, Guiding Principles on Internal Displacement and Protection of Civilians. • Guiding Principles on Humanitarian and Development Assistance in Sri Lanka promoted and implementation monitored.	• Quarterly reports on humanitarian access developed by OCHA and shared with partners. • A joint advocacy strategy developed which anticipates risk and articulates key messages.
Strengthened information management based on common standard and best practices	
Outputs	**Indicator**
• OCHA's information products and services support information sharing and coordination. • Information management tools support cluster roll-out and integration of cross cutting issues to inform and improve humanitarian response. • Timely, appropriate information products produced in support of preparedness and response activities.	• Monthly updates of website products supporting the Government's geo-spatial data management and updates.

Bermuda (U.K.)
BAHAMAS
Turks and Caicos Islands (U.K.)
DOMINICAN REPUBLIC
Puerto Rico (U.S.A.)
US Virgin Islands (U.S.A)
British Virgin Islands (U.K.)
ST LUCIA
Anguilla (U.K.)
ST KITTS & NEVIS
Montserrat (U.K.)
ANTIGUA & BARBUDA
Guadeloupe (FRANCE)
DOMINICA
Martinique (FRANCE)
BARBADOS
ST VINCENT & THE GRENADINES
TRINIDAD AND TOBAGO
GUYANA
SURINAME
French Guiana (FRANCE)
Gulf of Mexico
MEXICO
CUBA
Cayman Islands (U.K.)
JAMAICA
HAITI
BELIZE
HONDURAS
GUATEMALA
EL SALVADOR
NICARAGUA
COSTA RICA
PANAMA
Galapagos Islands (ECUADOR)
Netherlands Antilles (NETHERLANDS)
Aruba (NETHERLANDS)
GRENADA
VENEZUELA
COLOMBIA
ECUADOR
PERU
BRAZIL
BOLIVIA
PARAGUAY
URUGUAY
CHILE
ARGENTINA
Falkland Islands (Islas Malvinas)
Pacific Ocean
Atlantic Ocean

Field Offices: Latin America and the Caribbean

Colombia

Haiti

Colombia

Despite notably lower crime figures, the humanitarian situation in Colombia remains serious. Armed confrontations, though fewer in number, are becoming more intense along the Pacific coast and in areas close to the borders. This situation has resulted in complex protection issues linked to the fact that the violence has had a disproportionate impact on ethnic minorities, indigenous communities and women and children. Sexual violence, threats to community leaders and sustained pressure on communities are increasingly being reported as causes of mass displacements.

The Colombian government has registered at least 2.8 million internally displaced persons (IDPs). Local NGOs believe that the number of IDPs is much higher – possibly as high as 4.2 million. On average, over 800 persons are displaced on a daily basis because of direct or indirect violence exerted on communities and their leaders. In the first eight months of 2008, there were over 240,000 new IDPs.

Although there are no official figures on forced recruitment, the Coalition to Stop the Use of Child Soldiers estimates that between 7,000 to 14,000 children have been forcibly recruited by non-State armed groups in Colombia.

http://ochaonline.un.org/colombia

Under the guidance of the Humanitarian Coordinator (HC), OCHA Colombia plans to implement a number of action-oriented advocacy activities including training seminars and a common communication strategy aimed at raising awareness on humanitarian principles with the government and other local partners.

Natural disasters perennially distress the country: heavy rains, floods, earthquakes and volcanic eruptions affected 1.5 million people in 2007 and at least 700,000 more in 2008. The impact of disasters is most harshly felt by rural communities, especially those already burdened by Colombia's internal challenges. Emergency preparedness is at the core of the work carried out under the United Nations Emergency Technical Team (UNETT), an Inter-Agency Standing Committee (IASC) like mechanism also involving national authorities and their ability to respond to natural disasters.

As 2009 begins, OCHA Colombia will revise national and local contingency plans with a particular focus on disasters and protection issues, especially in areas close to the borders. OCHA Colombia will ensure an effective distribution of available information products via its webpage, enhancing the analysis and decision-making capacity of all stakeholders for both prevention and response strategies.

Although the Government is the main provider of humanitarian assistance, municipal authorities have inadequate capacities to respond to emergencies. United Nations and non-UN humanitarian field

Planned Staffing	
Professionals	7
National Officers	14
General Service	16
United Nations Volunteers	1
Total	**38**

Total Costs	
Staff Costs	2,922,721
Non-Staff Costs	997,175
Total Requested (US$)	**3,919,896**

presence on the ground has increased over the past two years providing complementary support to government-led response efforts, largely focusing on protection and on the provision of technical assistance. In close cooperation with the HC, OCHA Colombia will strengthen the participation of UN and non-UN actors in national and local coordination mechanisms including the Humanitarian Country Team (HCT).

Key Objectives, Outputs and Indicators

Improved coordination structures at country, regional and international level	
Outputs	**Indicators**
• Increased participation of local actors in national and local coordination mechanisms linked to the HCT. • Fully functioning coordination mechanisms in priority areas.	• Three new IASC local coordination mechanisms established. • Three joint sectoral plans or strategies formulated and implemented targeting vulnerable groups and regions.
Greater incorporation of disaster risk reduction approaches and strengthened preparedness in humanitarian response	
Outputs	**Indicators**
• Revised and updated contingency plans (disasters and complex emergency at local and national level). • Fully functioning UNETT.	• Revision of contingency plans according to revised inter-agency planning guidelines. • UNETT emergency preparedness strategy fully implemented by the end of first quarter.
A more strategic advocacy of humanitarian principles and issues	
Outputs	**Indicators**
• Advocacy strategy to increase awareness of humanitarian principles and victims' rights developed in accordance with OCHA's advocacy policy instruction and guidelines. • Communication strategy for humanitarian principles and priority issues implemented.	• Action-oriented advocacy activities conducted by local coordination mechanisms. • Country-level communication plan for 2009 endorsed by the HC and monitored and supported by OCHA.
Strengthened information management based on common standards and best practices	
Output	**Indicator**
• Engendered programming improved.	• Differentiated data (gender, age-based, Indigenous and Afro-Colombians) available on the website.

Haiti

Haiti is the poorest country in the western hemisphere and one that faces chronic humanitarian crises. The lack of social services and employment opportunities has worsened existing humanitarian needs, including insufficient food security, health services and protection of civilians. Deteriorating living conditions continue to provoke rural-to-urban migration where overtaxed infrastructures and high unemployment rates further increase poverty and vulnerability. The increase in food and oil prices and the devastating hurricane season in 2008 diminished living conditions even more. Eighty percent of the population lives on less than two US dollars per day.

Haiti is a disaster-prone country. Deforestation has accentuated the risk of flooding and mudslides. Food insecurity will continue to pose a major problem to the population in 2009. Haiti imports 52 percent of its food (including over 80 per cent of its rice), and all of its fuel, leaving it exposed to fluctuations in the global prices of basic commodities. The population will remain food insecure and at risk of malnutrition.

In 2009, OCHA will strengthen the response to humanitarian needs through its field office in Port-au-Prince and with an increased presence in rural areas. On a weekly basis, field officers will monitor humanitarian needs to support the overall efforts of the humanitarian community, thereby strengthening partnership with both international and local organizations on the ground.

Under the leadership of the Humanitarian Coordinator, OCHA Haiti will continue its support to the UN and Humanitarian Country Team (HCT) and work in cooperation with the humanitarian and development focal points of the United Nations Stabilization Mission in Haiti. It will contribute to the improvement of the overall coordination mechanism, including the strengthening of the cluster approach.

The OCHA Office will strengthen its information management services and improve its information products in line with OCHA's global information management strategy; and will contribute to the systematic collection and dissemination of information. Based on experiences from 2008, OCHA will significantly strengthen its inter-cluster coordination role to ensure that the Humanitarian Coordinator and humanitarian partners have the support they expect when implementing humanitarian activities.

OCHA will continue to lead the preparedness efforts of the humanitarian community by facilitating regular contingency planning exercises in liaison with the National Disaster Management Authorities (Système National de Gestion des Risques et Désastres) at central and departmental levels.

Planned Staffing	
Professionals	6
National Officers	1
General Service	3
United Nations Volunteers	-
Total	**10**

Total Costs	
Staff Costs	1,006,654
Non-Staff Costs	239,811
Total Requested (US$)	**1,246,465**

Key Objectives, Outputs and Indicators

Predictable and needs-based humanitarian financing system	
Outputs	**Indicators**
• Well-funded and functioning emergency relief fund mechanism. • Improved understanding of humanitarian financing mechanisms including Central Emergency Relief Fund (CERF).	• Quarterly updates on the response, recovery and reconstruction mechanism. • Twenty-five partner staff trained on CERF.
Improved coordination structure at departmental and national level	
Outputs	**Indicators**
• Support to the Deputy Special Representative of the Secretary-General, Resident and Humanitarian Coordinator. • Strengthened Humanitarian Country Team (HCT) with continued participation of NGO partners. • Functioning clusters in line with the principles of the humanitarian reform.	• All decisions taken by the Inter-agency Standing Committee are implemented. • HCT and clusters meet regularly with adequate participation from non-UN partners.
Greater incorporation of disaster risk reduction approaches and strengthened preparedness in humanitarian response	
Output	**Indicators**
• Contingency plan updated.	• Bi-annual update of contingency plan. • Disaster preparedness data compiled.
Strengthened information management based on common standard and best practices	
Outputs	**Indicators**
• OCHA's information products and services support information sharing and coordination. • Information management tools (GIS, web site, "Who, What, Where (3W)") support sector-based coordination and integration of cross cutting issues.	• Monthly update of website. • Updated 3W and quarterly production of maps.

Annexes

I. Details of Budget for 2009

II. Details of Staffing for 2009

III. Projects Hosted by OCHA

IV. OCHA Trust Funds, Special Accounts and Other Funding Channels

Acronyms and Abbreviations

Annex I

Details of Budget for 2009 (US$)

Headquarters	Regular Budget		Extrabudgetary				Total Budget (Regular and Extrabudgetary)	Total Requested in 2009
			Core		Project			
	Staff	Non-staff	Staff	Non-staff	Staff	Non-staff		
Executive Management								
Offices of the USG/ERC and ASG/DERC	1,451,300	139,200	1,580,377	422,620	-	-	3,593,497	2,002,997
Office of the Director, New York	-	-	168,144	124,300	-	-	292,444	292,444
Funding Coordination Section	-	-	1,018,399	113,771	-	-	1,132,170	1,132,170
Donor and External Relations Section (New York)	-	-	874,322	198,611	-	-	1,072,933	1,072,933
Strategic Planning Unit	-	-	881,260	247,781	-	-	1,129,041	1,129,041
Office of the Director, Geneva	326,600	34,100	896,424	211,683	-	-	1,468,807	1,108,107
Subtotal	**1,777,900**	**173,300**	**5,418,926**	**1,318,766**	**-**	**-**	**8,688,892**	**6,737,692**
Executive Office and Administrative Office								
Executive Office	594,300	493,700	3,090,913	5,215,661	-	-	9,394,574	8,306,574
Administrative Office	490,700	685,000	7,672,350	7,384,248	-	-	16,232,298	15,056,598
Humanitarian Field Coordination Programme Project	-	-	-	-	-	1,005,700	1,005,700	1,005,700
Field Management System Project	-	-	-	-	497,040	1,206,105	1,703,145	1,703,145
Subtotal	**1,085,000**	**1,178,700**	**10,763,263**	**12,599,909**	**497,040**	**2,211,805**	**28,335,71**	**26,072,017**
Coordination and Response Division								
Office of the Chief	3,573,100	168,500	4,656,328	791,000	-	-	9,188,928	5,447,328
Subtotal	**3,573,100**	**168,500**	**4,656,328**	**791,000**	**-**	**-**	**9,188,928**	**5,447,328**
Emergency Services Branch								
Office of the Chief	1,442,100	771,800	414,366	149,160	-	-	2,777,426	563,526
Civil–Military Coordination Section	-	-	1,699,271	424,484	-	-	2,123,755	2,123,755
Emergency Preparedness Section	-	-	1,070,893	829,985	-	-	1,900,878	1,900,878
Environmental Emergencies Unit	-	-	406,385	116,109	-	-	522,494	522,494
Field Coordination Support Section	-	-	1,133,155	728,233	-	-	1,861,388	1,861,388
Logistics Support Unit	-	-	566,577	53,110	-	-	619,687	619,687
Surge Capacity Section	-	-	1,156,772	297,303	-	-	1,454,075	1,454,075
Capacity for Disaster Reduction Initiative	-	-	-	-	208,593	47,234	255,827	255,827
Civil–Military Coordination Training Project	-	-	-	-	293,791	284,195	577,986	577,986
Disaster Response Preparedness Project	-	-	-	-	175,710	109,610	285,320	285,320
Emergency Relief Coordination Centre	-	-	-	-	327,921	38,420	366,341	366,341
Emergency Response Roster Fund	-	-	-	-	-	101,700	101,700	101,700
Global Disaster Alert and Coordination System	-	-	-	-	-	96,050	96,050	96,050
Pandemic Influenza Contingency Project	-	-	-	-	650,527	487,575	1,138,102	1,138,102
UNDAC Developing Countries Deployment & Training Project	-	-	-	-	215,486	892,530	1,108,016	1,108,016
Subtotal	**1,442,100**	**771,800**	**6,447,419**	**2,598,384**	**1,872,028**	**2,057,314**	**15,189,045**	**12,975,145**
External Relations and Support Mobilization Branch								
Office of the Chief	-	-	1,030,740	67,670	-	-	1,098,410	1,098,410
Consolidated Appeals Process Section	-	-	2,182,576	248,677	-	-	2,431,253	2,431,253
Donor and External Relations Section (Geneva)	-	-	1,503,518	140,080	-	-	1,643,598	1,643,598
Geographical Coordination and Monitoring Section	-	-	1,248,971	93,510	-	-	1,342,481	1,342,481
OCHA Liaison Office in Brussels	-	-	361,035	139,380	-	-	500,415	500,415
Subtotal	**-**	**-**	**6,326,840**	**689,317**	**-**	**-**	**7,016,157**	**7,016,157**

Headquarters	Regular Budget		Extrabudgetary				Total Budget (Regular and Extrabudgetary)	Total Requested in 2009
			Core		Project			
	Staff	Non-staff	Staff	Non-staff	Staff	Non-staff		
Coordination and Support								
IASC/ECHA Secretariat	-	-	1,049,408	214,961	-	-	1,264,369	1,264,369
Humanitarian Reform Support Unit	-	-	-	-	1,518,245	350,627	1,868,872	1,868,872
Humanitarian Coordination Strengthening Project	-	-	-	-	1,281,524	1,012,877	2,294,401	2,294,401
Displacement and Protection Support Section	-	-	-	-	1,601,934	370,002	1,971,936	1,971,936
Protection Stand-by Capacity Project	-	-	-	-	443,968	484,667	928,635	928,635
Policy Development and Studies Branch								
Office of the Chief	675,500	85,500	855,602	274,025	-	-	1,890,627	1,129,627
Disaster and Vulnerability Policy Section	-	-	643,076	162,720	-	-	805,796	805,796
Evaluation and Studies Section	-	-	1,043,734	1,352,610	-	-	2,396,344	2,396,344
Intergovernmental Support Section	-	-	332,776	139,401	-	-	472,177	472,177
Policy Planning and Analysis Section	-	-	774,493	187,685	-	-	962,178	962,178
Protection of Civilians Section	-	-	987,266	503,342	-	-	1,490,608	1,490,608
Assessment and Classification of Emergencies Project	-	-	-	-	787,259	254,137	1,041,396	1,041,396
Food Policy Support Project	-	-	-	-	630,757	314,818	945,575	945,575
Gender Advisory Team	-	-	-	-	492,906	202,609	695,515	695,515
Guidance Management Project	-	-	-	-	696,774	38,227	735,001	735,001
Subtotal	**675,500**	**85,500**	**4,636,947**	**2,619,783**	**2,607,696**	**809,791**	**11,435,217**	**10,674,217**
Communications and Information Services Branch								
Office of the Chief	1,322,500	38,700	861,114	455,164	-	-	2,677,478	1,316,278
Communications Services Section	-	-	2,050,428	476,408	-	-	2,526,836	2,526,836
Information Services Section	-	-	2,533,177	995,365	-	-	3,528,542	3,528,542
Web Services Section	-	-	737,239	349,170	-	-	1,086,409	1,086,409
Information Technology Section	-	-	4,013,200	3,469,112	-	-	7,482,312	7,482,312
ReliefWeb	-	-	3,103,040	709,832	-	-	3,812,872	3,812,872
IRIN Headquarters	-	-	-	-	470,592	34,600	505,192	505,192
Subtotal	**1,322,500**	**38,700**	**13,298,198**	**6,455,051**	**470,592**	**34,600**	**21,619,641**	**20,258,441**
Total Headquarters Requirements	**9,876,100**	**2,416,500**	**52,597,329**	**27,287,171**	**10,293,027**	**7,331,683**	**109,801,810**	**97,509,210**

Field	Extrabudgetary		Total Requested in 2009
	Staff	Non-staff	
Integrated Regional Information Networks	**7,760,739**	**3,243,507**	**11,004,246**
Regional Offices			
Regional Office for Asia and the Pacific	3,233,563	1,369,215	4,602,778
Regional Disaster Response Adviser for the Pacific	433,689	219,495	653,184
Pandemic Influenza Contingency (Asia and the Pacific)	372,792	103,474	476,266
Regional Office for Latin America and the Caribbean	2,511,197	1,292,415	3,803,612
Pandemic Influenza Contingency (Latin America and the Caribbean)	271,421	93,677	365,098
Regional Office for the Middle East, North Africa and Central Asia	2,701,064	922,125	3,623,189
Regional Disaster Response Adviser for Central Asia	748,573	319,683	1,068,256
Pandemic Influenza Contingency (Middle East and North Africa)	214,753	159,426	374,179
Pandemic Influenza Contingency (Central Asia and Southern Europe)	214,243	74,293	288,536

Field	Extrabudgetary		
	Staff	Non-staff	Total Requested in 2009
Regional Office for Central and Eastern Africa	2,406,073	724,217	3,130,290
Pandemic Influenza Contingency (Central and Eastern Africa)	140,604	32,261	172,865
Regional Office for Southern Africa	2,468,743	785,197	3,253,940
Pandemic Influenza Contingency (Southern Africa)	265,315	59,141	324,456
Regional Office for West Africa	2,852,527	1,451,241	4,303,768
Pandemic Influenza Contingency (West Africa)	269,840	90,160	360,000
African Union Liaison Office	696,989	268,950	965,939
Subtotal for Regional Offices	**19,801,386**	**7,964,970**	**27,766,356**
Africa			
Central African Republic	1,669,815	830,095	2,499,910
Chad	3,352,203	1,644,709	4,996,912
Côte d'Ivoire	2,970,282	921,515	3,891,797
Democratic Republic of the Congo	8,684,720	4,634,550	13,319,270
Eritrea	296,851	207,051	503,902
Ethiopia	2,430,338	1,213,100	3,643,438
Guinea	610,756	349,188	959,944
Kenya	1,899,015	581,368	2,480,383
Niger	1,906,468	752,086	2,658,554
Somalia	4,393,476	1,470,457	5,863,933
Sudan	13,703,867	3,975,774	17,679,641
Uganda	2,296,614	989,331	3,285,945
Zimbabwe	2,099,965	306,151	2,406,116
Subtotal	**46,314,370**	**17,875,375**	**64,189,745**
Middle East			
occupied Palestinian territory	4,861,337	1,443,575	6,304,912
Iraq	3,946,166	1,535,896	5,482,062
Subtotal	**8,807,503**	**2,979,471**	**11,786,974**
Asia			
Indonesia	933,145	297,189	1,230,334
Myanmar	1,242,121	862,717	2,104,838
Nepal	1,417,002	497,507	1,914,509
Pakistan	738,270	343,802	1,082,072
Sri Lanka	2,352,974	903,045	3,256,019
Subtotal	**6,683,512**	**2,904,260**	**9,587,772**
Latin America and the Caribbean			
Colombia	2,922,721	997,175	3,919,896
Haiti	1,006,654	239,811	1,246,465
Subtotal	**3,929,375**	**1,236,986**	**5,166,361**
Europe			
Georgia	204,470	109,610	314,080
Subtotal	**204,470**	**109,610**	**314,080**
Total Requirements for Field	**93,501,355**	**36,314,179**	**129,815,534**
Total Extrabudgetary Requirements for Headquarters and Field	**156,391,711**	**70,933,033**	**227,324,744**

Annex II

Staffing requirements for 2009

Headquarters	Regular Budget		Extrabudgetary				Total Posts (Regular and Extrabudgetary)	Total Extrabudgetary Posts
			Core		Project			
	Professional	General Service	Professional	General Service	Professional	General Service		
Executive Management								
Offices of the USG/ERC and ASG/DERC	6	3	5	7	-	-	12	12
Office of the Director, New York	-	-	1	-	-	-	1	1
Funding Coordination Section	-	-	5	2	-	-	7	7
Donor and External Relations Section (New York)	-	-	4	1	-	-	5	5
Strategic Planning Unit	-	-	4	1	-	-	5	5
Office of the Director, Geneva	1	1	2	4	-	-	8	6
Subtotal	**7**	**4**	**21**	**15**	**-**	**-**	**38**	**36**
Executive Office and Administrative Office								
Executive Office	1	3	11	8	-	-	23	19
Administrative Office	2	1	18	41	-	-	62	59
Humanitarian Field Coordination Programme Project	-	-	-	-	-	-	-	-
Field Management System Project	-	-	-	-	-	-	-	-
Subtotal	**3**	**4**	**29**	**49**	**-**	**-**	**85**	**78**
Coordination and Response Division								
Office of the Chief	23	4	19	6	-	-	52	25
Subtotal	**23**	**4**	**19**	**6**	**-**	**-**	**52**	**25**
Emergency Services Branch								
Office of the Chief	8	2	1	2	-	-	13	3
Civil–Military Coordination Section	-	-	6	2	-	-	8	8
Emergency Preparedness Section	-	-	2	3	-	-	5	5
Environmental Emergencies Unit	-	-	1	-	-	-	1	1
Field Coordination Support Section	-	-	3	3	-	-	6	6
Logistics Support Unit	-	-	1	3	-	-	4	4
Surge Capacity Section	-	-	4	3	-	-	7	7
Civil–Military Coordination Training Project	-	-	-	-	1	-	1	1
Disaster Response Preparedness Project	-	-	-	-	1	-	1	1
Emergency Relief Coordination Centre	-	-	-	-	1	1	2	2
Emergency Response Roster Fund	-	-	-	-	-	-	-	-
Capacity for Disaster Reduction Initiative	-	-	-	-	1	-	1	1
Global Disaster Alert and Coordination System	-	-	-	-	-	-	-	-
Pandemic Influenza Contingency	-	-	-	-	3	1	4	4
UNDAC Developing Countries Deployment & Training Project	-	-	-	-	1	-	1	1
Subtotal	**8**	**2**	**18**	**16**	**8**	2	**54**	**44**
External Relations and Support Mobilization Branch								
Office of the Chief	-	-	3	2	-	-	5	5
Consolidated Appeals Process Section	-	-	5	6	-	-	11	11
Donor and External Relations Section (Geneva)	-	-	5	3	-	-	8	8
Geographical Coordination and Monitoring Section	-	-	3	2	-	-	5	5
OCHA Liaison Office in Brussels	-	-	1	1	-	-	2	2
Subtotal	**-**	**-**	**17**	**14**	**-**	**-**	**31**	**31**

Headquarters	Regular Budget		Extrabudgetary				Total Posts (Regular and Extrabudgetary)	Total Extrabudgetary Posts
			Core		Project			
	Professional	General Service	Professional	General Service	Professional	General Service		
Coordination and Support								
IASC/ECHA Secretariat	-	-	4	3	-	-	7	7
Humanitarian Reform Support Unit	-	-	-	-	7	1	8	8
Humanitarian Coordination Strengthening Project	-	-	-	-	4	3	7	7
Displacement and Protection Support Section	-	-	-	-	8	2	10	10
Protection Stand-by Capacity Project	-	-	-	-	2	1	3	3
Subtotal	**-**	**-**	**4**	**3**	**21**	**7**	**35**	**35**
Policy Development and Studies Branch								
Office of the Chief	4	-	2	2	-	-	8	4
Disaster and Vulnerability Policy Section	-	-	2	1	-	-	3	3
Evaluation and Studies Section	-	-	4	2	-	-	6	6
Intergovernmental Support Section	-	-	1	1	-	-	2	2
Policy Planning and Analysis Section	-	-	3	1	-	-	4	4
Protection of Civilians Section	-	-	4	1	-	-	5	5
Assessment and Classification of Emergencies Project	-	-	-	-	3	1	4	4
Food Policy Support Project	-	-	-	-	3	1	4	4
Gender Advisory Team	-	-	-	-	2	1	3	3
Guidance Management Project	-	-	-	-	3	1	4	4
Subtotal	**4**	**-**	**16**	**8**	**1**	**4**	**43**	**39**
Communication and Information Services Branch								
Office of the Chief	7	3	2	2	-	-	14	4
Communication Services Section	-	-	11	-	-	-	11	11
Information Services Section	-	-	11	1	-	-	12	12
Web Services Unit	-	-	3	2	-	-	5	5
Information Technology Section	-	-	16	11	-	-	27	27
ReliefWeb	-	-	13	5	-	-	18	18
IRIN Headquarters	-	-	-	-	2	1	3	3
Subtotal	**7**	**3**	**56**	**21**	**2**	**1**	**90**	**80**
Total Headquarters Requirements	**52**	**17**	**180**	**132**	**42**	**14**	**428**	**368**

Field	Extrabudgetary			Total Posts (Extrabudgetary)	UNV	Total Extrabudgetary Posts including UNV
	Professional	National	General Service			
Integrated Regional Information Networks	**28**	**15**	**38**	**81**		**81**
Regional Offices						
Regional Office for Asia and the Pacific	13	6	7	26	1	27
Regional Disaster Response Adviser for the Pacific	2	-	1	3	-	3
Pandemic Influenza Contingency (Asia and the Pacific)	1	1	1	3	-	3
Regional Office for Latin America and the Caribbean	8	7	20	35	-	35
Pandemic Influenza Contingency (Latin America and the Caribbean)	1	1	1	3	-	3
Regional Office for the Middle East, North Africa and Central Asia	10	5	12	27	-	27
Regional Disaster Response Adviser for Central Asia	3	1	3	7	-	7
Pandemic Influenza Contingency (Middle East and North Africa)	1	1	-	2	-	2
Pandemic Influenza Contingency (Central Asia and Southern Europe)	1	1	-	2	-	2

Field	Extrabudgetary			Total Posts (Extrabudgetary)	UNV	Total Extrabudgetary Posts including UNV
	Professional	National	General Service			
Regional Office for Central and Eastern Africa	9	5	10	24	-	24
Pandemic Influenza Contingency (Central and Eastern Africa)	1	1	1	3	-	3
Regional Office for Southern Africa	15	1	9	25	-	25
Pandemic Influenza Contingency (Southern Africa)	1	1	-	2	-	2
Regional Office for West Africa	11	5	17	33	-	33
Pandemic Influenza Contingency (West Africa)	1	1	1	3	-	3
African Union Liaison Office	3	1	4	8	-	8
Subtotal for Regional Offices	**81**	**38**	**87**	**206**	**1**	**207**
Africa						
Central African Republic	8	3	10	21	-	21
Chad	15	8	20	43	1	44
Côte d'Ivoire	8	14	27	49	1	50
Democratic Republic of the Congo	24	32	77	133	5	138
Eritrea	1	2	3	6	-	6
Ethiopia	9	16	27	52	1	53
Guinea	2	5	5	12	-	12
Kenya	8	7	11	26	-	26
Niger	8	8	13	29	-	29
Somalia	16	24	17	57	1	58
Sudan	42	40	203	285	1	286
Uganda	9	10	21	40	-	40
Zimbabwe	7	7	9	23	-	23
Subtotal	**157**	**176**	**443**	**776**	**10**	**786**
Middle East						
occupied Palestinian territory	11	13	33	57	4	61
Iraq	12	7	10	29	-	29
Subtotal	**23**	**20**	**43**	**86**	**4**	**90**
Asia						
Indonesia	3	4	4	11	1	12
Myanmar	12	8	30	50	-	50
Nepal	6	7	15	28	-	28
Pakistan	2	11	4	17	-	17
Sri Lanka	10	-	40	50	-	50
Subtotal	**33**	**30**	**93**	**156**	**1**	**157**
Latin America and the Caribbean						
Colombia	7	14	16	37	1	38
Haiti	6	1	3	10	-	10
Subtotal	**13**	**15**	**19**	**47**	**1**	**48**
Europe						
Georgia	4	1	1	6	-	6
Subtotal	**4**	**1**	**1**	**6**	**-**	**6**
Total Requirements for Field	**339**	**295**	**724**	**1,358**	**17**	**1,375**
Total Extrabudgetary Requirements for Headquarters and Field	**561**	**295**	**870**	**1,726**	**17**	**1,743**

Annex III

Projects Hosted by OCHA

This new annex to OCHA in 2009 includes two inter-agency projects – the Gender Standby Capacity Project (GenCap) and the Protection Standby Capacity Project (ProCap) – both currently hosted by OCHA at the request of their respective Steering Committees. To date, the projects have either received earmarked funds from donors against their individual appeal documents or, as in the case of ProCap in 2007-8, have been included in the protection section of the Appeal for Global Capacity Building. The roles and activities of the projects are managed by the Policy Development and Studies Branch (GenCaP) and by the Displacement and Protection Support Section (ProCap).

Annex III presents requirements of partners supporting projects, which are outside OCHA's global 2009 extra-budgetary requirements. OCHA charges an administrative fee of 3% to cover related costs when handling such contracts with partners (NRC in this instance). Annex I and Annex II contain additional information on OCHA's requirements to manage these projects.

Gender Standby Capacity Project

The Gender Standby Capacity Project was established in January 2007 as a proactive response to evaluations, which consistently concluded that in emergency responses, "gender kept falling through the cracks". A pool of GenCap Advisers is ready to be deployed in humanitarian emergencies to support Humanitarian Country Teams (HCTs) in mainstreaming gender equality and gender-based violence (GBV) programming into all aspects of a humanitarian response. GenCap is an integral part of a systemic approach to strengthen the Humanitarian Coordinators' role and advance humanitarian reform as a whole.

The Project is overseen and directed by the GenCap Steering Committee and the Secretariat. The Norwegian Refugee Council (NRC) manages the contracts of the GenCap Advisers.

The project is managed by the Policy Development and Studies Branch (this arrangement will be reviewed in 2009). It provides secretariat services to the Steering Committee, as well as day-to-day management of the project. This includes substantive issues related to the deployment of GenCap Advisers, liaison with donors and NGO standby partners, organization of trainings and workshops, as well as the monitoring and evaluation of GenCap. Key outputs in 2009 will be:

- The GenCap Steering Committee to receive appropriate secretariat support for project monitoring and evaluation, reporting, strategy development and on substantive issues relating to GenCap deployments.
- Assessment reports of gender equality programming and a series of good practices and lessons to be produced and widely disseminated throughout the humanitarian community.
- At least three global clusters to mainstream gender into their tools, manuals and trainings.
- Gender Handbooks and GBV Guidelines continue to be rolled out and trainings organized for Arabic, French and Spanish-speaking regions.
- Gender equality programming, including GBV to be mainstreamed into the training modules of standby partners.

The NRC is responsible for recruitment, contracts and salaries of GenCap Advisers and provides administration and logistic support for their deployment. Key outputs in 2009 will be:

- Consolidation of a roster totalling 35 trained and available members through appropriate recruitment and human resource management.
- GenCap Advisers provide appropriate gender expertise to HCTs in at least 15 to 20 new assignments.

Financial Summary for NRC	
Salaries, deployment costs and NRC management of GenCap roster	2,153,400
Recruitment, training, communication and administrative supplies and equipment	33,000
NRC Administrative Costs/OCHA Transfer Overheads	178,192
Total (US$)	**2,364,592**

Protection Standby Capacity Project

The Protection Standby Capacity Project was launched in late 2005 in response to identified gaps in protection skills, a lack of knowledge in the field and the need for experienced staff, particularly at a senior level, to support humanitarian protection responses. The focus of ProCap is to enhance United Nations and inter-agency protection responses and contribute to global protection capacities through predictable and effective deployment of personnel with proven protection expertise. It reinforces the strategic and operational protection response for internally displaced persons and other vulnerable groups in emergencies and protracted complex crises and supports the capacity-building objectives of the Global Protection Cluster. The project is overseen and directed by the inter-agency ProCap Steering Committee.

OCHA's Displacement and Protection Support Section provides all secretariat services to the Steering Committee. This includes day-to-day management of the project, substantive issues related to the deployment of ProCap Senior Protection Officers (SPOs) and liaison with NGO standby partners. The support unit also organizes ProCap protection training workshops for personnel on the rosters of NGO Standby Partners who are deployed to United Nations agencies in the field. Key outputs in 2009 will be:

- The Steering Committee to receive appropriate secretariat support for project monitoring and evaluation, reporting, strategy development and on substantive issues relating to SPO deployments.
- Technical and operational "lessons learned" from SPO deployments and standby partners to be collated and fed into global processes to develop policy, tools and guidance.
- One hundred roster members to receive ProCap inter-agency training (through three to four workshops).

The Norwegian Refugee Council manages the recruitment, contracts and salaries of the ProCap Senior Protection Officers, and – in close consultation with the Displacement and Protection Support Section – provides administration and logistic support for their deployments. Key outputs in 2009 will be:

- Effective maintenance of roster numbers through appropriate recruitment and human resource management.
- The deployment of Senior Protection Officers to United Nations agencies to provide appropriate expertise to the agency and country team protection response in at least 15 new assignments.

Financial Summary	
Salaries, deployment costs and NRC management of Senior Protection Officers	3,200,000
Recruitment, training, communication and administrative supplies/equipment	47,400
NRC Administrative Costs/OCHA Transfer Overheads	264,663
Total (US$)	**3,512,063**

Annex IV

OCHA Trust Funds, Special Accounts and Other Funding Channels

OCHA finances its activities through two main channels:

1. The United Nations Regular Budget, which is approved biennially by the General Assembly (in 2009, this will comprise five per cent of OCHA's total initial annual requirements); and
2. Voluntary contributions administered through trust funds (primarily the Trust Fund for the Strengthening of OCHA and the Trust Fund for Disaster Relief – for which regular contributions are vital).

Trust Fund for the Strengthening of OCHA

Established in 1974 pursuant to General Assembly Resolution 3243

Voluntary contributions to this trust fund enable OCHA to cover staff and non-staff costs at headquarters for core activities carried out in the discharge of the mandate entrusted to it by the General Assembly (where these costs are not funded by Regular Budget allocations).

This fund is subject to three per cent programme support costs on grants to NGOs and 13 per cent on core and other activities.

Sub-account for Strengthening the Integrated Regional Information Networks

Established under the Trust Fund for the Strengthening of OCHA as the funding source for IRIN's staff and non-staff requirements

This sub-account is subject to 13 per cent programme support costs.

Trust Fund for Disaster Relief

Established in 1971 pursuant to General Assembly Resolution 2816

This fund receives earmarked and unearmarked contributions for disaster relief to finance coordination and relief activities and provide initial emergency grants to field offices. The fund enables OCHA to cover relief needs as an advance in cases where the response of the donor community is slow. Earmarked contributions are deposited into separate accounts for specific projects or countries affected by crisis.

The fund is subject to three per cent programme support costs on grants to NGOs and other partners and 13 per cent on activities carried out by OCHA.

A special sub-account known as the *Field Coordination Reserve Fund* was established in 1999 to enable donors to provide unearmarked funds for field coordination. This sub-account is used as a reserve fund to allow for the establishment of OCHA presences in new emergencies, the expansion of presences in changing situations and support to severely underfunded crises. Following assessment of the programming and funding situation of its field offices, OCHA is able to allocate resources from this fund on a priority and emergency basis – allowing field operations to be managed with the required flexibility, and promoting equity between crises.

The Field Coordination Reserve Fund is subject to 13 per cent programme support costs.

The Trust Fund for Disaster Relief also contains *"specially designated contributions"*, which do not form part of the requirements for activities detailed in OCHA in 2009. They are used for the implementation of emergency relief assistance activities by partners (United Nations Agencies and NGOs) and include:

- **Natural Disaster Activities –** grants for United Nations Agencies and other partners providing emergency relief in the event of a natural disaster (funds may be earmarked for a specific purpose or disaster, such as the purchase of relief items, UNDAC deployments, surge capacity deployments or the management of OCHA's relief stocks held in the United Nations Humanitarian Response Depot).
- **Natural Disaster Reserve Pre-positioned Funds –** pre-positioned reserves that are loosely earmarked by donors and held in reserve for natural disaster response in any country.
- **Other Humanitarian Funds –** includes funds consisting of contributions that are earmarked by donors as grants for United Nations Agencies and NGOs implementing relief activities in the field (for Emergency/Humanitarian Response Funds).

Special Account for Programme Support

The funds in this account are derived from the programme support costs levied on activities financed through OCHA's trust funds. This levy is 3 per cent

on grants to NGOs and 13 per cent on all expenditures incurred by OCHA activities. The resulting income is used to fund administrative and common services provided by the United Nations in support of OCHA's extrabudgetary activities.

Afghanistan Emergency Trust Fund

Established in June 1988 by the Secretary-Genera.

The Afghanistan Emergency Trust Fund channels funds received from donors for humanitarian activities in Afghanistan. The fund currently supports the Office of the Deputy Special Representative of the Secretary-General to the United Nations Assistance Mission in Afghanistan and the necessary assistance through two memoranda of understanding: the first provides grants to NGOs working to address rehabilitation needs, while the second is for humanitarian and economic development activities.

Programme support costs generated through this trust fund remain within the fund.

Tsunami Trust Fund

Established following the tsunami of 26 December 2004

This fund finances activities undertaken in the course of coordination of humanitarian action in relation to the earthquake and tsunami of December 2004, including the provision of relief to victims as well as longer-term infrastructure development. The fund is in its closing stages, with funds remaining used to support UNDP's development activities. This fund is not expected to be active beyond 2008 and it is anticipated to close finally in 2009.

Programme support is levied at 3 per cent for grants to United Nations Agencies, international organizations and NGOs, with 13 per cent for coordination activities carried out by OCHA.

Central Emergency Response Fund

Established in 1991 pursuant to General Assembly Resolution 46/182 as a Revolving Fund; expanded in December 2005 to a Response Fund following a consensus decision

The Central Emergency Revolving Fund (CERF) operated for 14 years as a revolving cash-flow mechanism, ensuring the provision of adequate resources to United Nations humanitarian agencies in the initial phase of emergencies requiring a system-wide response. The loan facility of US$ 50 million primarily allows agencies to access funds quickly while awaiting receipt of contributions from pledges.

The fund was upgraded (and renamed as the Central Emergency Response Fund) in December 2005 to include a grant element that makes funds available to United Nations Agencies and the International Organization for Migration for early action and response – to reduce loss of life and enhance response to time-critical requirements and to strengthen core elements of humanitarian response in underfunded crises. The CERF is resourced through voluntary contributions, and its target is US$ 500 million, of which US$ 450 million is for grants. As of November 2008, the CERF had distributed more than $1 billion in grants.

Acronyms and Abbreviations

ASEAN	Association of Southeast Asian Nations
AU	African Union
BCPR	Bureau for Crisis Prevention and Recovery (UNDP)
CADRI	Capacity for Disaster Risk Reduction Initiative
CAP	Consolidated Appeals Process
CAR	Central African Republic
CERF	Central Emergency Response Fund
CHF	Common Humanitarian Fund
CMCOORD	Civil–Military Coordination
CRD	Coordination and Response Division (OCHA)
CWGER	Cluster Working Group on Early Recovery
DOCO	Development Operations Coordination Office
DPKO	Department of Peacekeeping Operations (United Nations)
DPSS	Displacement and Protection Support Section (OCHA)
DRC	Democratic Republic of the Congo
ECHA	Executive Committee on Humanitarian Affairs
ECOSOC	Economic and Social Council (United Nations)
ECOWAS	Economic Community of West African States
ERF	Emergency Response Fund
ERCC	Emergency Relief Coordination Centre
ERR	Emergency Response Roster
ESB	Emergency Services Branch (OCHA)
EU	European Union
EUFOR	European Union Force
FATA	Federally Administered Tribal Areas (Pakistan)
GenCap	Gender Standby Capacity Project
GHP	Global Humanitarian Platform
GHDIG	Good Humanitarian Donorship Implementation Group
HAP	Humanitarian Action Plan
HC	Humanitarian Coordinator
HCT	Humanitarian Country Team
HCPT	Humanitarian Community Partnership Team
HCSP	Humanitarian Coordination Strengthening Project
HDPT	Humanitarian and Development Partnership Team (Central African Republic)
HFA	Hyogo Framework for Action
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
HoO	Head of Office
HRF	Humanitarian Response Fund
HRSU	Humanitarian Reform Support Unit (OCHA)
IASC	Inter-Agency Standing Committee
IDP	Internally Displaced Person
IHL	International Humanitarian Law
IM	Information Management
INSARAG	International Search and Rescue Advisory Group
IRIN	Integrated Regional Information Networks
ISDR	International Strategy for Disaster Reduction
MIMU	Myanmar Information Management Unit
NDRA	National Disaster Response Adviser
NWFP	North West Frontier Province (Pakistan)
OCHA	Office for the Coordination of Humanitarian Affairs (United Nations)
PDRP	Peace, Recovery and Development Plan
PDSB	Policy Development and Studies Branch (OCHA)
POC	Protection of Civilians Section
ProCap	Protection Standby Capacity Project
PoNREPP	Post-Nargis Recovery and Preparation Plan
PRT	Provincial Reconstruction Team
PRSP	Poverty Reduction Strategy Paper
RC	Resident Coordinator
RC/RCM	Red Cross/Red Crescent Movement
RDRA	Regional Disaster Response Adviser
RHPT	Regional Humanitarian Partnership Team
RIASCO	Regional Inter-Agency Support Coordination Office
ROAP	Regional Office for Asia and the Pacific (OCHA)
ROCEA	Regional Office for Central and East Africa (OCHA)
ROLAC	Regional Office for Latin America and the Caribbean (OCHA)
ROSA	Regional Office for Southern Africa (OCHA)
ROWA	Regional Office for West Africa (OCHA)
RSET	Rough Severity Estimation Tool
ToR	Terms of Reference
TCG	Tripartite Core Group
UNDAC	United Nations Disaster Assessment and Coordination
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNETT	United Nations Emergency Technical Team
UNHCR	United Nations High Commissioner for Refugees
UNMEE	United Nations Mission in Ethiopia and Eritrea
UNAMID	African Union/United Nations Hybrid Operation in Darfur
UNMIN	United Nations Mission in Nepal
WFP	World Food Programme
WHO	World Health Organization

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