

OCHA Annual Report 2007



United Nations

OFFICE FOR THE COORDINATION OF HUMANITARIAN AFFAIRS

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Foreword

In writing this foreword, I am struck not only by how much has changed, but also by how much is still the same since I wrote the foreword for the 2006 Annual Report. I think, for example, of Darfur, where things have only changed for the worse since I made my first trip there as Emergency Relief Coordinator in March 2007. Although it may sound all-too-familiar from New York or Geneva to talk of the millions of displaced, access problems and renewed fighting, spare a moment to think of those most affected. It is bad enough that one family, or the population of one village, should be trapped in a shelter made out of cloth and sticks in the middle of the stifling desert in a huge camp – but millions have been trapped there for four years now. Women and girls run tremendous risks every time they go out looking for firewood. The boys and men are bored, despairing and vulnerable to politicization and militarization. How many will be able or want to go back to their homes when peace finally comes? It is dreadful that a tragedy of this scale can go on so long with no respite in sight.

Other complex emergencies too give us little room for immediate hope. I have spoken out against what I believe to be collective punishment by the Government of Israel against the population of Gaza, and about the worsening humanitarian situation there. I have been strongly critical of the cynical tactics of Hamas in attacking Israeli towns, and particularly in attacking the crossing points. Somalia continues to depress, with little prospect for the population of relief from wrenching poverty, constant displacement and fear of attack.

Here and elsewhere, such as in the Democratic Republic of the Congo, OCHA maintains a strong presence, as well as working in many of the emergencies that we tend to call 'forgotten'. We cannot of course be everywhere with our existing resources. I hope very much that we can begin or continue the process of phasing out in places like Côte d'Ivoire and Burundi, and that, for example, the situation in Kenya will allow over the course of the next year the safe and secure return of IDPs, which would in turn allow OCHA to scale down there.

On the natural disaster front, 2007 was marked by a seemingly never-ending series of floods and storms across Africa, much of Asia, and Central and South America. We launched no less than fifteen flash appeals (by a considerable degree the most ever), even though in some of the bigger disasters, for example in India, OCHA's assistance was not requested and it was not involved in the response. It was hard to escape the conclusion that we were seeing the predicted effects of climate change in terms of more and more intensive extreme weather events. The importance of disaster risk reduction and preparedness has rarely seemed more relevant. We need to step up further our efforts to increase national and regional capacities in these areas, and our strengthened regional offices are helping to play a vital role here.

On the broader humanitarian front, we have continued to see good progress – with donors' help – on humanitarian reform and the strengthening of OCHA. 2007 saw considerable strides in rolling out and running clusters, and in the raising and disbursement of funds for the CERF. We also worked hard on the Humanitarian Coordination Strengthening initiative and the Global Humanitarian Partnership,

although much more remains to be done. Meanwhile, OCHA has established its new emergency roster (which has already led to some improvements in deployment times and quality), pushed on with implementing the recommendations of its major Information Management Review, and started new projects on needs assessment and impact evaluation.

I spent a good part of the second half of the year looking at OCHA's management and administration procedures, and struggling with what often seemed like ill-adapted methods, for example for planning and managing OCHA's finances. I am strongly committed to working with my senior management team to modernize and streamline these procedures to match our current size and structure, not least as we grapple with continuing upward pressure on our budgets. We have already made some progress in working with donors to free up earmarked funds in dormant accounts, and we expect that in 2008 cost centre managers will have much better real-time information that will in turn allow them to manage their resources more efficiently. We still need to do more to improve our accountability for the resources entrusted to us, and I am confident that we can take significant strides forward in budgeting and accounting in 2008.

2007 saw significant changes in the senior management team, not least the departure of Margareta Wahlstrom, who made an incalculable contribution to OCHA's evolution. Her successor Catherine Bragg is also already making a strong impact on the organization, and will add significantly to OCHA's development.

The challenges facing OCHA and its humanitarian partners continue to grow, particularly as we face the new challenge of rapidly rising food prices and the increasing impact of climate change – together with what often seem like multiple threats to humanitarian space and our ability to operate safely and effectively. The only way forward is for all humanitarian agencies and organizations to work even more closely together. Here the signs are good, with a real spirit of cooperation and togetherness evident on the many occasions we get together at headquarters and in the field. I am particularly pleased by the progress we have made in partnerships between the United Nations and non-United Nations agencies. OCHA is also committed to working more closely with governments, donors and recipients in managing its work and addressing these major challenges.

In conclusion I want to thank warmly all of OCHA's donors for the tremendous support provided over the year. OCHA's work is only possible because of your unfailing commitment. I pledge every effort to make sure that your investment is returned through stronger, better and more predictable responses to humanitarian needs around the world.

John Holmes

*Under-Secretary-General / Emergency Relief Coordinator
Office for the Coordination of Humanitarian Affairs*

Executive Summary

In 2007, donors contributed an unprecedented US\$ 139.3 million in support of the activities detailed in OCHA's appeal, *OCHA in 2007*. These generous contributions – for which OCHA is extremely grateful – allowed OCHA to implement 89 percent of its planned activities. In addition, the well-supported Central Emergency Response Fund – contributors to which included 67 United Nations Member States, and notably a number of developing countries – allowed the increasingly rapid provision of assistance to populations affected by sudden-onset disasters and underfunded emergencies.

Donors provided US\$ 385 million for the CERF in 2007, and have pledged a further US\$ 420 million for 2008.

The intensity and frequency of natural hazards striking vulnerable communities in 2007 resulted in an unusually high number of disaster situations to which OCHA was called on to respond. Complementing government responses, OCHA's regional offices – which serve as the first port of call to support government and United Nations Country Teams when disasters strike – provided key support in: mobilization of the financial resources required within short timeframes (fifteen flash appeals); coordination of public information; and deployment of immediate surge capacity and United Nations Disaster Assessment and Coordination teams.

Regional office responses were bolstered by preparedness work undertaken by National Disaster Response Advisers, who are co-located in the offices of Resident Coordinators and collaborate closely with National Disaster Management Offices in contingency planning. The Regional Office for Asia and the Pacific invested in developing country-specific data preparedness plans, ensuring that a minimum set of information standards, tools, data sources, actors and forums are in place to enable effective and immediate information management coordination in the event of an emergency – allowing OCHA to 'hit the ground running' in the event of a crisis.

Following the adoption of a three-year Strategic Framework in late 2006, work planning across OCHA – both at headquarters and in the field – was brought into alignment with the organization's three overarching goals and 21 objectives. A reporting process was instituted through which all work units and management monitored their progress in meeting performance targets (the *2007 Annual Report* presents information on all work units' success against their key performance indicators). OCHA also tracked its overall performance against core indicators with the aim of measuring organization-wide performance and institutionalizing results-based management practices.

OCHA completed its 're-alignment' in 2007, with the consolidation of geographical desk functions in New York. A new External Relations and Resource Mobilization Branch was established in order to streamline a number of activities that focus on resource mobilization and external relations, while some functions of the former External Relations Branch (such as the management of surge capacity) were absorbed into existing structures. The capacity of the Administrative Office was reinforced in preparation for the delegation of authority to OCHA to administer its field staff in 2008. While the re-alignment was completed in 2007, the forecast improvements in efficiency were not expected to be fully realised until 2008.

Structure of the 2007 Annual Report

In response to feedback from donors about the format and length of OCHA's annual reports, this year's report has moved towards thematic reporting and results-based performance evaluation, rather than a complete listing of the activities and accomplishments of headquarters work units and regional and field offices according to OCHA's structure.

Part I presents a diagram of OCHA's functional areas as they stood during 2007, accompanied by brief descriptions of each work unit.

Part II comprises an analysis of OCHA's income and expenditure during 2007 along with a series of financial tables detailing income and expenditure related to OCHA's trust funds and other accounts and providing in-depth data on voluntary donor contributions to OCHA. The total voluntary donor contributions – for OCHA's activities as detailed in *OCHA in 2007* as well as for the funds that are managed by OCHA for activities implemented by United Nations agencies and NGOs – is summarized and information provided on their opening balances.

In this 2007 *Annual Report*, the focus of financial reporting has been in relation to OCHA's total budget, not only in relation to requirements and expenditures associated with the activities described in *OCHA in 2007* (that is, those financed through voluntary donor contributions). This important change in reporting reflects OCHA's resolve to address concerns about the transparency of its financial matters: the analysis of OCHA's financial position clarifies a number of points that have often caused confusion.

The coverage of activities and accomplishments by theme (management, donor and external relations, humanitarian policy and action, emergency response coordination, advocacy, information management, natural disaster response, and regional and field offices) in Part III has produced a considered, tighter and more concise summary of OCHA's achievements during 2007 – a 'whole of OCHA' analysis. There is also a feature on how successfully the lessons learned in 2006 (as described in the *2006 Annual Report*) were applied to OCHA's work during 2007.

In Part III, Performance of the Field, the activities of field offices are described in short narrative entries ordered by region, while the evaluation of their performance against their key objectives as stated in *OCHA in 2007* is presented as part of a consolidated 'Work Unit Performance Indicators' matrix (Annex I) that groups all headquarters work units' and regional

and field offices' responses to their nominated indicators under each of OCHA's 21 objectives (in turn supporting the three goals that form the basis of the Strategic Framework).

Annex II is a consolidated table presenting a breakdown of staff and non-staff costs for headquarters branches and regional and field offices; this information was previously presented as individual tables for each work unit and field and regional office entry. The consolidation of this information into one table is intended to allow for easier reference and comparison between each work unit. Annex III provides a summary of in-kind contributions, while Annex IV contains updates of the Afghanistan Emergency Trust Fund and the Tsunami Trust Fund. Annex V spells out all acronyms used in the report and provides the definitions of a number of key terms used by OCHA in relation to its financial matters.

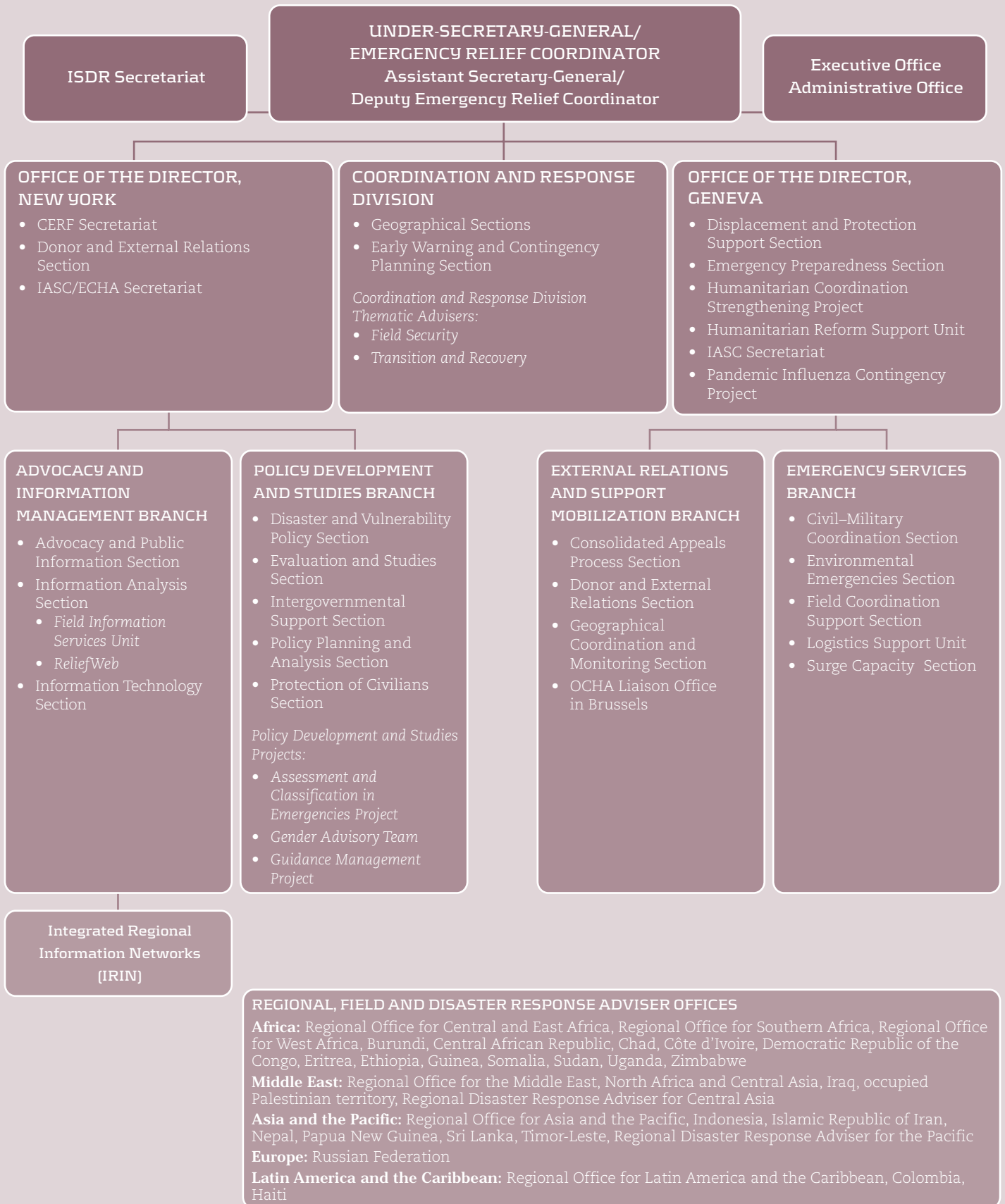
Part I



Organizational Structure



Functional Diagram



Functional Diagram Explained

Offices of the Under-Secretary-General/
Emergency Relief Coordinator, Assistant
Secretary-General/Deputy Emergency Relief
Coordinator, Director (New York), Director
(Geneva) and Director of the Coordination and
Response Division



<http://ochaonline.un.org>

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/Humanitarian Coordinators (RCs/HCs); 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 addition, leadership is provided to the International Strategy for Disaster Reduction. With an emphasis on key policy and management issues, 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 **Director, New York**, has management responsibility for: the Advocacy and Information Management Branch; the Policy Development and Studies Branch; the New York sections of the IASC/ECHA Secretariat; and the Donor and External Relations Section. The Director, New York, also oversees the functioning and daily management of the Central Emergency Response Fund (CERF) Secretariat and the Trust Fund for Human Security, supports field-based 'pooled funds', and plays a key role in expanding OCHA's funding base and improving partnerships

with the private sector and new donors. The **Director, Geneva**, has management responsibility for: the Emergency Preparedness Section; the Displacement and Protection Support Section; the Humanitarian Reform Support Unit; the External Relations and Support Mobilization Branch; the Emergency Services Branch; the Humanitarian Coordination System Strengthening Project; and, as chair of the IASC Working Group, the IASC Secretariat. In addition, the Director, Geneva, acts as the focal point for liaison and networking among OCHA's Europe-based partners. The **Director of the Coordination and Response Division (CRD)** oversees all OCHA field and regional offices as well as the support provided to HCs through country desks. The Director of CRD ensures a strategic approach to early warning and contingency planning, early recovery and integrated missions in all relevant field operations, and is responsible for the operational response to all emergencies. In addition, the Director of CRD acts as the Field Security Focal Point for 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 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 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.

Coordination and Response Division

CRD's main responsibilities are to provide support to: the Under-Secretary-General/Emergency Relief Coordinator; United Nations RCs/HCs in complex emergency and natural disaster matters; and OCHA's presence in the field (including managing regional and field offices). The Division is responsible for coordinating all country-level humanitarian strategies, and it is the working-level interface with partner organizations and donors on country-specific issues. CRD is also OCHA's main contact point with United Nations Agencies and Secretariat Departments on operational issues and with partner agencies on early warning and contingency planning, transitions and recovery.

Regional, Field and Regional Disaster Response Adviser Offices

OCHA has six regional offices (Central and East Africa; Southern Africa; West Africa; the Middle East, North Africa and Central Asia; Asia and the Pacific; and Latin America and the Caribbean) which provide support to partners that are not easily served by headquarters and field offices, such as regional networks, RCs and governments. They often provide the first field presence in response to a sudden-onset disaster where there is no OCHA field office. In addition to supporting those countries without a permanent OCHA presence, regional offices also 'backstop' OCHA operations, provide surge capacity for disaster response and develop in-country preparedness capacity (including early warning and contingency planning, mainstreaming of IASC policies and sub-regional policy analysis, information management and advocacy).

Field offices provide direct support to United Nations and humanitarian partners by coordinating humanitarian action and analysis, and disseminating information related to humanitarian crises. In 2007, OCHA had 23 field offices.

There is a Regional Disaster Response Adviser (RDRA) in each regional office, as well as in Fiji (covering the Pacific) and Kazakhstan (covering Central Asia). RDRAs provide technical, strategic and training expertise, assistance with contingency planning and preparedness, and advice on monitoring and responding to natural disasters. They also provide governments, United Nations Country Teams and the NGO community with direct support in the response and post-crisis phases.

Advocacy and Information Management Branch

The **Advocacy and Information Management Branch** supports OCHA's overall mission to mobilize and coordinate effective and principled humanitarian action in partnership with national and international actors.

The primary function of the **Advocacy and Public Information Section** is to assist OCHA's senior management team, HCs and OCHA staff worldwide in advocating for effective and principled humanitarian action, covering media outreach, crisis communication and advocacy strategies. ReliefWeb and the Field Information Services Unit, which comprise the **Information Analysis Section**, work together to provide information services to the humanitarian community. **ReliefWeb's** mandate is to strengthen response capacity through the dissemination of reliable information on natural disasters and complex emergencies. The **Field Information Services Unit** works to improve information management in OCHA's field offices and deploys Humanitarian Information Centres or smaller information management teams to emergencies. The **Information Technology Section** is responsible for the provision of information and communications technology infrastructure, services and support to OCHA.

Policy Development and Studies Branch

The **Policy Development and Studies Branch** (PDSB) provides 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 and relevant mandates.

In late 2007, the reorganization of PDSB saw three sections formally established – the Disaster and Vulnerability Policy Section (DVPS), the Intergovernmental Support Section (IGSS) and the Policy Planning and Analysis Section (PPAS) – as well as the upgrading of the Protection of Civilians Project to a section. The **Protection of Civilians Section** supports political advocacy, provides advice to the field and develops best practices. 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. **DVPS** focuses on the development of guidance and tools to make policy more effective, specifically in relation to disasters associated with natural hazards. **IGSS** 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 Economic and Social Council, the General Assembly and the Security Council) as well as regional and sub-regional organizations. **PPAS** strengthens the Branch's capacity to link humanitarian policies and practices more directly with operational decision-making at the country level. PDSB also supports three projects: the Assessment and Classification in Emergencies Project, to assist 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 the Gender Advisory Team, which works towards the mainstreaming of gender equality programming into humanitarian action.

External Relations and Support Mobilization Branch

The **External Relations and Support Mobilization Branch** is responsible for strengthening OCHA's partnerships with European humanitarian actors.

The **Donor and External Relations Section** is primarily responsible for securing support and resources for the effective implementation of OCHA's coordination activities. The **Consolidated Appeals Process Section** supports field offices and desk officers in appeal development and review. The **Geographical Coordination and Monitoring Section** works with CRD in monitoring and reporting on global humanitarian trends and priorities. The **OCHA Liaison Office in Brussels** (established in November 2007) focuses on strengthening partnerships, monitoring humanitarian policy debates and promoting the adoption and use of United Nations principles and operational standards among European Union Member States.

The External Relations and Support Mobilization Branch reports to the Director, Geneva. The Donor and External Relations Section in New York reports to the Director, New York, and is the focal point for fundraising for the CERF, from governments as well as the private sector.

Emergency Services Branch

The **Emergency Services Branch** 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.

The **Civil-Military Coordination Section** is the United Nations system's focal point for the mobilization of military and civil defence assets for use in humanitarian emergencies. The **Environmental Emergencies Section**, a partnership between OCHA and the United Nations Environment Programme, is the United Nations' mechanism for providing international assistance to countries facing environmental emergencies and natural disasters with significant environmental impact. 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** 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 RCs/HCs, United Nations or IASC Country Teams and field offices. The **Logistics Support Unit** is responsible for coordinating the timely mobilization and delivery of emergency relief goods, primarily through the management and dispatch of basic relief items held at the United Nations Humanitarian Response Depot in Italy.

Integrated Regional Information Networks

The **Integrated Regional Information Networks (IRIN)** support OCHA's mandate by providing high quality humanitarian news, analysis and advocacy materials that help the humanitarian community better understand, anticipate and respond to new and evolving crises – with an emphasis on those that are neglected or overlooked. IRIN's radio programming provides communities with access to neutral and reliable information that aims to counter misinformation or propaganda, enabling them to make more informed decisions about their lives.

CERF Secretariat

The mandate of the **Central Emergency Response Fund (CERF) Secretariat** is to manage the Fund under the overall direction of the Emergency Relief Coordinator. United Nations Agencies and, through them, their implementing partners can access the Fund within days of a crisis, when people are at greatest risk. CERF also seeks to equalize funding across crises through its underfunded window.

IASC/ECHA Secretariat

The **Inter-Agency Standing Committee (IASC)** is an inter-agency forum for 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. Also under the chairmanship of the Emergency Relief Coordinator, the primary aim of the **Executive Committee on Humanitarian Affairs (ECHA)** is to bring 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 joint IASC/ECHA Secretariat facilitates the work of the IASC and ECHA.

Humanitarian Reform Support Unit and Humanitarian Coordination Strengthening Project

The Humanitarian Reform Support Unit (HRSU) assists OCHA and its partners in implementing the principles and operational modalities of humanitarian reform, while the Humanitarian Coordination Strengthening Project (HCSP) strengthens the humanitarian coordination function. HRSU has three main areas of responsibility: facilitating the development of IASC policies, guidelines and the tools necessary to operationalize the cluster approach; communicating key messages and ensuring appropriate training of primary stakeholders; and advising relevant actors on how to use the cluster approach and other reform-related initiatives during contingency planning and in response to emergencies and disasters. The objectives of HCSP are to: promote dialogue and build consensus among humanitarian partners on key issues relating to the humanitarian coordination system; strengthen support to RCs/HCs in the delivery of humanitarian coordination; enhance the leadership and coordination skills of RCs/HCs; and expand the pool of potential HCs.

Displacement and Protection Support Section

The Displacement and Protection Support Section was established in 2007 to build on the work of the former inter-agency Internal Displacement Division in creating a more predictable, systematic and collaborative response to internal displacement.

Emergency Preparedness Section

The Emergency Preparedness Section was established at the beginning of 2007 to carry out disaster preparedness work in a more coherent and systematic manner within OCHA and in partnership with the disaster management community. It works to promote the implementation of Priority 5 ('strengthen disaster preparedness for effective response at all levels') of the Hyogo Framework for Action.

Pandemic Influenza Contingency

The Pandemic Influenza Contingency project, which was located in OCHA in 2007, assists United Nations and IASC 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.

Part II



Financial Analysis



Requirements

In late 2006, OCHA forecast that its activities in 2007 (as described in *OCHA in 2007: Activities and Extrabudgetary Funding Requirements*) would require US\$ 159 million. The United Nations Regular Budget allocation for 2007 was US\$ 12.7 million (in addition, the amount appropriated from the Regular Budget for natural disaster grants was US\$ 762,000) and OCHA anticipated that it would draw US\$ 11 million from the Special Account for Programme Support. OCHA's request to donors in voluntary (extrabudgetary) contributions for 2007 was therefore US\$ 135.4 million.

This financial analysis is based on OCHA's **total budget** in relation to both activities managed by OCHA (as detailed in *OCHA in 2007*) and those of its partners for which OCHA manages the associated funds (referred to as 'specially designated contributions' in this report).

The financial analyses in OCHA's recent Annual Reports have primarily discussed OCHA's financial position in relation to its annual appeal as detailed in *OCHA in 200X* (which does not include 'specially designated contributions').

As a result of OCHA's annual Mid-Year Review which considered changes in the humanitarian environment, requirements for voluntary donor contributions were revised to US\$ 167.8 million (bringing the total requirements to US\$ 182.3 million).

This increase was primarily due to significant or unexpected additional requirements in the field for (in order of magnitude) Sudan, Iraq, Chad, the Regional Office for Central and East Africa, and Timor-Leste, and for newly scoped headquarters activities including the work of the Gender Advisory Team and the Information Management Review.

Funding for OCHA's planned activities comes from two main sources – assessed contributions through the United Nations Regular Budget and voluntary donor contributions.

United Nations Regular Budget

The United Nations Regular Budget is approved by the General Assembly every two years and allocated on an annual basis.

Regular Budget funds are for core activities and some posts at headquarters. Unutilized Regular Budget funds cannot be carried forward to the following biennium.

Despite the increase in requirements for OCHA's activities, which are acknowledged to be a core part of the United Nations' activities overall, the appropriation from the Regular Budget has not increased correspondingly (US\$ 10.45 million in 2002 to US\$ 13.5 million in 2007). The possibility of a bid for significantly increased Regular Budget funding for the next biennium (2010–2011) is being considered.

In 2007, OCHA received US\$ 13.5 million (including US\$ 762,000 for natural disaster grants) from the Regular Budget for OCHA activities.

Voluntary Donor Contributions

Voluntary donor contributions are administered through a series of trust funds. The use of these contributions depends

Original and revised requirements for activities detailed in *OCHA in 2007* (US\$)

	Staff and Non-Staff	Staff and Non-Staff, and Grants
Regular Budget Appropriation	12,720,476	13,482,476
	Requirements (<i>OCHA in 2007</i>)	Revised Requirements (<i>OCHA in 2007</i>)
Requirements for Voluntary Donor Contributions	146,359,163	167,796,867
Total	159,079,639	181,279,343

on the degree of flexibility stipulated by donors: funds are received earmarked or unearmarked.

Earmarked contributions can only be used for the specific field office or project indicated by the donor. They cannot be used to supplement shortfalls in other countries or projects without the consent of the donor.

Unearmarked contributions are provided for use at OCHA's discretion. OCHA allocates contributions to a field office or headquarters activity according to need, taking into account cash flow and anticipated earmarked contributions. Unearmarked contributions may initially be used as 'advances' to cover the cost of activities until earmarked funds that have been pledged are received. At year end, these advances are amended as 'contributions' and the donor source is indicated. ('Loosely earmarked' contributions are those which have some

conditions attached, but allow OCHA to use its discretion within the parameters defined by the donor.)

In 2007, OCHA received US\$ 139.3 million in voluntary donor contributions for OCHA activities.

The two main trust funds used to manage voluntary donor contributions are the Trust Fund for the Strengthening of OCHA and the Trust Fund for Disaster Relief Assistance.

Within the Trust Fund for Disaster Relief Assistance, there are two funds – the Budgetary Cash Reserve Fund (BCRF) and the Field Coordination Reserve Fund (FCRF) – which OCHA uses as internal accounting mechanisms for cash management (see p. 26). In addition, there is a 'Special Account for Programme Support' for which funds are sourced through a levy of 3–13 per cent on the expenditures of trust funds administered by OCHA (see p. 27).

OCHA's mandated activities

The Trust Fund for Disaster Relief Assistance (see Table 4 on p. 26) finances activities in the field and projects implemented by OCHA Geneva. This Trust Fund is composed of: the Budgetary Cash Reserve Fund (BCRF); the Field Coordination Reserve Fund (FCRF) (these contributions are held in reserve accounts pending regular allocations); earmarked contributions; and interest and miscellaneous income/losses (including currency gains/losses). There is some degree of flexibility in the use of the Trust Fund for Disaster Relief Assistance, which is divided into the following categories:

- Field Activities – regional and field offices and other field-related activities (funds consist of both earmarked and unearmarked contributions);
- Headquarters Projects Geneva (funds consist mainly of earmarked contributions); and
- reserves of flexible funds:
 - Unearmarked (includes mandatory reserves)
 - BCRF
 - FCRF

Specially designated contributions

'Specially designated contributions' (see Table 5 on p. 27) do not form part of the requirements for activities detailed in *OCHA in 2007*. They are used for the implementation of emergency relief assistance activities by partners (United Nations Agencies and NGOs) or activities undertaken by OCHA which cannot be foreseen:

- 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; and
- 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 (in 2007, voluntary donor contributions were received for Emergency/ Humanitarian Response Funds in Côte d'Ivoire, Democratic Republic of the Congo, Ethiopia, Haiti, Indonesia, Iraq, occupied Palestinian territory, Republic of Congo, Somalia and Zimbabwe).

Although these 'specially designated contributions' are for the activities of partners, the amounts appear in OCHA's financial statements.

Trust Fund for the Strengthening of OCHA

The Trust Fund for the Strengthening of OCHA (also known as the ‘Trust Fund for Strengthening of the Office of the Emergency Relief Coordinator’) was established in 1974 pursuant to General Assembly Resolution 3243. It is funded mainly from unearmarked contributions and is comprised of the main fund and a sub-account for the Integrated Regional Information Networks (IRIN). In combination with Regular Budget allocations, voluntary contributions to this Trust Fund finance part of OCHA’s operations at headquarters (New York and Geneva).

Sub-Account for IRIN

The Sub-Account for IRIN within the Trust Fund for the Strengthening of OCHA was established to finance IRIN’s needs at headquarters and in the field. While some specific IRIN projects receive earmarked contributions, to a large extent IRIN funding is allocated from unearmarked contributions.

In 2007, the Trust Fund for the Strengthening of OCHA received US\$ 44.1 million from voluntary donor contributions. This included US\$ 8.7 million received in the Sub-Account for IRIN within this Trust Fund.

Trust Fund for Disaster Relief Assistance

The Trust Fund for Disaster Relief Assistance was established in 1971 pursuant to General Assembly Resolution 2816 to finance OCHA’s (formerly UNDRO) mandated coordination and relief activities in countries affected by conflict, natural disasters or industrial or technological accidents.

There are also some ‘specially designated contributions’ that are managed within this Trust Fund. These voluntary donor contributions are intended to be used for activities (unforeseen or otherwise) that have not been detailed by OCHA in its annual appeal – primarily contributions to a number of country-specific Emergency/Humanitarian Response Funds which are managed by OCHA.

In 2007, the Trust Fund for Disaster Relief Assistance received US\$ 154.4 million through voluntary donor contributions. US\$ 107.8 million of this was for OCHA activities, and US\$ 46.6 million was ‘specially designated contributions’.

Budgetary Cash Reserve Fund

The BCRF was established in late 2005 to meet shortfalls in the funding required to cover the costs of staff contracts and operating costs for the following year. Advances from the BCRF are reimbursable and the BCRF is replenished during the course of each year when earmarked or other suitable contributions are received, to be redeployed as advances at the end of the following year. The Fund has grown over the past two years with the receipt of additional earmarked contributions and through allocations by OCHA from several unearmarked donor contributions.

In 2007, voluntary donor contributions to the BCRF totalled US\$ 5.8 million.

Field Coordination Reserve Fund

The FCRF was established in 1999 to manage contributions that are unearmarked or loosely earmarked for field coordination. Funds from the FCRF are allocated throughout the year to field or regional offices to meet shortfalls in earmarked contributions.

In 2007, voluntary donor contributions to the FCRF totalled US\$ 7.5 million.

Special Account for Programme Support

The funds in the Special Account for Programme Support are sourced from ‘programme support costs’ (overheads) levied on activities financed by OCHA’s trust funds. The levy ranges from 3 per cent on grants to United Nations Agencies and NGOs to 13 per cent for OCHA’s own activities. The funds are used to support administrative costs and common services, including those provided by the United Nations Secretariat in New York and the United Nations Office in Geneva.

In 2007, programme support income from the Trust Funds in the Special Account for Programme Support totalled US\$ 18.8 million.

Allocation of Funds

Late in the foregoing year an analysis is conducted of the funds required to finance staff contracts and operating costs for the next year. Requirements are matched with the available voluntary donor contributions and shortfalls are identified. Staff contracts are extended based on the availability of cash for allocation in OCHA's trust funds, including the BCRF (on a reimbursable basis) and the FCRF.

United Nations Regular Budget

Expenditure of Regular Budget funds is authorized through appropriations issued by the General Assembly and the funds are allocated to OCHA by the United Nations Office of Programme Planning, Budget and Accounts at the beginning of the year. This allocation covers staff and non-staff costs, including travel, equipment leasing, supplies and other common costs. It also includes an amount for grants for United Nations Agencies providing emergency relief in the event of a natural disaster. Expenditure of Regular Budget funds may not exceed approved allocations.

Voluntary Donor Contributions

Voluntary donor contributions are allocated by OCHA for activities detailed in its cost plans as authorized by the United Nations Office of Programme Planning, Budget and Accounts. OCHA's allocation of unearmarked voluntary donor contributions depends on cash available at the time. On a quarterly basis, forecasts for spending by headquarters and field offices are reviewed against the cash at hand. Where shortfalls are identified after earmarked funds have been matched to requirements, cash is allocated at OCHA's discretion from unearmarked funds.

Funding Issues

In line with the principles of Good Humanitarian Donorship, OCHA promotes the unearmarking of a greater share of voluntary donor contributions – allowing for more equitable distribution of resources. If a degree of earmarking is necessary, donors are encouraged to earmark loosely; for example, to field offices or for headquarter activities in general, or thematic areas. Contributions that are earmarked loosely in this manner

can be allocated to those field offices or thematic areas that have limited funding or increased requirements due to changing situations. While in 2007 unearmarked contributions decreased in terms of per centage (from 43 per cent in 2006 to 39 per cent in 2007), they increased by US\$ 2 million in real terms.

Regular Budget Grants

The 'grants' component of the Regular Budget appropriation is US\$ 762,000 to be channelled to United Nations Agencies; it cannot be used to fund staff and non-staff costs.

The implementation of activities using voluntary donor contributions is dependent on when contributions are received. In 2007 there was an improvement in the timeliness of voluntary donor contributions: by end March, 27 per cent of the total donor contributions had been received, by end June 62 per cent, and by end September 75 per cent.

OCHA continues to aim for receipt of at least 75 per cent of annual contributions by the end of the second quarter to enhance cash management and allow for the start-up of new or continuation of ongoing activities without delays or interruptions. OCHA can only incur expenditures against cash contributions received (not against funds pledged).

Following good financial management practices, OCHA adopts the position that there must be a minimum amount of cash available in November to cover the cost of staff contracts and activities (if possible for twelve months) and operations (for three months) for the following year.

Financial Position in 2007

The **total amounts** that OCHA received in 2007 were:

- United Nations Regular Budget: US\$ 13,482,476 (including grants); and
- voluntary donor contributions: US\$ 198,495,772.

The amounts that OCHA received **in response to the revised requirements** (US\$ 182,341,924) related to activities in OCHA in 2007 were:

- United Nations Regular Budget: US\$ 12,720,476 million (7 per cent); and
- Voluntary donor contributions: US\$ 139,527,360 (77 per cent).

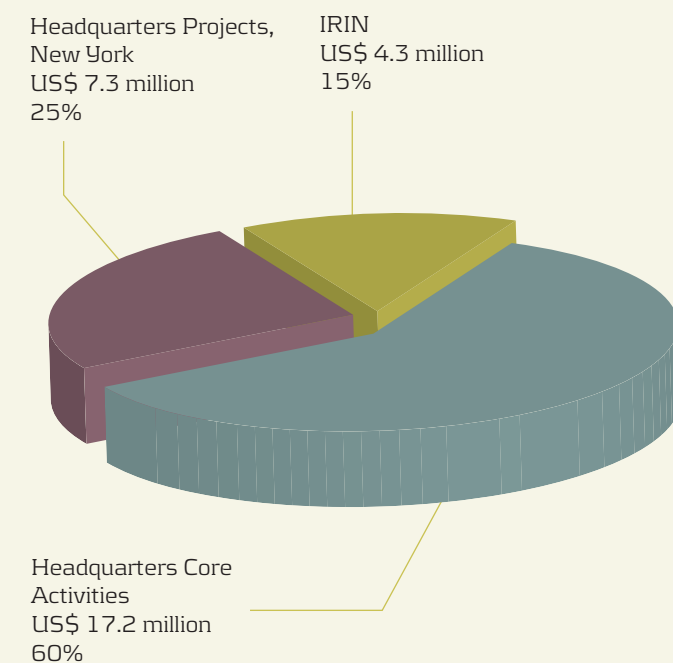
Programme Support Costs of US\$ 17.2 million were generated from levies on OCHA's trust funds in 2006, of which US\$ 11 million was designated for use in funding the activities detailed in OCHA in 2007 (6 per cent). OCHA also received voluntary donor contributions of US\$ 12.4 million to finance other activities managed by OCHA (but not included in OCHA in 2007).

Funds available for OCHA in 2007 therefore totalled US\$ 163 million or 90 per cent of the US\$ 182 million requested to finance activities detailed in OCHA in 2007.

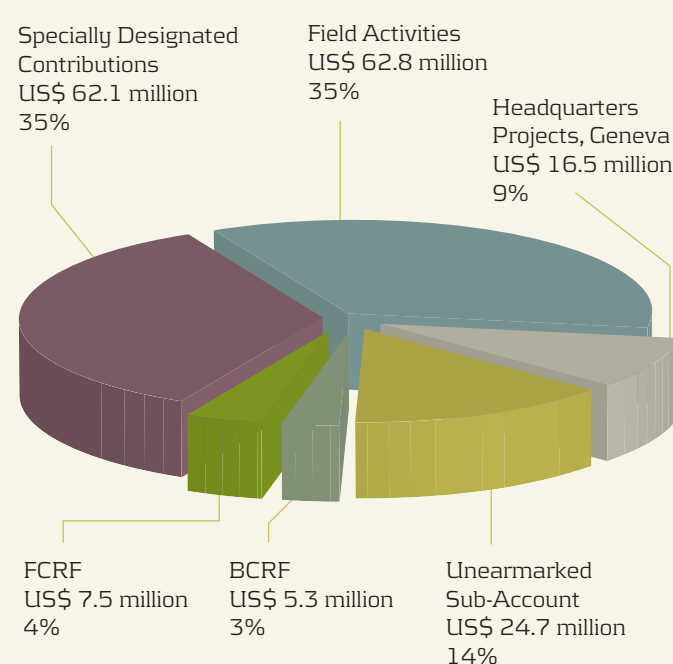
OCHA's closing balance at the end of 2007 was US\$ 238 million. This balance was carried forward and became the opening balance for 2008 after the accounts for 2007 were finalized on 31 March 2008. This amount includes US\$ 62 million of 'specially designated contributions' and mandatory reserves of US\$ 30 million which cannot be used to finance the activities detailed in OCHA in 2008, leaving an amount of US\$ 146 million available to be used. However, a large share of this balance is earmarked to specific projects and cannot be shifted between projects or field offices.

OCHA is working to close its dormant accounts from previous emergency response operations (totalling approximately US\$ 13 million) and redeploy the uncommitted funds. Consultation with donors in relation to this will take place during 2008.

Trust Fund for the Strengthening of OCHA - Closing Balance



Trust Fund for Disaster Relief Assistance - Closing Balance



Several projects and field offices were already fully funded for 2008 and OCHA has approached donors with a request to consider redeployment of part of these contributions to meet shortfalls in other requirements. US\$ 18 million has been allocated for 2008 from the Special Account for Programme Support to help cover requirements related to activities detailed in *OCHA in 2008*.

Rate of Implementation

The rate of implementation calculated on expenditures against revised requirements was 89 per cent in 2007 (of the total spent, 70 per cent was for staff costs). Some of OCHA's planned activities were not fully implemented because of changing priorities, slow start-up of field offices in new emergencies, limited unearmarked funds available at the required time, or overall delays in recruitment of staff. The rate of actual expenditure against OCHA's revised requirements is explained by the slow rates of staff recruitment along with the fact that a large proportion of OCHA's budget relates to staff costs. Moreover, the standard calculation for salaries set by the United Nations that OCHA uses in budgeting for staff costs is conservative, and in most cases the calculated amount is greater than the actual expenditure on the staff member.

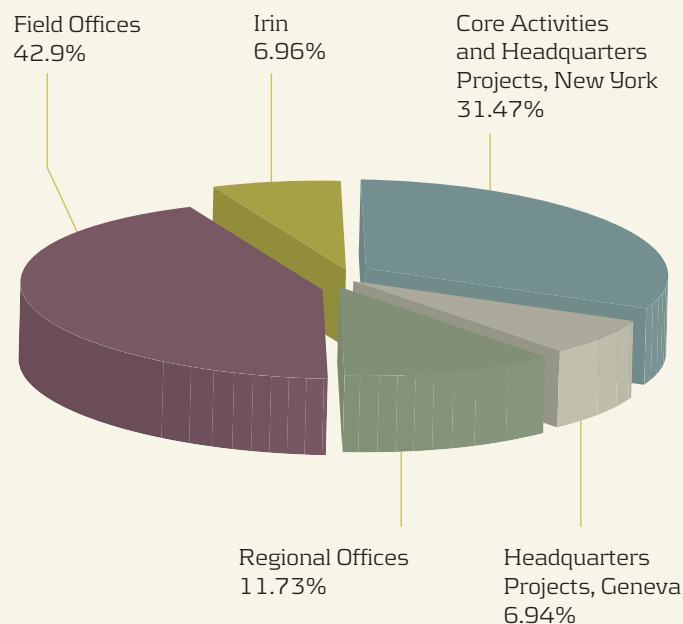
New Partnerships and the Private Sector

Most private sector contributions to OCHA in 2007 were in-kind – stand-by professional services that OCHA is able to activate in emergencies, such as airport logistics management (DHL), telecommunications (Ericsson) and IT support (Télécoms sans Frontières). The United Nations Foundation and the Vodafone Group Foundation have pledged multi-year funding.

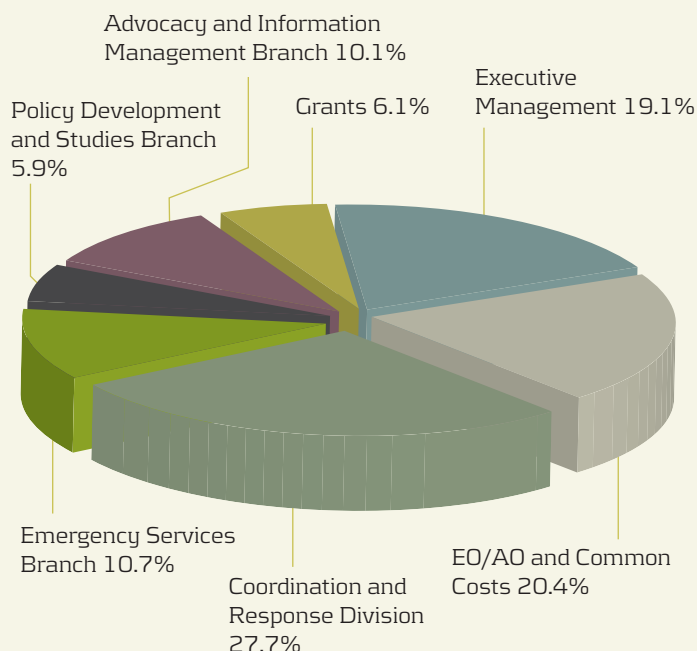


<http://ochaonline2.un.org/businesscontributions>

Voluntary Donor Contributions – Expenditure



Regular Budget – Expenditure



Financial Tables

United Nations' accounting is done on a biennial basis.

OCHA budgets and reports on the use of voluntary donor contributions on an annual basis.

The financial tables on pp. 25–38 contain data that has been prepared for the United Nations Financial Report and Audited Financial Statements for the biennium ended 31 December 2007. The tables present the status of OCHA's finances in relation to both the United Nations Regular Budget and voluntary donor contributions. The presentation of the data has been modified since OCHA's previous Annual Reports in order to make OCHA's financial position as clear and transparent as possible.

United Nations Regular Budget

Table 1 ('Regular Budget Appropriation [Requirements] and Expenditure') shows OCHA's Regular Budget expenditure and appropriation. The appropriation is based on the United Nations Proposed Programme Budget for the Biennium 2006–2007 as approved by the General Assembly, which defines the total biennium allocation of Regular Budget funds for OCHA. Allocations are made annually.

Regular Budget funds are used for headquarters core activities (New York and Geneva) and grants in response to natural disasters.

Voluntary Donor Contributions

Table 2 ('Trust Fund for the Strengthening of OCHA') shows the financial status, income and expenditure by category

(Headquarters Core Activities, Headquarters Projects New York, and the Sub-Account for IRIN) for the Trust Fund for the Strengthening of OCHA.

The following three tables show a breakdown of the two main components of the Trust Fund for Disaster Relief Assistance. New categories have been added to clarify whether it is OCHA or its partners which are responsible for the implementation of activities.

Table 3 ('Trust Fund for Disaster Relief Assistance') shows the consolidated financial status (the sum of Tables 4 and 5), income and expenditure of the Trust Fund for Disaster Relief Assistance.

Table 4 ('Trust Fund for Disaster Relief Assistance – OCHA-Mandated Activities') shows the financial status, income and expenditure by category (Field Activities, Headquarters Projects Geneva, the Unearmarked Sub-Account, the BCRF and the FCRF) for the Trust Fund for Disaster Relief Assistance.

Table 5 ('Trust Fund for Disaster Relief Assistance – Specially Designated Contributions') shows the financial status, income and expenditure of 'specially designated contributions' (for Natural Disaster Activities and Pre-Positioned Funds and Emergency/Humanitarian Response Funds used to finance partners' projects).

Table 6 ('Special Account for Programme Support') shows the income generated through programme support costs levied on expenditure from OCHA's trust funds. This Account supports the administrative and common services requirements of OCHA's activities financed by voluntary donor contributions.

Requirements, Income and Expenditure

Table 7 ('Trust Fund for the Strengthening of OCHA and Special Account for Programme Support – Requirements, Income and Expenditure') details the budget, income and expenditure for headquarters (including IRIN) financed through the Trust Fund for the Strengthening of OCHA and the Special Account for Programme Support.

Table 8 ('Trust Fund for Disaster Relief Assistance – Requirements, Income and Expenditure') details the budget, income and expenditure recorded for regional and field offices financed through the Trust Fund for Disaster Relief Assistance.

Table 9 ('Voluntary Donor Contributions in 2007 – by Trust Fund') shows the cash contributions and pledges made by government and individual donors to OCHA's two main trust funds. It is ranked by the total contribution amounts and shows the categories within the trust funds.

Table 10 ('Voluntary Donor Contributions in 2007 – by Ear-marking') shows the cash contributions and pledges made by governments and individual donors to OCHA's two main trust funds. It is ranked by total contribution amount, and shows the

amounts of earmarked and unearmarked funds contributed for activities detailed in *OCHA in 2007* and 'specially designated contributions'.

A series of tables detailing the 'top 20' voluntary donor contributions follows. Each of these tables is broken down by headquarters, field and regional offices, and 'specially designated contributions' (including the UNDP Pooled Funds in the Democratic Republic of the Congo and Sudan).

Table 11 ('Voluntary Donor Contributions in 2007 – by Activity') shows the cash contributions and pledges made by governments and individual donors for the activities detailed in *OCHA in 2007* and 'specially designated contributions'.

Statements of Income and Expenditure

Table 1

Regular Budget Appropriation (Requirements) and Expenditure (US\$)

	Appropriation (Requirements)*	Expenditure
1 Staff Costs	9,814,476	9,914,677
2 Non-Staff Costs	2,906,000	2,390,917
3 Grants for Emergencies	762,000	805,288
Total	13,482,476	13,110,882

* The Regular Budget appropriation (requirements) detailed in *OCHA in 2007* (US\$ 12,720,476) does not include the allotment for emergency grants of US\$ 762,000.

Table 2

Trust Fund for the Strengthening of OCHA (US\$)

	Headquarters Core Activities, New York and Geneva	Headquarters Projects, New York	Sub-Account for IRIN	Total
1 Opening Balance	16,293,002	3,210,043	5,309,272	24,812,317
2 Adjustments	–	–	–	–
3 Income from Contributions	26,634,010	8,769,444*	8,721,110	44,124,564
4 Transfers, Refunds, Savings	–	–	–	–
5 Other Funds Available	793,026	2,983	507,091	1,303,100
6 Total Funds Available	43,720,038	11,982,470	14,537,473	70,239,981
7 Expenditure	26,538,909	4,709,242	10,278,685	41,526,836
8 Closing Balance	17,181,129	7,273,228	4,258,788	28,713,145

* Excludes a duplicated entry for 2007 income from Australia that was adjusted in 2008.

Table 3

Total of Trust Fund for Disaster Relief Assistance (US\$)

		OCHA-Mandated Activities					Specially Designated Contributions			Total
		Field Activities	Headquarters Projects, Geneva	Unearmarked	BCRF	FCRF	Natural Disaster Activities	Natural Disaster Reserve Pre-positioned Funds	Other Humanitarian Funds	
1	Opening Balance	47,315,123	17,028,172	25,090,523	11,431,669	4,334,345	17,207,871	1,613,903	21,733,096	145,754,702
2	Adjustments	–	–	–	–	–	–	–	–	–
3	Income from Contributions	81,084,530	13,418,118	–	5,782,428	7,524,664	1,494,041	2,306,543	42,760,883	154,371,207
4	Transfers, Refunds, Savings	23,628,438	871,824	(9,100,406)	(11,900,566)	(4,379,375)	1,038,491	(707,208)	1,127,540	578,738
5	Other Funds Available	927,733	13,912	8,730,609	–	–	101,309	–	–	9,773,563
6	Total Funds Available	152,955,824	31,332,026	24,720,726	5,313,531	7,479,634	19,841,712	3,213,238	65,621,519	310,478,210
7	Expenditure	90,199,446	14,856,331	–	–	–	3,440,045	–	23,125,816	131,621,638
8	Closing Balance	62,756,378	16,475,695	24,720,726	5,313,531	7,479,634	16,401,667	3,213,238	42,495,703	178,856,572

Table 4

Trust Fund for Disaster Relief Assistance – OCHA-Mandated Activities (US\$)

		Field Activities	Headquarters Projects, Geneva	Unearmarked Sub-Account	BCRF	FCRF	Total
		1	Opening Balance	47,315,123	17,028,172	25,090,523	11,431,669
2	Adjustments	–	–	–	–	–	–
3	Income from Contributions	81,084,530	13,418,118	–	5,782,428	7,524,664	107,809,740
4	Transfers, Refunds, Savings	23,628,438	871,824	(9,100,406)	(11,900,566)	(4,379,375)	(880,085)
5	Other Funds Available	927,733	13,912	8,730,609	–	–	9,672,254
6	Total Funds Available	152,955,824	31,332,026	24,720,726	5,313,531	7,479,634	221,801,741
7	Expenditure	90,199,446	14,856,331	–	–	–	105,055,777
8	Closing Balance	62,756,378	16,475,695	24,720,726*	5,313,531	7,479,634	116,745,964

* Includes mandatory operating reserve of US\$ 11,952,712.

Table 5

Trust Fund for Disaster Relief Assistance – Specially Designated Contributions (US\$)

		Natural Disaster Activities	Natural Disaster Reserve Pre-positioned Funds	Other Humanitarian Funds	Total
1	Opening Balance	17,207,871	1,613,903	21,733,096	40,554,870
2	Adjustments	–	–	–	–
3	Income from Contributions	1,494,041	2,306,543	42,760,883*	46,561,467
4	Transfers, Refunds, Savings	1,038,491	(707,208)	1,127,540	1,458,823
5	Other Funds Available	101,309	–	–	101,309
6	Total Funds Available	19,841,712	3,213,238	65,621,519	88,676,469
7	Expenditure	3,440,045	–	23,125,816	26,565,861
8	Closing Balance	16,401,667	3,213,238	42,495,703	62,110,608

* Donor contributions were received for ten Emergency Response Funds.

Table 6

Special Account for Programme Support (US\$)*

		Total
1	Opening Balance	25,395,596
2	Adjustments	–
3	Programme Support Income from Trust Funds	18,834,593
4	Transfers, Refunds, Savings	–
5	Other Funds Available	1,631,832
6	Total Funds Available	45,862,021
7	Expenditure	15,206,557
8	Closing Balance	30,655,464

*All figures are subject to audit.

Tables 2–6:

1. The Opening Balance reflects the situation of each Trust Fund as of 1 January 2007.
2. Includes adjustments to the prior period's income and expenditure.
3. Includes contributions from donors for 2008.
4. Includes transfers between Trust Funds, refunds to donors and savings on the prior period's obligations.
5. Consists of interest, miscellaneous income and exchange adjustments for 2007.
6. Consists of the opening balance and income (1+2+3+4+5).
7. Includes disbursements and unliquidated obligations as of 31 December 2007.
8. Includes operating cash reserves and fund balances as of 31 December 2007.

Table 7

Trust Fund for the Strengthening of OCHA and Special Account for Programme Support – Requirements, Income and Expenditure (US\$)

	Requirements		Opening Balance	Income		Expenditure		Total	Closing Balance
	Requirements	Revised Requirements		Contributions	Other Income, Transfers, Savings and Adjustments	Trust Fund for the Strengthening of OCHA	Special Account for Programme Support		
Headquarters Activities									
Trust Fund for the Strengthening of OCHA	–	–	19,503,045	35,403,454	796,009	–	–	–	24,454,357
Special Account for Programme Support	–	–	25,395,597	–	20,466,425	–	–	–	30,655,464
Office of the USC/ERC	8,647,448	9,035,638	–	–	–	6,684,058	322,126	7,006,184	–
Executive Office/Administrative Office	12,317,551	12,404,121	–	–	–	2,470,055	6,595,991	9,066,046	–
Coordination and Response Division/ External Relations and Support Mobilization Branch	10,942,117	10,880,610	–	–	–	6,907,759	56,751	6,964,510	–
Emergency Services Branch	1,533,550	1,584,592	–	–	–	1,435,986	–	1,435,986	–
Policy Development and Studies Branch	4,357,502	5,027,822	–	–	–	5,050,680	327,613	5,378,293	–
Advocacy and Information Management Branch	9,979,798	10,440,769	–	–	–	8,699,613	804,180	9,503,793	–
Other Special Account for Programme Support Expenditures	–	–	–	–	–	–	7,099,897 *	7,099,897	–
Total for Trust Fund for the Strengthening of OCHA (Headquarters)	47,777,966	49,373,552	44,898,642	35,403,454	21,262,434	31,248,151	15,206,558	46,454,709	55,109,821
IRIN (Field)	8,756,456	11,189,912	5,309,272	8,721,110	507,091	–	–	10,278,685	4,258,788
Total for the Trust Fund for the Strengthening of OCHA (Headquarters and Field)	56,534,422	60,563,464	50,207,914	44,124,564	21,769,525	–	–	56,733,394	59,368,609

* Consists of expenditures for the International Strategy for Disaster Reduction, and payments to the United Nations Office in Geneva and the Office of Internal Oversight Services for their services.

Table 8

Trust Fund for Disaster Relief Assistance – Requirements, Income and Expenditure (US\$)

	Requirements	Revised Requirements	Opening Balance	Contributions	Other Income, Transfers, Savings and Adjustments	Expenditure	Closing Balance
Headquarters Projects (Geneva)	12,574,746	12,875,152	10,892,873	9,416,309	771,074	10,238,463	10,841,793
Regional Offices							
Regional Office for Central and East Africa	2,751,062	3,911,278	594,768	2,865,246	1,114,974	3,701,323	873,665
Regional Office for Southern Africa	1,451,338	2,292,671	968,259	1,012,005	1,146,517	1,941,286	1,185,495
Regional Office for West Africa	3,848,306	4,453,237	1,352,450	2,170,217	2,851,154	4,790,962	1,582,859
Regional Office for the Middle East, North Africa and Central Asia	1,863,383	1,784,556	307,559	428,875	1,736,894	1,169,063	1,304,265
Regional Disaster Response Adviser for Central Asia	878,353	674,052	–	–	621,123	365,490	255,633
Regional Office for Asia and the Pacific	4,421,258	4,421,258	480,945	2,488,303	2,285,138	3,036,475	2,217,911
Regional Disaster Response Adviser for the Pacific	581,303	638,244	113,860	757,121	115,000	552,752	433,229
Regional Office for Latin America and the Caribbean	2,235,668	2,231,825	315,307	347,138	2,211,899	1,752,544	1,121,800
Sub-Total for Regional Offices	18,030,671	20,407,121	4,133,148	10,068,905	12,082,699	17,309,895	8,974,857
AFRICA							
Burundi	1,223,530	1,494,503	903,921	907,794	235,231	1,489,614	557,332
Central African Republic	1,322,959	1,555,141	636,117	1,781,355	715,042	1,165,723	1,966,791
Chad	2,120,433	3,993,431	492,137	3,630,649	2,245,154	2,995,297	3,372,643
Côte d'Ivoire	3,994,595	4,811,973	801,348	1,839,161	3,841,643	5,101,247	1,380,905
Democratic Republic of the Congo	10,626,588	10,626,463	4,855,970	9,274,975	(117,451)	8,691,777	5,321,717
Eritrea	641,291	619,761	737,844	490,500	2,219	601,760	628,803
Ethiopia	1,972,650	1,972,650	1,210,958	1,469,339	4,127	1,666,276	1,018,148
Guinea	–	602,350	358,973	46,000	319,462	411,470	312,965
Somalia	4,012,662	4,206,036	2,368,473	3,803,534	(941,841)	3,147,810	2,082,356
Sudan	14,671,722	18,935,932	5,136,636	17,614,042	72,985	19,086,327	3,737,336
Uganda	3,560,445	3,552,630	1,532,695	2,831,255	273,324	3,522,711	1,114,563
Zimbabwe	2,618,242	2,597,305	803,959	2,601,087	766	1,690,888	1,714,924
Sub-Total for Africa	46,765,117	54,968,175	19,839,031	46,289,691	6,650,661	49,570,900	23,208,483
MIDDLE EAST							
Iraq	–	2,910,586	–	2,397,645	–	1,372,801	1,024,844
occupied Palestinian territory	3,089,664	3,764,880	3,143,836	5,538,979	29,095	2,586,257	6,125,653
Sub-Total for the Middle East	3,089,664	6,675,466	3,143,836	7,936,624	29,095	3,959,058	7,150,497
ASIA							
Indonesia	1,003,223	1,018,930	950,311	1,306,467	407,898	926,680	1,737,996
Islamic Republic of Iran	244,607	244,607	129,830	11,000	252,350	181,540	211,640
Nepal	1,831,142	1,831,142	1,569,535	1,228,425	302	1,410,293	1,387,969
Papua New Guinea	362,415	362,415	93,373	245,966	172,500	258,959	252,880
Sri Lanka	2,896,678	3,109,996	522,420	2,927,791	(127,673)	2,214,921	1,107,617
Timor-Leste	–	964,258	368,918	250,000	107,548	546,436	180,030
Sub-total for Asia	6,338,065	7,531,348	3,634,387	5,969,649	812,925	5,538,829	4,878,132
EUROPE							
Russian Federation	1,227,117	1,227,117	668,975	1,057,272	(18,122)	1,131,141	576,984
Sub-Total for Europe	1,227,117	1,227,117	668,975	1,057,272	(18,122)	1,131,141	576,984
LATIN AMERICA AND THE CARIBBEAN							
Colombia	2,893,407	2,893,407	1,293,079	1,028,404	1,153,668	2,592,261	882,890
Haiti	651,427	655,617	323,278	68,500	384,504	535,035	241,247
Sub-Total for Latin America and the Caribbean	3,544,834	3,549,024	1,616,357	1,096,904	1,538,172	3,127,296	1,124,137
Total for OCHA Field Offices	78,995,468	94,358,251	33,035,734	72,419,045	21,095,430	80,637,119	45,913,090
Total for the Trust Fund for Disaster Relief Assistance	91,570,214	107,233,403	43,928,607	81,835,354	21,866,504	90,875,582	56,754,883

Table 9

Voluntary Donor Contributions in 2007 – by Trust Fund (US\$)

	Trust Fund for the Strengthening of OCHA		Trust Fund for Disaster Relief Assistance		TOTAL
	Headquarters Core Activities and Headquarters Projects	IRIN	Field Activities and Headquarters Projects	Specially Designated Contributions	
United Kingdom	8,610,425	1,240,400	9,174,358	10,563,547	29,588,730
Norway	1,795,601	768,112	13,118,136	10,926,911	26,608,760
Sweden	3,564,599	1,219,430	15,849,552	5,754,516	26,388,097
UNDP Pooled Funds	–	–	13,305,619	3,172,717	16,478,336
The Netherlands	1,110,735	790,254	6,116,860	7,595,940	15,613,789
United States of America	1,434,870	800,000	12,146,271	10,000	14,391,141
ECHO	4,379,884	99,837	7,363,057	704,821	12,547,599
Ireland	2,716,253	587,074	7,429,699	787,437	11,520,463
Canada	375,642	339,992	7,355,249	610,115	8,680,997
Australia	1,208,614	500,000	3,623,652	–	5,332,266
Spain	230,405	175,000	867,143	4,000,000	5,272,549
Denmark	963,773	250,000	2,855,015	–	4,068,788
Finland	2,092,240	640,000	268,817	–	3,001,058
Switzerland	1,444,699	100,000	1,393,398	–	2,938,097
Italy	743,878	50,000	133,333	1,806,543	2,733,754
Japan	983,965	–	1,550,000	–	2,533,965
Belgium	399,998	–	2,053,479	–	2,453,477
New Zealand	656,554	227,300	652,366	–	1,536,220
France	731,930	200,000	537,960	–	1,469,890
Germany	425,410	243,505	683,995	22,153	1,375,062
Luxembourg	838,441	50,000	262,200	–	1,150,641
United Nations Agencies	29,000	246,600	519,116	–	794,716
Saudi Arabia	–	–	–	516,556	516,556
Private Donors	–	166,905	278,550	–	445,455
Republic of Korea	300,000	–	–	–	300,000
Austria	85,106	–	70,922	–	156,028
Czech Republic	121,454	–	–	–	121,454
Philippines	–	–	82,292	–	82,292
Estonia	12,620	–	–	40,210	52,830
Azerbaijan	–	–	50,000	–	50,000
Iceland	30,000	20,000	–	–	50,000
Israel	–	–	–	50,000	50,000
Turkey	–	–	50,000	–	50,000
Monaco	30,000	–	–	–	30,000
Singapore	20,000	–	10,000	–	30,000
Greece	27,360	–	–	–	27,360
China	20,000	–	–	–	20,000
Slovenia	15,000	–	–	–	15,000
South Africa	–	6,701	6,701	–	13,402
Venezuela	5,000	–	–	–	5,000
Moldova	–	–	2,000	–	2,000
Total	35,403,456	8,721,109	107,809,741	46,561,467	198,495,772

Table 10

Voluntary Donor Contributions in 2007 – by Earmarking (US\$)

Donor	Total Contributions for Activities Detailed in <i>OCHA in</i> 2007	Contributions for Activities Detailed in <i>OCHA in 2007</i>		Specially Designated Contributions and Other Activities	Total Contributions
		Total Unearmarked	Total Earmarked		
United Kingdom	16,772,260	14,155,060	2,617,200	12,816,470	29,588,730
Norway	14,105,381	7,951,723	6,153,658	12,503,379	26,608,760
Sweden	18,537,377	9,352,860	9,184,517	7,850,720	26,388,097
UNDP Pooled Funds	13,305,619	–	13,305,619	3,172,717	16,478,336
The Netherlands	7,030,229	2,468,975	4,561,254	8,583,560	15,613,789
United States of America	13,881,141	1,184,870	12,696,271	510,000	14,391,141
ECHO	11,770,439	–	11,770,439	777,160	12,547,599
Ireland	10,172,209	2,881,844	7,290,365	1,348,254	11,520,463
Canada	6,396,363	2,535,122	3,861,241	2,284,635	8,680,998
Australia	4,922,216	819,314	4,102,902	410,050	5,332,266
Spain	1,073,873	540,540	533,333	4,198,676	5,272,549
Denmark	2,810,338	1,925,102	885,236	1,258,449	4,068,787
Finland	2,732,241	2,732,241	–	268,817	3,001,058
Switzerland	2,895,875	1,036,553	1,859,322	42,222	2,938,097
Italy	927,211	927,211	–	1,806,543	2,733,754
Japan	2,383,965	843,965	1,540,000	150,000	2,533,965
Belgium	2,453,477	399,998	2,053,479	–	2,453,477
New Zealand	1,536,220	1,407,049	129,171	–	1,536,220
France	1,340,188	1,340,188	–	129,702	1,469,890
Germany	1,352,909	475,409	877,500	22,153	1,375,062
Luxembourg	1,150,641	588,441	562,200	–	1,150,641
United Nations Agencies	794,716	–	794,716	–	794,716
Saudi Arabia	–	–	–	516,556	516,556
Private Donors	219,316	–	219,316	226,139	445,455
Republic of Korea	300,000	300,000	–	–	300,000
Austria	156,028	85,106	70,922	–	156,028
Czech	121,454	121,454	–	–	121,454
Philippines	82,292	–	82,292	–	82,292
Estonia	12,620	12,620	–	40,210	52,830
Azerbaijan	50,000	–	50,000	–	50,000
Iceland	50,000	50,000	–	–	50,000
Israel	–	–	–	50,000	50,000
Turkey	50,000	–	50,000	–	50,000
Monaco	30,000	30,000	–	–	30,000
Singapore	30,000	20,000	10,000	–	30,000
Greece	27,360	–	27,360	–	27,360
China	20,000	20,000	–	–	20,000
Slovenia	15,000	–	15,000	–	15,000
South Africa	13,402	–	13,402	–	13,402
Venezuela	5,000	5,000	–	–	5,000
Moldova	–	–	–	2,000	2,000
TOTAL	139,527,360	54,210,645	85,316,715	58,968,412	198,495,772

Table 11

Voluntary Donor Contributions in 2007 – by Activity (US\$)

	United Kingdom	Norway	Sweden	Pooled Funds (UNDP)	The Netherlands	United States of America	ECHO	Ireland	Canada
Core Activities	7,468,430	1,463,486	2,995,390	–	934,735	934,870	801,479	2,251,690	240,178
Headquarters Projects	2,789,237	868,994	2,415,682	–	176,000	1,700,000	3,620,335	538,310	895,219
Civil–Military Coordination Training Project	205,930	–	350,842	–	–	–	–	–	100,000
Displacement and Protection Support Section	50,224	350,000	492,780	–	–	–	–	–	–
Evaluation and Studies Section	173,519	–	–	–	–	–	–	–	–
Field Coordination Support Project	–	–	291,121	–	–	300,000	–	–	425,746
Field Information Support Section	918,541	100,000	280,000	–	176,000	500,000	3,578,404	–	–
Gender Advisory Team	–	232,116	–	–	–	–	–	134,409	–
Humanitarian Coordination Strengthening Project	633,719	186,878	285,160	–	–	500,000	–	–	–
Logistics and Support Unit	99,054	–	175,000	–	–	–	–	–	–
Pandemic Influenza Contingency Project	329,078	–	–	–	–	–	–	–	87,810
Protection of Civilians Section	78,840	–	120,561	–	–	–	–	130,155	135,463
ReliefWeb	300,332	–	420,218	–	–	400,000	41,931	200,000	–
UNDAC Developing Countries Deployment and Training	–	–	–	–	–	–	–	73,746	146,200
Budgetary Cash Reserve Fund	656,993	–	4,990,300	–	–	–	–	–	–
Field Coordination Reserve Fund	2,000,000	2,976,987	–	–	–	250,000	–	–	2,294,943
Regional offices	430,862	1,762,444	1,028,647	–	1,161,840	602,848	–	1,747,387	528,679
Regional Office for Central and Eastern Africa	430,862	394,600	293,899	–	390,590	200,000	–	709,220	56,075
Regional Office for Southern Africa	–	270,844	–	–	305,000	202,848	–	–	43,313
Regional Office for West Africa	–	–	734,748	–	–	200,000	–	1,038,167	61,225
Regional Office for the Middle East, North Africa and Central Asia	–	297,000	–	–	–	–	–	–	51,875
Regional Disaster Response Adviser for Central Asia	–	–	–	–	–	–	–	–	–
Regional Office for Asia and the Pacific	–	700,000	–	–	450,750	–	–	–	59,053
Regional Disaster Response Adviser for the Pacific	–	100,000	–	–	15,500	–	–	–	–
Regional Office for Latin America and the Caribbean	–	–	–	–	–	–	–	–	257,138
Africa	803,619	3,253,579	3,685,582	13,305,619	2,691,000	8,249,000	4,539,164	4,913,339	1,076,620
Burundi	–	–	293,899	–	309,000	–	107,527	197,368	–
Central African Republic	–	120,000	293,899	–	–	250,000	–	1,066,410	–
Chad	–	735,711	896,099	–	–	1,000,000	–	966,657	–
Côte d'Ivoire	–	36,470	440,849	–	495,000	–	78,947	657,895	–
Democratic Republic of the Congo	–	–	–	6,499,510	–	500,000	1,075,269	–	–
Eritrea	–	40,500	–	–	–	450,000	–	–	–
Ethiopia	–	498,091	144,391	–	309,000	250,000	–	–	–
Guinea	–	46,000	–	–	–	–	–	–	–
Somalia	503,018	941,176	734,748	–	741,000	500,000	54,645	328,947	–
Sudan	–	–	–	6,806,109	–	4,500,000	2,032,526	1,696,062	882,690
Uganda	–	–	587,798	–	617,000	699,000	744,124	–	–
Zimbabwe	300,601	835,631	293,899	–	220,000	100,000	446,126	–	193,930
Middle East	982,318	2,353,740	1,467,598	–	741,000	–	1,639,536	–	702,432
Iraq	982,318	682,477	732,850	–	–	–	–	–	–
occupied Palestinian territory	–	1,671,263	734,748	–	741,000	–	1,639,536	–	702,432
Asia	400,401	458,039	293,899	–	–	1,100,000	843,036	134,409	200,000
Indonesia	–	447,039	–	–	–	–	–	–	–
Islamic Republic of Iran	–	11,000	–	–	–	–	–	–	–
Nepal	–	–	–	–	–	400,000	–	–	–
Papua New Guinea	–	–	–	–	–	–	–	–	–
Sri Lanka	200,401	–	293,899	–	–	700,000	843,036	134,409	200,000
Timor-Leste	200,000	–	–	–	–	–	–	–	–
Europe	–	–	440,849	–	247,000	244,423	–	–	–
Russian Federation	–	–	440,849	–	247,000	244,423	–	–	–
Latin America and the Caribbean	–	200,000	–	–	288,400	–	227,052	–	118,300
Colombia	–	200,000	–	–	288,400	–	227,052	–	49,800
Haiti	–	–	–	–	–	–	–	–	68,500
IRIN	1,240,400	768,112	1,219,430	–	790,254	800,000	99,837	587,074	339,992
Total Contributions for Activities Detailed in OCHA in 2007	16,772,260	14,105,381	18,537,377	13,305,619	7,030,229	13,881,141	11,770,439	10,172,209	6,396,363
Other Activities	2,252,923	1,576,468	2,096,204	–	987,620	500,000	72,339	560,817	1,674,519
Natural Disaster Activities and Natural Disaster Reserve Pre-Positioned Funds	117,079	113,732	–	–	500,000	10,000	704,821	49,974	136,092
Other Humanitarian Funds	10,446,468	10,813,179	5,754,516	3,172,717	7,095,940	–	–	737,463	474,024
Total Voluntary Donor Contributions	29,588,730	26,608,760	26,388,097	16,478,336	15,613,789	14,391,141	12,547,599	11,520,463	8,680,998

Australia	Spain	Denmark	Finland	Switzerland	Italy	Japan	Belgium	New Zealand	France	Germany	Others	TOTAL
739,314	178,405	813,772	1,778,645	836,555	673,879	983,965	399,998	576,554	682,276	425,409	1,454,980	26,634,010
884,860	52,000	445,520	313,596	1,291,905	69,999	800,000	442,471	80,000	99,653	-	962,322	18,446,103
100,000	-	-	-	179,487	-	-	-	-	-	-	35,461	971,720
-	-	-	-	458,450	-	-	-	-	-	-	42,162	1,393,616
-	-	-	-	94,017	-	-	-	-	-	-	29,000	296,536
215,560	-	-	-	210,256	-	-	-	-	-	-	-	1,442,683
50,000	52,000	100,000	213,596	100,000	-	-	-	80,000	49,653	-	50,000	6,248,194
419,300	-	50,000	-	-	-	-	-	-	-	-	-	835,825
-	-	-	-	-	-	-	442,471	-	-	-	262,200	2,310,428
-	-	-	-	-	-	-	-	-	-	-	-	274,054
-	-	285,236	-	-	-	400,000	-	-	-	-	461,207	1,563,331
-	-	-	-	49,695	-	-	-	-	-	-	-	514,714
-	-	10,284	100,000	-	69,999	400,000	-	-	50,000	-	-	1,992,764
100,000	-	-	-	200,000	-	-	-	-	-	-	82,292	602,238
-	135,135	-	-	-	-	-	-	-	-	-	-	5,782,428
-	-	-	-	-	-	-	-	-	-	-	2,734	7,524,664
1,364,680	-	250,000	-	-	-	600,000	-	385,441	196,077	-	10,000	10,068,905
-	-	150,000	-	-	-	90,000	-	-	150,000	-	-	2,865,246
-	-	100,000	-	-	-	90,000	-	-	-	-	-	1,012,005
-	-	-	-	-	-	90,000	-	-	46,077	-	-	2,170,217
-	-	-	-	-	-	80,000	-	-	-	-	-	428,875
-	-	-	-	-	-	-	-	-	-	-	-	-
852,230	-	-	-	-	-	170,000	-	256,270	-	-	-	2,488,303
512,450	-	-	-	-	-	-	-	129,171	-	-	-	757,121
-	-	-	-	-	-	80,000	-	-	-	-	10,000	347,138
210,900	533,333	51,046	-	542,415	133,333	-	1,347,856	-	162,182	683,995	107,109	46,289,691
-	-	-	-	-	-	-	-	-	-	-	-	907,794
-	-	51,046	-	-	-	-	-	-	-	-	-	1,781,355
-	-	-	-	-	-	-	-	-	32,182	-	-	3,630,649
-	-	-	-	-	-	-	-	-	130,000	-	-	1,839,161
-	533,333	-	-	-	-	-	666,663	-	-	-	200	9,274,975
-	-	-	-	-	-	-	-	-	-	-	-	490,500
-	-	-	-	267,857	-	-	-	-	-	-	-	1,469,339
-	-	-	-	-	-	-	-	-	-	-	-	46,000
-	-	-	-	-	-	-	-	-	-	-	-	3,803,534
-	-	-	-	274,558	-	-	681,193	-	-	683,995	56,909	17,614,042
-	-	-	-	-	133,333	-	-	-	-	-	50,000	2,831,255
210,900	-	-	-	-	-	-	-	-	-	-	-	2,601,087
-	-	-	-	-	-	-	-	-	-	-	50,000	7,936,624
-	-	-	-	-	-	-	-	-	-	-	-	2,397,645
1,222,462	-	1,000,000	-	-	-	-	-	266,925	-	-	50,000	5,538,979
858,950	-	-	-	-	-	-	-	-	-	-	50,478	5,969,649
-	-	-	-	-	-	-	-	-	-	-	478	1,306,467
-	-	-	-	-	-	-	-	-	-	-	-	11,000
-	-	600,000	-	-	-	-	-	228,425	-	-	-	1,228,425
207,466	-	-	-	-	-	-	-	38,500	-	-	-	245,966
156,046	-	400,000	-	-	-	-	-	-	-	-	-	2,927,791
-	-	-	-	-	-	-	-	-	-	-	50,000	250,000
-	-	-	-	125,000	-	-	-	-	-	-	-	1,057,272
-	-	-	-	125,000	-	-	-	-	-	-	-	1,057,272
-	-	-	-	-	-	-	263,152	-	-	-	-	1,096,904
-	-	-	-	-	-	-	263,152	-	-	-	-	1,028,404
-	-	-	-	-	-	-	-	-	-	-	-	68,500
500,000	175,000	250,000	640,000	100,000	50,000	-	-	227,300	200,000	243,505	490,206	8,721,110
4,922,216	1,073,873	2,810,338	2,732,241	2,895,875	927,211	2,383,965	2,453,477	1,536,220	1,340,188	1,352,909	3,127,829	139,527,360
410,050	198,676	1,258,449	268,817	42,222	-	150,000	-	-	129,702	-	228,139	12,406,945
-	-	-	-	-	1,806,543	-	-	-	-	22,153	340,190	3,800,584
-	4,000,000	-	-	-	-	-	-	-	-	-	266,576	42,760,883
5,332,266	5,272,549	4,068,787	3,001,058	2,938,097	2,733,754	2,533,965	2,453,477	1,536,220	1,469,890	1,375,062	3,962,734	198,495,772

Top 20 Voluntary Donor Contributions

1. United Kingdom

	Contribution (US\$)
OCHA Headquarters	
Core Activities	7,468,430
Projects	2,789,237
OCHA Field Offices	
Budgetary Cash Reserve Fund	656,993
Field Coordination Reserve Fund	2,000,000
Somalia	503,018
Zimbabwe	300,601
Regional Office for Central and East Africa	430,862
Sri Lanka	200,401
Timor-Leste	200,000
Iraq	982,318
IRIN	1,240,400
Sub-Total of Contributions for Activities Detailed in OCHA in 2007	16,772,260
Other Contributions	
Other Activities	2,252,923
Natural Disasters	117,079
Humanitarian Funds and Other Activities	10,446,468
Total Contributions	29,588,730

2. Norway

	Contribution (US\$)
OCHA Headquarters	
Core Activities	1,463,486
Projects	868,994
OCHA Field Offices	
Field Coordination Reserve Fund	2,976,987
Central African Republic	120,000
Chad	735,711
Côte d'Ivoire	36,470
Eritrea	40,500
Ethiopia	498,091
Guinea	46,000
Somalia	941,176
Zimbabwe	835,631
Regional Office for Central and East Africa	394,600
Regional Office for Southern Africa	270,844
occupied Palestinian territory	1,671,263
Iraq	682,477
Regional Office for Middle East, North Africa and Central Asia	297,000
Indonesia	447,039

Islamic Republic of Iran	11,000
Regional Disaster Response Adviser for the Pacific	100,000
Regional Office for Asia and the Pacific	700,000
Colombia	200,000
IRIN	768,112
Sub-Total of Contributions for Activities Detailed in OCHA in 2007	14,105,381
Other Contributions	
Other Activities	1,576,468
Natural Disasters	113,732
Humanitarian Funds and Other Activities	10,813,179
Total Contributions	26,608,760

3. Sweden

	Contribution (US\$)
OCHA Headquarters	
Core Activities	2,995,390
Projects	2,415,682
OCHA Field Offices	
Budgetary Cash Reserve Fund	4,990,300
Burundi	293,899
Central African Republic	293,899
Chad	896,099
Côte d'Ivoire	440,849
Ethiopia	144,391
Somalia	734,748
Uganda	587,798
Zimbabwe	293,899
Regional Office for Central and East Africa	293,899
Regional Office for West Africa	734,748
occupied Palestinian territory	734,748
Iraq	732,850
Sri Lanka	293,899
Russian Federation	440,849
IRIN	1,219,430
Sub-Total of Contributions for Activities Detailed in OCHA in 2007	18,537,377
Other Contributions	
Other Activities	2,096,204
Humanitarian Funds and Other Activities	5,754,516
Total Contributions	26,388,097

4. UNDP Pooled Funds

	Contribution (US\$)
OCHA Field Offices	
Democratic Republic of the Congo	6,499,510
Sudan	6,806,109
Sub-Total of Contributions for Activities Detailed in OCHA in 2007	13,305,619
Other Contributions	
Humanitarian Funds and Other Activities	3,172,717
Total Contributions	16,478,336

5. The Netherlands

	Contribution (US\$)
OCHA Headquarters	
Core Activities	934,735
Projects	176,000
OCHA Field Offices	
Burundi	309,000
Côte d'Ivoire	495,000
Ethiopia	309,000
Somalia	741,000
Uganda	617,000
Zimbabwe	220,000
Regional Office for Central and East Africa	390,590
Regional Office for Southern Africa	305,000
Regional Disaster Response Adviser for the Pacific	15,500
Regional Office for Asia and the Pacific	450,750
occupied Palestinian territory	741,000
Russian Federation	247,000
Colombia	288,400
IRIN	790,254
Sub-Total of Contributions for Activities Detailed in OCHA in 2007	7,030,229
Other Contributions	
Other Activities	987,620
Natural Disasters	500,000
Humanitarian Funds and Other Activities	7,095,940
Total Contributions	15,613,789

6. United States of America

	Contribution (US\$)
OCHA Headquarters	
Core Activities	934,870
Projects	1,700,000
OCHA Field Offices	
Field Coordination Reserve Fund (unallocated)	250,000
Central African Republic	250,000
Chad	1,000,000
Democratic Republic of the Congo	500,000
Eritrea	450,000
Ethiopia	250,000
Somalia	500,000
Sudan	4,500,000
Uganda	699,000
Zimbabwe	100,000
Regional Office for Central and East Africa	200,000
Regional Office for Southern Africa	202,848
Regional Office for West Africa	200,000
Nepal	400,000
Sri Lanka	700,000
Russian Federation	244,423
IRIN	800,000
Sub-Total of Contributions for Activities Detailed in OCHA in 2007	13,881,141
Other Contributions	
Other Activities	500,000
Natural Disasters	10,000
Total Contributions	14,391,141

7. European Commission Humanitarian Aid Office (ECHO)

	Contribution (US\$)
OCHA Headquarters	
Core Activities	801,479
Projects	3,620,335
OCHA Field Offices	
Burundi	107,527
Côte d'Ivoire	78,947
Democratic Republic of the Congo	1,075,269
Somalia	54,645
Sudan	2,032,526
Uganda	744,124
Zimbabwe	446,126
occupied Palestinian territory	1,639,536
Sri Lanka	843,036
Colombia	227,052
IRIN	99,837
Sub-Total of Contributions for Activities Detailed in OCHA in 2007	11,770,439
Other Contributions	
Other Activities	72,339
Natural Disasters	704,821
Total Contributions	12,547,599

8. Ireland

	Contribution (US\$)
OCHA Headquarters	
Core Activities	2,251,690
Projects	538,310
OCHA Field Offices	
Burundi	197,368
Central African Republic	1,066,410
Chad	966,657
Côte d'Ivoire	657,895
Somalia	328,947
Sudan	1,696,062
Regional Office for Central and East Africa	709,220
Regional Office for West Africa	1,038,167
Sri Lanka	134,409
IRIN	587,074
Sub-Total of Contributions for Activities Detailed in OCHA in 2007	10,172,209
Other Contributions	
Other Activities	560,817
Natural Disasters	49,974
Humanitarian Funds and Other Activities	737,463
Total Contributions	11,520,463

9. Canada

	Contribution (US\$)
OCHA Headquarters	
Core Activities	240,178
Projects	895,219
OCHA Field Offices	
Field Coordination Reserve Fund (unallocated)	2,294,943
Sudan	882,690
Zimbabwe	193,930
Regional Office for Central and East Africa	56,075
Regional Office for Southern Africa	43,313
Regional Office for West Africa	61,225
occupied Palestinian territory	702,432
Regional Office for Middle East, North Africa and Central Asia	51,875
Sri Lanka	200,000
Regional Office for Asia and the Pacific	59,053
Colombia	49,800
Haiti	68,500
Regional Office for Latin America and the Caribbean	257,138
IRIN	339,992
Sub-Total of Contributions for Activities Detailed in OCHA in 2007	6,396,363
Other Contributions	
Other Activities	1,674,519
Natural Disasters	136,092
Humanitarian Funds and Other Activities	474,024
Total Contributions	8,680,998

10. Australia

	Contribution (US\$)
OCHA Headquarters	
Core Activities	739,314
Projects	884,860
OCHA Field Offices	
Zimbabwe	210,900
Indonesia	858,950
Papua New Guinea	207,466
Sri Lanka	156,046
Regional Disaster Response Adviser for the Pacific	512,450
Regional Office for Asia and the Pacific	852,230
IRIN	500,000
Sub-Total of Contributions for Activities Detailed in OCHA in 2007	4,922,216
Other Contributions	
Other Activities	410,050
Total Contributions	5,332,266

11. Spain

	Contribution (US\$)
OCHA Headquarters	
Core Activities	178,405
Projects	52,000
OCHA Field Offices	
Budgetary Cash Reserve Fund	135,135
Democratic Republic of the Congo	533,333
IRIN	175,000
Sub-Total of Contributions for Activities Detailed in OCHA in 2007	1,073,873
Other Contributions	
Other Activities	198,676
Humanitarian Funds and Other Activities	4,000,000
Total Contributions	5,272,549

12. Denmark

	Contribution (US\$)
OCHA Headquarters	
Core Activities	813,772
Projects	445,520
OCHA Field Offices	
Central African Republic	51,046
Regional Office for Central and East Africa	150,000
Regional Office for Southern Africa	100,000
Nepal	600,000
Sri Lanka	400,000
IRIN	250,000
Sub-Total of Contributions for Activities Detailed in OCHA in 2007	2,810,338
Other Contributions	
Other Activities	1,258,449
Total Contributions	4,068,787

13. Finland

	Contribution (US\$)
OCHA Headquarters	
Core Activities	1,778,645
Projects	313,596
OCHA Field Offices	
IRIN	640,000
Sub-Total of Contributions for Activities Detailed in OCHA in 2007	2,732,241
Other Contributions	
Other Activities	268,817
Total Contributions	3,001,058

14. Switzerland

	Contribution (US\$)
OCHA Headquarters	
Core Activities	836,555
Projects	1,291,905
OCHA Field Offices	
Ethiopia	267,857
Sudan	274,558
Russian Federation	125,000
IRIN	100,000
Sub-Total of Contributions for Activities Detailed in OCHA in 2007	2,895,875
Other Contributions	
Other Activities	42,222
Total Contributions	2,938,097

15. Italy

	Contribution (US\$)
OCHA Headquarters	
Core Activities	673,879
Projects	69,999
OCHA Field Offices	
Uganda	133,333
IRIN	50,000
Sub-Total of Contributions for Activities Detailed in OCHA in 2007	927,211
Other Contributions	
Natural Disasters	1,806,543
Total Contributions	2,733,754

16. Japan

	Contribution (US\$)
OCHA Headquarters	
Core Activities	983,965
Projects	800,000
OCHA Field Offices	
Regional Office for Central and East Africa	90,000
Regional Office for Southern Africa	90,000
Regional Office for West Africa	90,000
Regional Office for Middle East, North Africa and Central Asia	80,000
Regional Office for Asia and the Pacific	170,000
Regional Office for Latin America and the Caribbean	80,000
Sub-Total of Contributions for Activities Detailed in OCHA in 2007	2,383,965
Other Contributions	
Other Activities	150,000
Total Contributions	2,533,965

17. Belgium

	Contribution (US\$)
OCHA Headquarters	
Core Activities	399,998
Projects	442,471
OCHA Field Offices	
Democratic Republic of the Congo	666,663
Sudan	681,193
Colombia	263,152
Sub-Total of Contributions for Activities Detailed in <i>OCHA in 2007</i>	2,453,477
Total Contributions	2,453,477

18. New Zealand

	Contribution (US\$)
OCHA Headquarters	
Core Activities	576,554
Projects	80,000
OCHA Field Offices	
Nepal	228,425
Papua New Guinea	38,500
Regional Disaster Response Adviser for the Pacific	129,171
Regional Office for Asia and the Pacific	256,270
IRIN	227,300
Sub-Total of Contributions for Activities Detailed in <i>OCHA in 2007</i>	1,536,220
Total Contributions	1,536,220

19. France

	Contribution (US\$)
OCHA Headquarters	
Core Activities	682,276
Projects	99,653
OCHA Field Offices	
Chad	32,182
Côte d'Ivoire	130,000
Regional Office for Central and East Africa	150,000
Regional Office for West Africa	46,077
IRIN	200,000
Sub-Total of Contributions for Activities Detailed in <i>OCHA in 2007</i>	1,340,188
Other Contributions	
Other Activities	129,702
Total Contributions	1,469,890

20. Germany

	Contribution (US\$)
OCHA Headquarters	
Core Activities	425,409
Projects	–
OCHA Field Offices	
Sudan	683,995
IRIN	243,505
Sub-Total of Contributions for Activities Detailed in <i>OCHA in 2007</i>	1,352,909
Other Contributions	
Natural Disasters	22,153
Total Contributions	1,375,062

Part III



Performance in 2007



Strategic Framework and Core Indicators

OCHA's Strategic Framework conveys the organization's goals and key priorities, and forms the basis of annual planning and reporting. Performance in 2007 was measured using indicators set against the Framework's three goals and 21 objectives. Indicators for each of the headquarters work units and all regional and field offices are included in Annex I.

The core indicators below provide a snapshot of OCHA's overall performance. Detailed descriptions of the activities and achievements on which these indicators are based can be found in Part III under 'Performance of Headquarters' and 'Performance of the Field'.

Goal 1 Consolidated Humanitarian Reform that Ensures Adequate and Relevant Humanitarian Response

Objective	Indicator	2007 Target	2007 Achievement
	Guidance document on humanitarian financing mechanisms disseminated by target date	November 2007	October 2007
1.1 — Properly functioning and supported CERF	Average number of working days between final submission of eligible CERF request and project approval	7 days	Rapid response: 3 days Underfunded: 6 days
1.2 — Fully deployed, functioning and funded cluster system (in new emergencies and countries selected by the IASC)	Percentage of countries with established HCs in ongoing emergencies that begin using the cluster approach	65% (17 countries)	32% (8 out of 25 countries)
1.3 — Greater engagement and coordination with national and international NGOs	Percentage of countries with an HC with coordination and decision-making forums at the country level that bring United Nations and non-United Nations organizations together as equal partners	33%	86% (19 out of 22); reporting on 22 of 26 HC countries (no information available for Iraq, Guinea, Liberia and Pakistan)
1.4 — Strengthened in-country coordination	Percentage of HCs that have an established Compact with the Emergency Relief Coordinator by the end of the year	20% (5 HCs)	0%
1.5 — Improved tools and services (to adapt to humanitarian reform outcomes)	<i>No core indicator identified</i>		
1.6 — Strengthened Consolidated Appeals Processes	Number and percentage of flash appeals issued within 5 days (following HC's decision to issue a flash appeal)	75%	20% (3 out of 15)
1.7 — Proactive follow-up and action on United Nations reform	<i>No core indicator identified</i>		

Goal 2 Recognized Leadership Role in Humanitarian Advocacy and Policy

Objective	Indicator	2007 Target	2007 Achievement
2.1 — Improved, and publicly profiled, analysis of global and country humanitarian trends and issues	Mapping of existing inter-agency humanitarian needs assessment initiatives undertaken	December 2007	Not completed
2.2 — Greater adherence to principled funding by donors	Percentage of consolidated appeals with less than 50% funding	10%	0%
2.3 — More coherent and sharpened advocacy on humanitarian issues and principles	Number of draft outlines on humanitarian policy developed in coordination with regional organizations	2	2
2.4 — Shared policy positions (in pursuit of a common humanitarian understanding and messaging)	<i>No core indicator identified</i>		
2.5 — Greater incorporation of risk reduction objectives into humanitarian (including recovery and transition) strategies	Number of regional offices that have developed a regional strategy to support the implementation of Hyogo Framework for Action Priority 5 ('strengthen disaster preparedness for effective response at all levels')	6	6

2.6 — Improved coordination and monitoring of IDP issues	Access monitoring tool tested in pilot countries	3	0
2.7 — Increased and strengthened partnerships for humanitarian action	Number of specialized trainings provided for UNDAC members	4	4

Goal 3 A More Effective and Efficient Organization

Objective	Indicator	2007 Target	2007 Achievement
3.1 — Improved management practices	Percentage of recommendations listed in OCHA's Road Map implemented	90%	77%
3.2 — Enhanced organizational structures	<i>No core indicator identified</i>		
3.3 — Strengthened accountability mechanisms based on measurable indicators and results	Percentage of critical audit recommendations that are fully implemented	96%	82%
	Percentage of Performance Appraisal System stages that are completed online in accordance with the established deadlines	90%	20% (completed by September)
3.4 — Effective human resource planning and management	Average number of days taken between recognition of a vacancy and filling of post	P staff: 150 days L staff: 60 days	Galaxy: 300 Non-Galaxy: 150
	Percentage of female staff representation in senior level posts (P5 and higher)	40%	34%
	Number of staff members (professional and higher levels) from United Nations under-represented countries	39	27
3.5 — Strengthened administrative support	Percentage of field offices visited by headquarters administrative missions	100%	30%
	Percentage of regional offices with administrative officers	100%	50%
3.6 — Strengthened internal communication and transparency	Percentage of staff reporting that there are clear channels of communication at their level between headquarters and the field	Field: 60% Headquarters: 60%	Data not available
3.7 — More predictable and adequate funding	Percentage of annual funding against total contributions received by quarter	March: 40% June: 75% November: 95%	March: 27% June: 62% September: 75% December: 100%

Application of ‘Ten Key Lessons Learned in 2006’

OCHA's *Annual Report 2006* presented ten lessons drawn from some of OCHA's most important experiences in 2006. These were based on independent, system-wide evaluations (such as the Tsunami Evaluation Coalition's evaluation of the international response to the Indian Ocean tsunami and an inter-agency evaluation of the drought response in the Horn of Africa) and also on internal lesson-learning reviews conducted by OCHA of its own performance (including its emergency responses to the earthquake in Pakistan and conflict in Lebanon). This section considers how these lessons were applied to OCHA's coordination of humanitarian response during 2007.

Surge Capacity

Lesson 1. Weak surge capacity due to insufficient human resources assigned for surge continues to hamper early response and the rapid scaling-up of humanitarian presence in sudden-onset emergencies. More investment is needed in surge staffing and emergency rosters, as well as the inclusion of quality, geographically diverse staff with broad experience.

While significant progress was made in 2007 in strengthening the surge capacity rosters managed by OCHA – including diversifying staff language skills and levels of experience, and establishing new rosters – more remains to be done in terms of the overall management of surge capacity, surge deployments and the sequencing of surge to medium and longer-term human resources solutions. Both of OCHA's real-time evaluations conducted in 2007 (in Mozambique and Pakistan) pointed to the need to improve surge capacity, in particular to ensure that staff have appropriate language skills and that they are available to remain in-country for at least six weeks. In addition, clear terms of reference need to be drawn up that provide clarity on the role OCHA plays in cluster management.

In the second half of 2007, the Surge Capacity Section began to play a more central coordination and advisory role in surge capacity and rapid response within OCHA. The ‘Whole of OCHA Approach’, in which the Section plays an advisory role, aims to coordinate action prior to, during and after an emergency (involving a range of internal and external actors) to ensure the flexible and coordinated use of all available resources. In late 2007, OCHA also established an Emergency Response Roster (ERR), which is designed to be the primary internal mechanism for deploying OCHA staff in sudden and unforeseen emergency situations where an OCHA office or presence needs to be initiated or reinforced. The ERR is expected to help span staffing gaps in the initial stages of a crisis until longer term and more regular recruitments are able to replace roster members.

Selection for the ERR takes into account geographical distribution, gender and language skills, and the ERR is open to national staff. Two national officers (out of the fourteen ERR members) were included in the first roster rotation. In response to a number of emergencies in 2007 national staff were deployed to provide support to Resident Coordinators' Offices; for example, national staff from Zimbabwe and Sudan were deployed to Mozambique in the aftermath of the floods and cyclone crisis.

Regional offices have increasingly assumed a lead role in providing first-line surge capacity to countries without an OCHA presence and, to a lesser degree, to field offices during emergencies. OCHA has continued to build the skills of staff in regional offices to act in this capacity through training. OCHA is currently

updating the emergency response manual to ensure the full articulation of relevant procedures (post internal realignment) as well as strengthened capacity in regional offices.

In December 2007, OCHA began implementing multiple duty station recruitment in order to pre-select qualified candidates for certain occupational groups for field assignments (heads of office, humanitarian affairs officers and administrative officers). This initiative is expected to reduce significantly the time taken to fill posts after the initial surge.

OCHA continues to work on expanding the geographical diversity of other rosters. With high demand for Arabic, French and Spanish language capabilities, the Stand-By Partnerships Programme has actively encouraged the participation of members with these language skills. New memoranda of understanding with additional partner organizations have been signed (including Canadem, Swedish Rescue Services Agency and Irish Aid).

The UNDAC system relies primarily on United Nations Member States and secondly on OCHA and United Nations Agencies, and deployments of members tend to take place from the region in which the disaster occurred – taking advantage of local knowledge and language skills.

Funding

***Lesson 2.** In order to attract instant funding and allow agencies to mobilize quickly, the initial flash appeal should be issued within a few days, based on quick common needs assessments. A more rigorous joint needs assessment involving national stakeholders should then take place and inform a subsequent revision of the appeal a few weeks later. Appeals must be realistic in order to be credible and help meet the needs of the affected population.*

The timing of flash appeals was highlighted as a key criterion for the success of the appeal. In 2007, OCHA set a target of issuing 75 per cent of flash appeals within five days of the decision to initiate the appeal by the Resident Coordinator/Humanitarian Coordinator (RC/HC). By year end, however, only 20 per cent of flash appeals had been issued within five days (the median time taken was twelve days). The delays can be attributed to lack of local experience in coordinating international humanitarian assistance (as most flash appeals in 2007 were issued for countries with development-oriented United Nations Country Teams) and the lack of an OCHA presence in the country along with overstretched surge capacity from the regional office. The frequency of natural disasters in 2007 also made the target difficult to meet.

During 2007, the IASC indicated that OCHA needs to support RCs/HCs in making rapid decisions, and then also to provide more support to them in developing the appeal on time. United Nations Country Teams in disaster-prone countries (including those considered to be in a development context) could better avoid delays in flash appeal development by: forming clusters and defining responsibilities ahead of a disaster as part of contingency planning; coming to prior agreements with governments on the role of international organizations in the event of a disaster and subsequent flash appeal; and defining key analytical tools and sources of information to rapidly assess the scale and severity of a disaster. The adoption of the updated contingency planning guidelines along with the development of a tool to be used by regional offices in prioritizing preparedness efforts should improve the situation of those more vulnerable countries at highest risk of hazards.

Following a review of the flash appeal process, OCHA, United Nations Agencies, NGOs, the Red Cross movement and donors agreed in early 2008 that speed in the release of flash appeals was crucial for ensuring the immediate availability of funding. It was recommended that flash appeals be released within 48 hours of the disaster if possible (and no later than seven days), with a revision to follow within about a month.

Disaster Risk Reduction

Lesson 3. The impact of natural disasters can be greatly reduced and loss of lives minimized if risk reduction becomes a standard feature of preparedness and response. OCHA should support the capacity-building of national actors to ensure that appropriate disaster risk reduction strategies are embedded in national contingency and preparedness plans as well as in ongoing development programmes and policies.

OCHA continued to work with the Secretariat for the International Strategy for Disaster Reduction (ISDR), the UNDP Bureau for Crisis Prevention and Recovery (BCPR) and the International Federation of Red Cross and Red Crescent Societies to promote and facilitate the inclusion of disaster risk reduction strategies in national plans and programmes. To help implement the priority initiatives set out by the Hyogo Framework for Action, the Global Platform for Disaster Risk Reduction was established in June and a discussion paper on humanitarian actions in disaster risk reduction was elaborated and endorsed. Extensive discussions took place with UNDP/BCPR and ISDR on the development of Capacity for Disaster Reduction Initiative programmes on preparedness and disaster risk reduction.

Information Management

Lesson 4. The lack of a common needs assessment methodology impedes coordinated planning and response. OCHA must take the lead in developing a common needs assessment methodology and an information management platform within the cluster approach.

In relation to the role of clusters in information management, in 2007 OCHA developed a set of guidelines with IASC partners on the role of cluster leads in information management, and the role of OCHA in supporting information management among clusters. These guidelines clearly set out the responsibilities of cluster leads and of OCHA at the country level.

See Humanitarian Policy in Action (pp. 55–59) for a discussion of OCHA's work on developing a common needs assessment.

Lesson 5. Collection of gender- and age-disaggregated data and gender-sensitive needs assessment and monitoring are essential for effective targeted programming. In large-scale emergencies, the RC/HC should be supported by the early deployment of a gender adviser to provide technical advice and facilitate gender equality programming.

OCHA was the driving force behind the establishment of the IASC Gender Standby Capacity (GenCap) project. GenCap advisers are deployed to support HCs and cluster leads in mainstreaming gender equality programming through all sectors of humanitarian action. They provide technical advice on the collection and use of sex- and age-disaggregated data in support of better information collection and analysis, programme planning and monitoring, capacity building and advocacy. In 2007, a roster of seventeen gender advisers was established and ten deployments were made to nine country operations, and in 2008 the GenCap project is undergoing expansion.

From its first deployment, the GenCap project has been monitored by an independent consulting group, and preliminary findings show that the deployment of advisers with technical expertise can have a significant positive influence on how humanitarian action is conducted. Further outreach is needed to ensure that the advisers are called upon in the crucial first phase of sudden-onset emergencies (all deployments to date have been made to ongoing emergencies).

OCHA is supporting the IASC Sub-working Group on Gender in Humanitarian Action to identify key obstacles to the collection and use of sex- and age-disaggregated data along with suggestions for practical next steps.

Advocacy and Communications

Lesson 6. Unless there is a consistent and coordinated advocacy strategy which encompasses public information, media outreach and mass communications, humanitarian aid will inevitably be criticized for lacking transparency, responsiveness and understanding of local contexts. More consistent information sharing would also contribute to reducing opportunities for manipulation and corruption of humanitarian funds.

See Advocacy and Public Information (pp. 63–64) for a discussion of OCHA's work in this area.

Supporting Local Capacity

Lesson 7. Working with highly capable national authorities requires a different coordination approach. OCHA needs to review its interaction with national coordination structures and develop guidance for staff on how to complement national coordination systems.

While internal guidance has not been developed specifically for OCHA staff, the updated IASC Inter-Agency Contingency Planning Guidelines for Humanitarian Assistance reaffirm the principle that governments have the primary responsibility for providing humanitarian assistance to people in need. The Guidelines also indicate that country-level sector/cluster leads should establish and maintain appropriate links with government counterparts in their sectors – strongly reflecting the need to complement government capacities. They call for cluster leads to: build on existing local skills and knowledge; ensure appropriate links with national and local authorities, government institutions, civil society and other relevant actors (including peacekeeping forces); and ensure appropriate coordination and information exchange among these actors.

Guidance at the operational level – both for OCHA and members of the IASC as well as for the wider humanitarian community – should be developed to support better interaction with national coordination structures. This would address the issue of the role of clusters outside emergency situations (for example, in contingency planning and preparedness) and take into account the role of those agencies that not only have a humanitarian mandate but also a development one, given their long-term support to build national capacities.

Lesson 8. Agencies should develop an exit strategy in tandem with their entry strategy to ensure proper handover to national government.

In recognition of the fact that more needs to be done to provide strengthened and more predictable coordination assistance to the RC in managing the transition from relief to development, in 2007 the United Nations Development Group Office (UNDGO), the UNDP/BCPR and OCHA launched the Joint Initiative on Recovery Coordination. Under this Initiative, OCHA, UNDGO and UNDP/BCPR reviewed coordination arrangements for the transition and recovery phase in eight countries (the Democratic Republic of the Congo, Haiti, Indonesia, Nepal, Pakistan, Somalia, Sudan and Uganda), identifying gaps and recommending actions for addressing them.

The role of clusters in the transition period was also considered, and an agreement was reached that each cluster should undertake an analysis of the role it might play during transition and working towards recovery, with a focus on maximizing potential links with the government. Possible options for clusters to consider in this process include their modification, merger or winding up during the transition.

Internally, OCHA has given high priority to the issue of effective transition, and a related objective has been included in its Strategic Framework. All field offices have been requested to prepare exit strategies during

2008, and special attention will be paid to the strategies of offices that are expected to phase out. A policy note on OCHA's role on transition and guidelines on defining exit strategies will be drafted in 2008.

Relationship with the Military

Lesson 9. *An effective humanitarian response requires appropriate coordination with national and international military bodies. Civil-military coordination must be strategic and adequately resourced.*

On behalf of the United Nations, in 2007 OCHA developed and implemented a comprehensive strategy on civil-military coordination in order to address more effectively the challenges faced in relation to:

- the protection of humanitarian principles;
- the dissemination and implementation of the various United Nations Civil-Military Coordination (UN-CMCoord) Guidelines;
- the expansion of the pool of trained UN-CMCoord Officers; and
- increased demands for UN-CMCoord training in new and existing missions, as well as for CMCoord expertise throughout the humanitarian and military communities.

OCHA established a UN-CMCoord Deployment Roster which was used to meet requirements in Darfur, eastern Chad and northeastern Central African Republic, and Afghanistan. OCHA managed and conducted UN-CMCoord training courses for the international humanitarian community, which were complemented by a French language version (in addition to the English version) of the interactive self-study training package on civil-military relationships in complex emergencies (IMPACT). Another key component of the strategy was the provision of pre-deployment training for international military forces along with in-mission training for United Nations field operations.

OCHA assisted in the planning and coordination of United Nations Agency participation in military exercises that included significant humanitarian assistance scenarios. OCHA's engagement with military exercises and training focused in particular on senior military leadership in an effort to influence the doctrine and standard operating procedures of the military organizations – in accordance with the UN-CMCoord Guidelines. OCHA worked closely with the European Commission and United Nations Member States on refining the distinction between civil protection and defence/military assets, resulting in the improvement of the Guidelines on the Use of Military and Civil Defence Assets in Disaster Relief (the 'Oslo Guidelines').

The Cluster Approach to Coordination

Lesson 10. *There were initial problems in the application of the new cluster approach in 2006, in part due to lack of guidance and effective dissemination of the approach's principles and objectives to the field. As with any new approach, a solid testing and learning period is required to ensure that lessons identified inform ongoing practice and guidance.*

Lessons related to the cluster approach are discussed in Humanitarian Policy in Action (p. 55–59).

Executive Management

In 2007, OCHA's Executive Management – under the leadership of the Under-Secretary-General – focused on management reform, including the completion of OCHA's internal restructure (or 'realignment') and the further bolstering of administrative support and capacity.

As in 2006, significant changes in senior leadership presented a number of challenges for OCHA during 2007. A new Under-Secretary-General/Emergency Relief Coordinator, new Chiefs of the Policy Development and Studies and the (newly established) External Relations and Support Mobilization Branches, and a new Executive Officer all took up office during the year, while the Assistant Secretary-General left at the end of 2007.

Five-Year Vision

After broad consultations with staff and stakeholders, the Under-Secretary-General proposed a long-term perspective or 'vision' for OCHA in July. Built on the foundation of existing policies and strategies, the document aimed to provide a clearer sense of direction about OCHA's position and future, and to identify some of the intermediate benchmarks to be reached in fulfilling its goals. It was not intended to be set in stone, but rather to act as a baseline to which modifications could be made as circumstances change over time. The Strategic Framework, including OCHA's organization-wide goals and objectives that form the basis of individual work plans, was adapted to correspond with the OCHA's vision.

Strengthening OCHA

OCHA strengthened the coherence of staff and management with the establishment of the Strategic Planning Unit, implementation of the Guidance Management Project, hiring of new training staff and initiation of a major Information Management Review. Through a more accountable and rationalized work and cost planning structure, development of policy-based induction and targeted training modules, and organization-wide policy instructions, standard operating procedures, guidelines and handbooks, OCHA took significant steps towards enhancing managerial accountability and the professionalism of all of its staff.

The Road Map

A self-evaluation conducted in 2006 revealed that OCHA had a clear and coherent vision for its work and that staff were highly motivated and committed, but that there was a perceived lack of top-level management support, management processes were considered weak, and implementation of the 2004 restructure had not increased the effectiveness of the organization. Based on the self-evaluation's recommendations, as well as on recommendations from other audits and evaluations (including those on the Indian Ocean tsunami and Pakistan earthquake responses) and a comprehensive risk assessment, a 'Road Map' was established in 2006 which set out a number of management objectives and concrete actions or steps (110 in total) to be taken to address issues in management, human resources and administration, as well as some section-specific issues. Timelines and managers responsible for each action or step were identified. While some progress had been made in 2006 (with 34 recommendations, or 31 per cent, implemented), most recommendations (51, or 46 per cent) were implemented during 2007.

A number of other initiatives were catalysed by work undertaken on the Road Map. Some of these (such as the strengthening of administration and the establishment of the Strategic Planning Unit) are described below; others are covered elsewhere in this report (the strengthening of OCHA's emergency response capacity and systems on pp. 60–62, the Information Management Review on pp. 64–65, regional offices on pp. 68–69).

Work associated with the Road Map was concluded at the end of 2007, with the remaining actions and steps absorbed into ongoing work plans.

Management

The establishment of the Strategic Planning Unit took effect on 1 January 2007, and it was fully staffed by April. The work of the Unit – particularly the elaboration of OCHA's Strategic Framework along with a concise list of performance indicators – has enabled OCHA to focus better on its planning efforts, utilize its resources more efficiently and better measure its performance.

The Guidance Management Project was activated in June 2007 to support the implementation of OCHA's Policy and Guidance Management System – identified in late 2005 as a key initiative towards strengthening the level of skill, professionalism and consistency of OCHA's staff performance. The Project leads OCHA in a unified approach to policy and guidance, with special focus on meeting the needs of staff in the field. In its first six months, the Project's activities included: an organization-wide audit of existing guidance materials; ongoing development of policy instructions and standard operating procedures; the development of an organizational framework; and the identification of requirements for information management in support of the Guidance Management System.

Human Resources Management

A number of pilot projects were initiated to improve the timely recruitment and equitable mobility of field staff. A multiple duty station roster system was launched for selected occupational groups in late 2007, and several generic job profiles were created in readiness for the full implementation of the roster management system. The development of guidelines is in process for a number of these human resources initiatives.

In order to improve the effectiveness of OCHA's Performance Appraisal System, compliance statistics – broken down by branch and section – were compiled and posted on intranet quarterly.

Administration

During 2007, the Executive and Administrative Offices expanded both in terms of functions and of seniority of staff, to better support the activities of headquarters and field offices and the increasing demands on their services. The post of Executive Officer was upgraded, new posts of Chief of Finance and Chief of Human Resources were created, and new staff for all of these positions were recruited. Two staff development and learning officers (one in New York and one in Geneva) joined OCHA to develop an induction programme and expand existing training opportunities.

Workshops on administration were delivered at OCHA's regional offices in Bangkok (Asia and the Pacific) and Nairobi (Central and East Africa), and these were supplemented by administrative support missions to a number of OCHA field offices. Preparations were made for taking on the 'delegation of authority' to recruit and administer professional field staff; in December OCHA was granted this delegation and it came into force on 1 February 2008.

Section-Specific Issues

While a number of the section-specific issues covered in OCHA's Road Map were completed in 2006 (including a reassessment of the role and functions of External and Donor Relations, Early Warning and Contingency Planning, desk officers and the Internal Displacement Division), work on the others (including the strengthening of OCHA's surge capacity and revising the role and functions of information management and regional offices) is discussed on pp. 52-54 (Donor Relations, External Relations and Liaison), pp. 60-62 (Emergency Preparedness and Response) and pp. 64-65 (Information Management).

The 'Realignment'

OCHA realigned some of its important headquarters functions at the beginning of 2007, with the overarching goal of centralizing the management and reporting of field response by consolidating the country desk structure of the Coordination and Response Division (CRD) into one location (New York). As country desk functions were no longer to be undertaken in Geneva, some structural readjustments were made in order to streamline the office's core functions and capitalize on its European location.

New York

OCHA began consolidating its country desks during 2006, and by 1 April 2007 the transfer of desk functions to New York was complete. While much remains to be done to optimize the new desk structure, its advantages are clear in the elimination of duplication in work and confusion about focal points for geographical coverage at headquarters. A number of thematic task teams and training packages were established to build the capacity of desk officers in the full range of tasks required of them. Challenges currently being addressed include training on natural disaster response and guidance on implementation of humanitarian reform.

Geneva

The major structural changes in Geneva as a result of the realignment were completed in 2007, however refinement of section work plans and internal relationships continues in support of delivering on OCHA Geneva's five core functions:

1. stewardship of inter-agency coordination (including the IASC, the Global Humanitarian Platform, clusters and HC strengthening);
2. development and management of emergency preparedness and response tools (staff and non-staff resources, stand-by partnerships, standards and protocols);
3. resource mobilization (both inter-agency appeals and OCHA funding);
4. collaboration with the International Strategy for Disaster Reduction (ISDR) and other partners in disaster preparedness and mitigation; and
5. provision of administrative services to Geneva and field offices.

From 1 January 2007, CRD in Geneva ceased to exist. Former CRD staff were either retained in their sections under different branches or reassigned to one of the 'new' parts of OCHA:

- **External Relations and Support Mobilization Branch** – bringing together Donor and External Relations, Public Information, the Consolidated Appeals Process Section and a new Geographical Coordination and Monitoring Section (intended to facilitate liaison with partners on country-specific issues), as well as the new OCHA Liaison Office in Brussels
- **Emergency Preparedness Section** – created to work closely with ISDR, UNDP, the Red Cross movement and other partners in support of disaster risk reduction and response preparedness
- **Displacement and Protection Support Section** – replacing the former inter-agency Internal Displacement Division

Oversight of the Emergency Services Branch, as well as management of the day-to-day work of the Administrative Office, continues to fall under the responsibilities of the Deputy Director, Geneva. Organizationally, the Administrative Office reports to the Executive Office (in New York). The External Relations and Support Mobilization Branch has taken shape but it is still developing around its mission statement. Those sections that report directly to the Director, Geneva, are: the IASC Secretariat, the Humanitarian Reform Support Unit, the Humanitarian Coordination Strengthening Project, the Displacement and Protection Support Section and the Emergency Preparedness Section.

Work to complete the realignment of functions between New York and Geneva will continue in the context of the 2008 Mid-Year Review and the preparation of *OCHA in 2009*. A full assessment of the impact of the realignment will be possible in next year's *Annual Report*.

Donor Relations, External Relations and Liaison

Context

The need to secure a wide support base for OCHA and for humanitarian financing in general became increasingly clear in 2007. With fast-emerging issues such as climate change and its impact on disaster-prone countries – alongside existing complex emergencies in Iraq, Afghanistan, the Central African Republic, Chad, the Democratic Republic of the Congo, the occupied Palestinian territory, Somalia and Darfur – the scope of humanitarian requirements grew, and the mobilization of adequate resources to ensure effective response presented a major challenge. OCHA took close notice of the fact that while demand continued to increase, the amount of humanitarian funding available remained about the same.

The major lesson learned again in 2007 was that funding according to needs requires appropriate planning based on identified priorities and supported by reliable information. Evidence-based needs assessments, careful planning and prioritization help to reinforce the positive partnerships of trust that are needed between donors and humanitarian actors.

Partnerships

Significant efforts were made by OCHA throughout 2007 to engage with its partners in bringing humanitarian, political and economic situations and trends in countries of concern to the attention of the humanitarian community. Strategic engagement through briefings and consultations with United Nations Member States ensured that the key concerns of the humanitarian community were taken up at the working and capital levels. Regular dialogue with United Nations mission representatives in Geneva

and New York took place, along with discussions in forums such as the OCHA Donor Support Group (ODSG), the Good Humanitarian Donorship (GHD) initiative, the Humanitarian Liaison Working Group and briefings to Member States on new or ongoing emergencies. With a particular focus on establishing links between United Nations humanitarian efforts and governments and organizations of the Middle East and North Africa, in July the United Nations Secretary-General appointed Abdulaziz Bin Mohamed Arrukban of Saudi Arabia as his Special Humanitarian Envoy. OCHA facilitated his engagement with the humanitarian community and the media.

Briefings given to the media and the public as well as high-level dialogue with Member States aimed to build more effective and principled humanitarian action at the global, regional and country levels. Dialogue with the G77 was pursued through informal consultations in New York, while a meeting in Geneva in June with a selected group of countries which have historically been affected by natural disasters led to a productive exchange on risks and how to better respond to them. This was seen as a first step towards more intensive dialogue with the G77 on humanitarian reform.

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A humanitarian partnership meeting, co-convened in Seoul in June by the United Kingdom (as ODSG chair) and the Government of the Republic of Korea, and with the participation of eleven countries from the



www.goodhumanitarianandonorship.org

Asia-Pacific region together with Canada and the United States, set the foundation for future collaboration and increased regional support for OCHA's role in the Asia-Pacific. An OCHA Liaison Office in Brussels was established in the second half of 2007 with the aim of promoting dialogue with the European Union and European institutions on the development of humanitarian policy and the adoption of international humanitarian law principles.

In working towards the greater engagement of non-traditional donors in humanitarian assistance, more productive relationships with the private sector were consolidated in 2007. The World Economic Forum (WEF) and OCHA initiated a year-long process to develop the 'WEF-OCHA Guiding Principles for Public-Private Collaboration for Humanitarian Action' (launched in Davos in January 2008), which promote principled and coordinated corporate engagement in support of strengthened humanitarian response. At the same time, OCHA continued to bolster its public-private sector partnerships by adopting an internal policy on cooperation with the private sector and by continuing its discussions and joint activities with corporate entities including Ericsson, DHL, Veolia, KPMG, Microsoft and Google.

Planning

In response to the sharp increase in requirements for resources to address sudden-onset emergencies – due in part to the greater frequency of small- and medium-scale weather-related disasters – fifteen flash appeals were issued in 2007. In the latter part of the year, efforts were made to understand better the implications of this increased number of flash appeals and a concept paper recommending an overhaul of the flash appeal system was developed. Following broad distribution of the paper for comment and discussion, it was presented at the Montreux Retreat for the consideration of donors, United Nations humanitarian agencies, the International Red Cross and Red Crescent Movement and NGOs. It was concluded that flash appeals should be undertaken in two stages: the first appeal to be released within 48 hours if possible (and no later than seven days) after the disaster, with a revision to follow within approximately one month. Donors will accept limited but credible assessments rating the severity of the disaster and magnitude of potential need along with a preliminary indication of funding requirements as the basis for the initial flash appeal. The CERF (a funding instrument) does not replace the need for a flash appeal (a planning tool), and the information included in both CERF proposals and flash appeals should be consistent in order to avoid delays in accessing funds from either the CERF or individual donors.



www.humanitarianappeal.net

OCHA established an internal Humanitarian Financing Taskforce to draw out lessons learned from recent developments in humanitarian financing – looking in particular at the CERF, Common Humanitarian Funds and Emergency/ Humanitarian Response Funds. The key recommendation made was that OCHA should establish dedicated capacity to support global efforts in humanitarian financing. With the management of these funds, OCHA's



<http://cerf.un.org>

responsibilities in relation to humanitarian financing have increased beyond 'resource mobilization', and its next challenge lies in how best to carry out this new role as a fund manager.

Improving the flexibility and timeliness of humanitarian response requires greater donor involvement and consistency in quickly honoring pledges. OCHA's engagement with its partners, including the GHD Implementation Group, has been critical in developing relevant standards, establishing mechanisms for implementation and monitoring of funding support in emergencies, and ensuring cooperation in implementing the principles of GHD. In 2007, OCHA continued to promote the CERF by developing policy

and practical guidance, templates and software, enhancing visibility, conducting an analysis of underfunding, and training OCHA field and headquarters staff on the use of the CERF. OCHA made improvements to its Financial Tracking Service

in order to provide a more comprehensive representation of the status of humanitarian financing by crisis, and it bolstered its internal financial management practices with the development of the online OCHA Contributions Tracking system to allow better planning against estimated expenditure.

Priorities

OCHA continues to work towards ensuring that the humanitarian system's capacities are clearly defined, well understood and efficiently utilized, through the development and improvement of internal mechanisms such as strategic prioritization during cost planning, in tandem with performance monitoring. Ongoing dialogue with donors is also an essential part of the process of developing better common understanding of mutual priorities. Finally, the informed prioritization of emerging humanitarian trends is key to ensuring that OCHA's funding levels allow it to fulfil its mandate for system-wide coordination of humanitarian response.



<http://ocha.unog.ch/fts>

Humanitarian Policy in Action

In 2007, it became increasingly clear that the four pillars of humanitarian reform (improving accountability, predictability and capacity of response; enhancing the leadership of Humanitarian Coordinators (HCs), Resident Coordinators (RCs) and cluster leads; establishing equal partnerships; and ensuring needs-based, predictable and timely humanitarian financing) are interdependent and mutually reinforcing. Better coordination cannot be achieved without stronger partnerships, more effective leadership without a coordination platform, nor greater capacity without improved financing. As a result, OCHA stepped up efforts to strengthen the international humanitarian architecture based on four core principles: partnership, leadership, accountability and predictability.



www.humanitarianreform.org

Intergovernmental Partnerships

- Through the Emergency Relief Coordinator, OCHA collaborated with IASC partners to define the intergovernmental humanitarian policy agenda and to advance it through United Nations forums and bilateral consultations with Member States delegations.
- OCHA reinforced IASC policy priorities through intergovernmental resolutions: General Assembly and Economic and Social Council resolutions highlighted humanitarian financing mechanisms, disaster preparedness (with special focus on national-level initiatives), early warning and preparedness best practices, and a strengthened mandate for the Representative of the Secretary-General on the Human Rights of IDPs.

ning, decision-making and implementation of emergency response. Some 40 organizations participating in the GHP have committed to ensuring that these principles are embedded in all of their humanitarian operations. Piloting of the Principles of Partnership in Indonesia, Zimbabwe and Panama began in the last quarter of 2007.

Partnership

Given the changing humanitarian operating environment and the proliferation of actors, the strengthening of existing ties and establishing of new partnerships were especially important for OCHA in 2007. Partnerships were enhanced between OCHA and NGOs, regional organizations, governments and United Nations Member States, as well as with corporations and individuals.

OCHA supported the Global Humanitarian Platform (GHP) process to develop and endorse the 'Principles of Partnership' – a set of five principles to guide and create a more balanced relationship between the United Nations system and NGOs and the International Federation of Red Cross and Red Crescent Societies. The GHP seeks to bring these three main groups of players together on an equal footing, with a particular focus on strengthening the role and capacity of national NGOs and other local organizations in strategic plan-

The implementation of thematic policies – including gender equality, sexual and gender-based violence, protection of civilians and access, and climate change – was a key priority for OCHA in 2007. Achievements included: activating the gender specialists roster (GenCap) and reinforcing the protection specialists roster (ProCap); ensuring that humanitarian priorities are taken into consideration in the context of emergency response planning; strengthening United Nations efforts to prevent sexual exploitation and abuse by United Nations and related personnel; and addressing sexual violence in conflict through the United Nations Action Against Sexual Violence in Conflict coalition.

OCHA maintained its focus on transition and recovery through participation in the Joint Initiative on Recovery Coordination, aimed at promoting continuity in coordination support throughout recovery. The Joint Initiative enabled OCHA, the UNDP Bureau for Crisis Prevention and Recovery and the United Nations Development Group Office to issue joint position papers on transition, and strategies were developed for eight OCHA field offices where the situation is transitioning to a recovery phase: the Democratic Republic of the Congo, Haiti, Indonesia, Nepal, Pakistan, Somalia, Sudan and Uganda.

OCHA continued its commitment to strengthening the sharing and exchange of information between humanitarian partners through the improvement of its information management products, and began a major internal Information Management Review.

Leadership

The Humanitarian Coordination Strengthening Project was established in mid 2007 to support HCs and RCs in disaster-prone countries to perform humanitarian coordination functions. A three-year work plan was developed and adopted by the IASC HC Group and the induction process for newly appointed HCs was standardized to ensure that all incoming HCs are thoroughly briefed by humanitarian partners before being deployed. Compacts between the Emergency Relief Coordinator and HCs were piloted to help HCs identify priorities and to provide a documented basis for mutual accountability. A workshop on coordinating humanitarian emergencies for RCs in the Asia-Pacific region familiarized RCs with the humanitarian coordination function and the tools available to them in case of disaster. To support the standardization of the HC function, several policy papers were drafted on the establishment and

disestablishment of HC positions, HC designation and the interface between HCs and OCHA field offices. The performance appraisal system for HCs was also further developed. Finally, work was begun on both a mentoring support system for newly appointed HCs and a handbook on coordinating humanitarian emergencies that will provide RCs with normative guidance on their role and the tools available to them in case of disaster.

In addition to providing support to the HC function, OCHA made progress in consolidating the necessary inter-agency agreements and commitments required to sustain humanitarian reform in the long term. Operational guidance for rolling out the cluster approach was agreed upon and disseminated. With a policy framework in place, OCHA accelerated communications and training programmes for those involved in leading the cluster approach. The Humanitarian



www.humanitarianinfo.org/iasc

Policy in Action

- Integrated Mission Planning Process Guidance
- IASC Policy Framework
- Use of Military Assets in Emergencies and Civil-Military Coordination Procedures
- Revised IASC Contingency Planning Guidelines
- IASC Guidelines on Mental Health and Psychosocial Support in Emergency Settings
- The IASC Rome Statement on the Cluster Rollout
- IASC Gender Handbook
- GenCap and ProCap Rosters

Reform Support Unit led an inter-agency task force to design and deliver a cluster/sector lead training programme and launched a humanitarian reform website. Three trainings were delivered as well as country-based workshops and regional workshops for field teams.

Promoting the protection of civilians in armed conflict remained central to OCHA's work in furthering the humanitarian policy agenda and fostering strategic and operational coherence within the United Nations Secretariat, the IASC and Member States. In 2007, OCHA focused in particular on key protection concerns on the ground. Constraints on humanitarian access, the perpetration of gender-based violence and the humanitarian impact of the use of cluster munitions were priority issues highlighted in the Secretary-General's sixth report on the protection of civilians in armed conflict and discussed by the Security Council in November 2007. Practical recommendations made in the report are being taken forward by the Protection of Civilians Section, most notably the proposed establishment of a Security Council Expert Group on the protection of civilians.

OCHA continued to address the growing issues of climate change and HIV/AIDS in humanitarian action through completing Hyogo Guidance and Indicator Package, undertaking a study of slow-onset disasters and developing a number of tools related to HIV/AIDS in humanitarian mechanisms, including in the Consolidated Appeals Process. It also initiated two new research projects on the humanitarian implications of climate change.

Strengthened emergency response

System-wide emergency response will be strengthened by:

- the Assessment and Classification in Emergencies Project - for strengthened development of a common humanitarian classification system; and
- the real-time evaluation process - for evaluation results that can immediately inform humanitarian decision-making.

to adjust their response as necessary to ensure beneficiaries' immediate needs are met. The initiative was launched by the IASC and OCHA was tasked with managing the evaluations along with UNICEF and with the support of a steering committee composed of NGOs and United Nations Agencies. Inter-agency real-time evaluations were carried out on the humanitarian response to the floods in Mozambique in February and in Pakistan in June. While the capacity of the real-time evaluations to feed into emergency decision-making on the ground proved limited, considerable interest was generated and maintained in the evaluations at the global and country levels because of their fast turnaround and dissemination after the emergency phase of the response.

Recognition of the essential role of assessments in strengthening humanitarian action as well as the need to address inconsistencies in allocating humanitarian funding according to need has led to a number of new assessment initiatives. Several clusters/sectors have begun work on improving the reliability of their data collection and analysis methods. However, recent evaluations continue to highlight problems

Accountability

Improving humanitarian response demands greater accountability on the part of humanitarian actors. In 2007, OCHA continued to lead efforts to improve accountability in the international humanitarian system through improved assessment and classification frameworks, evaluations and reporting.

Early in the year, work on developing techniques to capture the effectiveness of humanitarian responses to emergencies in real time led to a one-year pilot trial of inter-agency real-time evaluations - a tool designed to enable humanitarians

in needs assessment practice, including a lack of standard, universally accepted indicators to gauge vulnerability, the lack of a workable framework and related processes for integrating sectoral information, a lack of comparable, reliable data (including baseline data), and 'over-assessment' and duplication among multiple actors. The pressing need to ensure greater coordination and common approaches led the IASC to request that OCHA map the various assessment initiatives and facilitate the development of a single, overarching framework. Donors also urged OCHA to take the lead in improving assessment practice, and the European Commission Humanitarian Office (ECHO) agreed to the inclusion of two activities of the Assessment and Classification in Emergencies Project in OCHA's Information Management Thematic Funding proposal to ECHO: to map major needs assessment initiatives and consult with agencies on how to harmonize and improve linkages between them; and to identify a limited set of indicators and related thresholds for determining needs with the longer-term goal of arriving at a common humanitarian classification system. This is a long-term project which will require the buy-in of, and consultation with, a wide range of humanitarian decision-makers from implementing agencies, donors and clusters. This work will tie in with other activities being undertaken by OCHA to develop standards for baseline data and a framework for rapid assessments.

In line with its commitment to strengthen humanitarian action, in 2007 OCHA facilitated an evaluation of the cluster approach and a review of the CERF. The evaluation of the cluster approach provided useful insights into the real and perceived 'bottlenecks' hampering wider application of the approach, and identified practical steps for moving forward with its implementation. The CERF review allowed OCHA to implement a number of changes that have improved the overall functioning of the system, including better staffing.

Predictability

Another core goal of humanitarian reform is to establish adequate capacity and preparedness in all key sectors of humanitarian action to ensure a more predictable response. OCHA continued to support system-wide efforts to ensure that emergency response is undertaken in a timely, comprehensive and adequate manner, regardless of the nature and severity of the crisis.

OCHA maintained support for global clusters by facilitating the development of a global appeal (53 per cent funded by the end of 2007) and a performance management framework. OCHA also worked with regional and country-level teams to increase awareness of the cluster approach and its potential to address gaps and strengthen accountability, predictability and effective partnerships. Although rollout of the cluster approach continued in 2007, it was hampered by continued differences within the IASC about the scope and pace of rollout. As a result, by the end of the year the cluster approach had only been used in three of eleven new emergencies in which a flash appeal was issued, and was rolled out in only three additional ongoing emergencies. More positively, in November the Humanitarian Reform Support Unit helped to broker an agreement within the IASC (known as the 'Rome Statement on the Cluster Rollout') on some practical steps for accelerating rollout and linking the cluster approach to other complementary initiatives (such as the Global Humanitarian Partnership and strengthening the humanitarian coordination function). OCHA also played a leading role in mainstreaming the cross-cutting issues of gender and HIV/AIDS in humanitarian action.

The profiling and fine-tuning of emergency rosters, including GenCap and ProCap, allowed OCHA to boost system-wide stand-by capacity and expertise – which is being called upon increasingly often with the recent upward trend in the frequency and severity of natural disasters. 2007 saw OCHA take up its dual responsibilities of providing relief now and planning for what might be ahead, by implementing several key policies and strategies related to disaster preparedness and prevention – activities that have helped to reduce the loss of lives as disasters strike.

As most humanitarian and life-saving activities cannot be implemented without appropriate material and financial support, OCHA has also bolstered its efforts to secure adequate and predictable funding for humanitarian activities in advance of requirements. Several new Emergency Response Funds were established for ongoing emergencies, and at the same time donors recognized the added value of the CERF by supporting it much earlier and more generously than ever before – with nearly US\$ 420 million secured for 2008 by early December 2007 towards the grant facility target of US\$ 450 million.

In 2007 there was increased appreciation of the fact that the Common Humanitarian Funds established in Sudan and the Democratic Republic of the Congo have played an important role in supporting coordination, funding neglected sectors and complementing other financing mechanisms. A key lesson was that given the right country context and based on comprehensive contextual analyses, assessed needs and commonly agreed priorities, Common Humanitarian Funds can improve resource allocation decisions under the leadership of the HC in collaboration with the Humanitarian Country Team.

With increased demands for humanitarian funding, OCHA acknowledged the need to make significant improvements to flash appeals in order to provide a more timely and evidence-based tool for prioritization (see p. 44 for more detailed discussion of flash appeals).

Ways Forward

Despite many challenges, 2007 has seen OCHA's steady progress in strengthening the foundations of a more robust and comprehensive humanitarian architecture. OCHA was able to build on its previous accomplishments and focus on the implementation of policies and structures developed in 2006. In 2008, OCHA will focus on fine-tuning these newly established operational mechanisms and continue strengthening the international humanitarian architecture through the development of new, cross-cutting policy initiatives – translating them into action for strengthened partnership, leadership, accountability and predictability.

Emergency Preparedness and Response Coordination

In 2007, OCHA's emergency response coordination and preparedness was strengthened through: improved prioritization of early warning efforts; better partnerships at the global and regional levels; improved surge capacity and equipment management; organizational realignment; and strengthened regional offices.

As a result of the integration of OCHA's early warning capacity into the Coordination and Response Division and the establishment of emergency preparedness capacity in Geneva, OCHA's contingency planning efforts are now better supported at headquarters and field levels. Both early warning sections collaborate through an OCHA internal forum to mainstream preparedness throughout OCHA and strengthen dialogue with its partners. Key successes during 2007 included the development of a multi-risk prioritization tool, the 'Global Focus Model' (which was used in identifying which countries needed National Disaster Response Advisers in 2008), and an agreed set of minimum preparedness actions. In addition, a quarterly analysis of projected natural hazards (such as the 'global wet season') assisted in internal preparations for natural disaster events. The realignment of early warning responsibilities improved OCHA's engagement in inter-agency processes, including the quarterly IASC Early Warning Early Action report and development of the revised 2007 IASC Contingency Planning Guidelines (which were rolled out to all field offices during a number of contingency planning missions, notably in Africa).

OCHA continued its engagement with several inter-agency activities in 2007, including: the Capacity for Disaster Reduction Initiative; the inter-agency Framework Team for Preventative Action; and the European Commission, specifically on the issue of environmental emergencies. It enhanced inter-agency planning and partnerships through the establishment of the Emergency Directors Meeting in 2007 – a direct outcome of the Humanitarian Response Review of 2006. The Director-level forum of United Nations and non-United Nations partners, which agrees on early actions in response to likely emergencies and examines levels of preparedness for seasonal natural hazards for the following four months, met three times in 2007.

Planning for emergency response was boosted through the work of an OCHA Directors' taskforce which connected activities initiated in Geneva and New York, defined ways forward for strengthening emergency response capacity at the regional level, formulated emergency response procedures and guidelines, and developed an improved monitoring and activation system to respond to breaking emergencies. The taskforce resulted in an agreed protocol for emergency response management which gave the Director of the Coordination and Response Division (CRD) the lead in response on behalf of the Emergency Relief Coordinator. All OCHA tools and services in Geneva, New York and regional and field offices, as well as stand-by partners, are to be deployed in support of a unified response.

OCHA's own surge capacity management and coordination of rapid emergency deployments were improved as a result of the more strategic 'Whole of OCHA Approach' to filling critical human resource gaps in emergencies. Its Emergency Response Roster, launched in 2007, is now OCHA's primary tool

for the rapid deployment of surge capacity staff. The Roster comprises three rotations per year and maintains fourteen OCHA staff on stand-by. Since its successful use during the Kenya crisis, it has generated a considerable degree of support and interest within OCHA. A number of sections within OCHA have made significant efforts to enhance specialist rosters in 2007. A new roster of graduates from the United Nations Civil–Military Coordination Training Programme enabled two civil–military deployments in 2007. Building on the success of OCHA’s stand-by capacity of protection officers, a roster of senior gender advisers (GenCap) was established for deployment to help Humanitarian Coordinators implement gender equality programming across all sectors of humanitarian response. Specialists in environmental emergencies, information management and information technology were deployed during the year, in addition to 44 professionals from the Stand-By Partnership Programme (the highest number in one year to date).

OCHA’s capacity to manage and deploy emergency equipment has significantly improved with better management of the Directory of Emergency Stockpiles (which now contains information on 59 warehouses around the world) and growth of the Customs Directory (which covers more than 100 customs posts). OCHA focused on delivering relief items from its stocks held in Italy to crises in the field, compiling practical guidelines on dispatching and setting up a reserve of personal equipment kits and other items for deployed staff.



<http://ocha.unog.ch/cr>

With a focus on lessons learned about emergency financing during the response to the 2004 Indian Ocean tsunami, the Directors’ taskforce established an internal ‘immediate response account’ (managed through cost recovery) similar to those of other response agencies, designed for the immediate release of funds in support of OCHA’s response to large-scale emergencies or two simultaneous emergencies. This initiative complements activities underway to improve humanitarian financing, such as the strengthening of the Consolidated Appeals Process, flash appeals, pooled funds and emergency response funds, as well as efforts by the CERF Secretariat to improve the turnaround time of rapid response allocations. Improvements were also made to OCHA’s Financial Tracking Service to support better analysis of sector-specific gaps in response to crises.



<http://ocha.unog.ch/fts>

Partnerships were enhanced at the global level; for example, UNDAC membership now includes the International and Asia-Pacific Humanitarian Partnerships, the newly developed Americas Support Module, private sector partners and technical NGOs. OCHA’s Stand-By Partners Programme was expanded to comprise agreements with eight international agencies. Regional partnerships were strengthened, notably in Central Asia, through civil–military coordination networks and extensive associated training programmes. The second Asia-Pacific Conference on Military Assistance in Disaster Relief Operations was held, co-chaired by OCHA and hosted by the Malaysian Armed Forces.

OCHA's organizational effectiveness in emergency response and its ability to better support OCHA field offices through clearer lines of communication and accountability generally increased as a result of the realignment of OCHA geographic desks from Geneva to New York. In June, OCHA undertook a review of its field offices, finding that while some field offices acknowledged that support had improved following the realignment, others found it had made interaction between headquarters and field offices more difficult for a range of reasons (including time differences) – at times delaying the delivery of services. In responding to this, OCHA placed great emphasis on finding appropriate solutions and ways of improving support to field offices: all CRD geographic desks were provided with improved telecommunications, and a coordination framework involving regular regional teleconferences and the establishment of crisis-specific taskforces was implemented. Significant improvements in communication between Geneva, New York, regional offices and field staff were then noted following sudden-onset emergencies, particularly in Asia and in the Pacific and in the Americas and the Caribbean region.

Few of the accomplishments in emergency response and coordination in 2007 could have been achieved without the strengthening of regional offices – which has enabled appropriate levels of emergency preparedness among United Nations Agencies and civil defence institutions and correspondingly swift, flexible responses to emergencies. Through regional offices, capacity was established to deploy, move or withdraw assets rapidly in support of changing needs, and information management was improved. Regional offices are now regarded as a critical element of OCHA's field-based response to sudden-onset emergencies and newly emerging crises, and their resources and capabilities have been integrated into OCHA's overall response strategy and mechanisms.

Advocacy and Public Information

In 2007, OCHA's advocacy gave greater visibility to several of the United Nations Secretary-General's highest priorities, including Darfur, the Middle East and the increasing humanitarian impact of climate change as experienced by some of the world's most vulnerable communities. Through extensive media and public outreach, OCHA also helped to strengthen the United Nations' image as a timely, predictable and effective humanitarian actor.

No single humanitarian crisis dominated the world's headlines in 2007. While conflict continued to claim thousands of lives – from Iraq to Somalia, Darfur and the Democratic Republic of the Congo – humanitarian actors were challenged by both natural and man-made hazards. OCHA's advocacy helped to highlight the broader trends surrounding the fifteen sudden-onset natural disasters responded to by flash appeals, in particular pointing to the increasing frequency and severity of extreme weather events associated with climate change.



<http://www.reliefweb.int>

The Emergency Relief Coordinator spearheaded global advocacy efforts aimed at raising awareness of the humanitarian impact of climate change. With key support

and facilitation provided by the Advocacy and Information Management Branch, the Emergency Relief Coordinator helped to amplify United Nations advocacy on climate change through a number of speeches (including the keynote address to the first conference of the Global Platform for Disaster Risk Reduction), internationally published op-eds and articles, field missions and over a dozen high-profile media interviews.

More generally, the Advocacy and Public Information Section facilitated hundreds of media interviews and press briefings, provided inputs to the Office of the Spokesperson for the Secretary-General, wrote a number of internationally published op-eds, articles and public speeches on behalf of the Emergency Relief Coordinator, and supported field missions, Humanitarian Coordinators and regional advocacy efforts. Regional advocacy efforts led by OCHA field and regional offices (and supported by headquarters) also drew attention to the issues of sexual and gender-based violence, principled and predictable funding, and strengthened humanitarian coordination.

OCHA continued to draw global attention to large-scale, high-profile emergencies such as those in Darfur, Somalia, Iraq and the occupied Palestinian territory, as well as to the more 'neglected' emergencies including the Democratic Republic of the Congo, the Central African Republic and Colombia. This involved advocating for increased humanitarian access, protection of civilians and respect for international humanitarian law among parties to the conflict as well as regional actors, United Nations Member States and donors. In his field missions to these and other key locations of humanitarian concern, the Emergency Relief Coordinator made significant efforts to explain and promote the universal values, principles of neutrality and impartiality that underpin the work of OCHA and its humanitarian partners. A critical advocacy platform continued to be the United Nations Security Council, and in the course of 2007 a number of important briefings in this forum – covering both ongoing crises as well as the emerging situation in Kenya – led to significant changes in international policy and direction.

Information Management

Challenges and opportunities continue to characterize the humanitarian community's ability to share, manage and exchange information. While timely, relevant and reliable information remains central to effective humanitarian coordination and response, information is increasingly expected to support evidence-based advocacy, decision-making and resource allocation. In 2007, OCHA addressed these challenges and opportunities at three levels. First, OCHA undertook an extensive review of its own information products and services as well as of its information management practices. Second, OCHA – in collaboration with cluster/sector leads and their members – established agreement on the roles and responsibilities of partners operating in emergency contexts in managing information according to the principles and goals of humanitarian reform. Third, at the international level, OCHA hosted the successful Global Symposium+5 on information for humanitarian action in order to build consensus across the humanitarian community on ways forward.

OCHA's Information Management Review evaluated the quality, consistency and cohesion of the many information products and websites offered by OCHA in support of advocacy, coordination and resource mobilization. The findings of the review confirmed that while OCHA has a strong reputation for delivering information services, there were exceptions among the large number of products and services that did not meet adequate standards in quality. The Emergency Relief Coordinator challenged OCHA to 'revolutionize the way information and analysis are used to drive and support humanitarian relief efforts and advocacy', and made this goal a key priority in his vision for OCHA over the coming years.

With the aim of becoming an 'intellectual leader and knowledge broker' among the international humanitarian community, OCHA established a three-year plan to implement the key recommendations of the Information Management Review, focusing on: how information is governed at management level; how quality can be enhanced through standardization and managed innovation; and what knowledge and capacity staff require (through learning and guidance) in order to raise the standard of information produced. The need to underpin effective decisions with appropriately detailed analysis and the monitoring and assessment of trends will be addressed with the creation of the new Assessment and Classification in Emergencies project within OCHA.

Inter-agency collaboration at the global level and on the ground during emergencies has allowed the humanitarian community to work together better across clusters, among partners and with national governments. The 'Operational Guidance on Responsibilities of Cluster/Sector Leads and OCHA in Information Management', which was prepared by the Inter-Agency Information Management Working Group and endorsed by the IASC Task Team on the Cluster Approach in October, clearly defines – for the first time – the delineation of humanitarian information management responsibilities between OCHA and cluster/sector leads in emergencies.

Despite this progress, some major challenges in the management of humanitarian information remain. The field-level application of the 'Operational Guidance' and cluster-based information exchange mechanisms has tested OCHA and its partners as they aim for a more coherent, cost-effective and predictable response to ongoing and new sudden-onset emergencies. The absence of an authoritative inter-agency

forum tasked with the implementation of guidance and standards in information management in emergencies risks undermining the consolidation of a predictable information system.

In hosting the Global Symposium+5 on information for humanitarian action, OCHA brought together more than 300 professionals with an interest in creating a culture of information-sharing that promotes the systematic collection, use and free flow of data, information and ideas, facilitates informed decision-making and builds trust and commitment among stakeholders. The key outcome of the Symposium was a statement by the participants endorsed as 'a common vision of the central role of information in support of effective humanitarian preparedness, response and recovery', while best practices and lessons learned were also identified and shared. Consensus among participants was that the community must work together, using common standards and sound analytical methods, to produce information that represents the full spectrum of humanitarian requirements among affected populations. Today's technology offers many solutions, but real progress remains possible only with the willingness of organizations and their staff to collaborate through sharing, managing and exchanging information as a community.

Natural Disaster Response

Context and OCHA's Response

The frequency of natural disasters and environmental emergencies has increased globally. In 2007, an estimated 134 million people suffered the effects of hurricanes in the Caribbean and Central America, droughts in Africa and China, wildfires in the USA and Greece, and widespread flooding in Africa, South America and Asia. These disasters undermined progress in development and caused approximately US\$ 35 billion in damage.

In this compelling context, OCHA invested heavily in coordinating more effective response to emergencies related to natural disasters, while also focusing on assisting disaster-prone countries to prepare appropriately.

A total of fourteen United Nations Disaster Assessment and Coordination (UNDAC) missions were deployed (nine to the Americas and the Caribbean, two to Africa and three to Asia-Pacific), of which twelve were for emergency response and coordination and two were for disaster response preparedness. Seven of the emergency response missions were in response to floods, one was for an earthquake, one was for a tsunami and three were for hurricanes. UNDAC teams were pre-positioned in Jamaica, Belize and Honduras to provide assistance with preparations for coordination of an immediate response on the ground. The effectiveness of the UNDAC teams was enhanced by the contribution of environmental experts who worked to identify and mitigate any acute environmental issues arising from the disasters. United Nations Civil-Military Coordination (UN-CMCoord) capacities were also drawn upon, and seven CMCoord Officers (graduates of the Civil-Military Coordination Section's UN-CMCoord Training Programme) were deployed during the year.

During 2007, OCHA and its partners had the opportunity to put the tools and mechanisms developed as part of the humanitarian reform process to the test, and to evaluate their impact during the disaster response phase. Humanitarian finance mechanisms (such as the CERF) and the cluster approach were particularly effective in responding to floods and storms in the Philippines, Mozambique and the Dominican Republic.

2007: A year of floods

Heavy annual monsoon rains caused several waves of flooding in India, Nepal, Bangladesh, China, the Democratic People's Republic of Korea and Vietnam, affecting hundreds of millions of people. Floods also ravaged west, central and east Africa over the summer, hitting approximately 20 countries across the continent and affecting millions of people.

More than 272 metric tonnes of relief items (valued at approximately US\$ 2 million) were dispatched by OCHA from the United Nations Humanitarian Response Depot in Italy in response to disasters in several locations – Africa, the cyclone- and flood-ravaged regions of Pakistan and Bangladesh, and the most earthquake-affected provinces in Peru. A total of US\$ 224 million in funding was distributed in response to a record number of flash appeals (fifteen) launched in west, central and east Africa, Latin America and the Caribbean, and the Asia-Pacific. In addition, a total of US\$ 119 million under the CERF rapid response criteria was provided in support of natural disaster response in 32 countries.

Analysis and Trends

The trends observed in 2007 were no exception; rather, these high costs of recent natural disasters represent the continuation of an unmistakable pattern over recent years. While none of the natural disaster events experienced in 2007 can be attributed solely to climate change, their greater incidence and intensity is consistent with evidence from the Intergovernmental Panel on Climate Change, which shows a clear link between natural disasters and climate change.

The rise in frequency of natural disasters is being exacerbated in some areas by population growth (especially in coastal and low-lying areas) and increased vulnerability, and this may in time have the effect of blurring 'traditional' distinctions between natural hazards and complex emergencies (for example, water scarcity tends to increase the risk of conflict and migration). It is also of great concern that many of these natural phenomena tend to be recurrent and affect the same regions and populations (for example, floods and flash floods in Africa, the Americas and Asia). Those affected have limited opportunity to restore their livelihoods and coping mechanisms between events, finding themselves on a downward spiral to chronic vulnerability and poverty.

Preparedness

The prominence of natural disasters on the humanitarian landscape of 2007 demonstrated emphatically the importance of investing in preparedness to deal with more frequent and intense natural disasters, particularly at the national and regional levels. This requires greater commitment and support from both the international community and the governments concerned. For example, despite improved disaster emergency preparedness and response capacity in Madagascar and Mozambique, the severity of early rains in 2007 stretched those governments' capacities. In contrast, the human impact of large-scale natural disaster events – such as 2007's Cyclone Sidr in Bangladesh which claimed over 4,000 lives – was shown to be mitigated by better preparedness. In the face of the increasing frequency and intensity of natural disasters, and the prospect that climate change will only exacerbate this trend, OCHA places great emphasis on preparedness and prevention measures, including operational improvements to response effectiveness and practical in-country assistance.

A vital component of effective humanitarian response is ensuring that environmental risks are promptly identified and that steps are taken to reduce them. OCHA has strengthened its work in this area by, among other activities, training and ensuring the availability of additional experts who can be deployed to undertake rapid environmental assessments. In 2007, over 30 major natural disasters were screened for potential environmental risks, and country and UNDAC teams were briefed by OCHA on how to undertake more detailed assessments. Through the United Nations system, potential secondary risks are now routinely identified at the onset of all major disasters, and relevant actors within the system have begun to integrate environment-related concerns into their overall humanitarian response.

OCHA paid particular attention during 2007 to supporting its regional offices in their work on enhancing preparedness planning. It launched the Capacity for Disaster Reduction Initiative and provided preparedness and contingency planning assistance to national governments in collaboration with Resident/Humanitarian Coordinators and country teams. Increasingly, OCHA is being called upon to provide temporary in-country coordination services in the wake of sudden-onset natural disasters, and in meeting this demand it has strengthened its surge capacity substantially. OCHA manages both internal and external surge mechanisms (the Stand-By Partnerships Programme and the OCHA Emergency Response Roster) which allow it to provide the human resources needed within very short timeframes.

Regional Offices

In 2007, following the establishment and consolidation of OCHA's regional presences in 2006, OCHA worked towards strengthening the activities of its regional offices and making the services provided consistent across the regions – with a view to ensuring a coherent approach to planning, support and response.

OCHA's regional offices continued to play an important role in ensuring that humanitarian needs in countries with no current crisis are not neglected and that sufficient humanitarian knowledge and disaster preparedness exist in United Nations Country Teams to form the basis of immediate response. Regional offices facilitated the prioritization and rationalization of response and support in countries without an OCHA field office, and continued to provide critical surge capacity to field offices where required. In addition, regional offices advocated regional concerns and facilitated training.

Emergency Preparedness and Contingency Planning

In 2007, regional offices added value to emergency preparedness, disaster risk reduction, early warning and multi-hazard contingency planning (including avian human influenza) through the convening of several contingency planning workshops to develop standard responses to common scenarios and identify potential humanitarian consequences. Partners were able to engage in contingency planning through a number of workshops, allowing for a much more professional approach to the process. As a result, regional networks and partnerships were strengthened and common understandings of regional humanitarian priorities and concerns were reached.

During 2007, each regional office worked with at least five of the countries in its purview to activate and support regional contingency planning processes. Regional offices ensured that each process followed the IASC Contingency Planning Guidelines (updated in 2007) and incorporated disaster risk reduction principles.

OCHA's regional offices cover:

- Asia and the Pacific (ROAP)
- Central and Eastern Africa (ROCEA)
- Southern Africa (ROSA)
- West Africa (ROWA)
- the Middle East, North Africa and Central Asia (ROMENACA); and
- Latin America and the Caribbean (ROLAC).

OCHA also has two standalone Regional Disaster Response Advisers in Kazakhstan (covering Central Asia) and Fiji (covering the Pacific).

A model to rank countries worldwide according to hazards, vulnerability and response capacity was developed in 2007 by ROAP and shared with all other regional offices. This 'Global Focus Model' will assist OCHA in further prioritizing humanitarian support requirements on a regional basis.

Surge Capacity

OCHA's regional offices have developed capacity to deploy support staff who are familiar with the regional context, the inter-agency response plan and the partners themselves

– as well as being experts in OCHA service provision (including, in particular, the cluster approach and humanitarian financing).

In 2007, surge capacity was coordinated effectively with OCHA's other tools and services, including the Emergency Response Roster. The response to the Bangladesh floods in November highlighted successes in this area. In eight of nine United Nations Disaster Assessment and Coordination (UNDAC) deployments to Latin America and the Caribbean, regional office staff were deployed as part of the UNDAC team or as additional support to the Resident Coordinator and United Nations Country Team to assist in coordination, including the drafting of appeals or CERF requests.

The ability of each of the regional offices to respond to surge requirements varies. The resources to continue development of this capacity that were initially targeted for 2007 are now being directed to ongoing work in this area in 2008.

Partnerships and Regional Coordination Structures

Regional offices add significant value to timely and efficient humanitarian response through the promotion of strengthened partnerships at the regional level, ensuring that coherent response frameworks exist and that appropriate deployment mechanisms are in place ahead of potential emergencies. For example, following the 2006 floods in southern Africa, agreements on a framework for ongoing collaboration were made with 33 partner agencies at the regional level, which significantly improved the response to seasonal flooding in 2007.

Strengthened partnerships with regional organizations have increased regional disaster management capacities and resulted in better working relationships. In 2007, ROMENACA established robust dialogue with regional entities (including the Organization of Islamic Conference in Saudi Arabia and the League of Arab States in Egypt), contributing to effective joint planning on the Middle East crisis. ROCEA strengthened its relationships with the African Union and assisted OCHA at the headquarters level in the establishment of the OCHA African Union Liaison Office in Addis Ababa – moving the protection agenda forward in ongoing crises such as Darfur.

Regional training initiatives have further strengthened informal regional networks. Participants from the Economic Community of West African States, the Southern African Development Community, Central America's CEPREDENAC, the Association of Southeast Asian Nations, the European Union and NATO have undertaken UNDAC training, United Nations Civil-Military Coordination training and International Search and Rescue Advisory Group training (led by OCHA). Humanitarian partners have also taken part in OCHA's Emergency Field Coordination Training, the Consolidated Appeals Process, cluster/sector leadership training, and humanitarian reform and CERF trainings.

Information Management

Regional information management officers were deployed to a number of emergencies in 2007 to provide critical data management and cartographic services. Country-specific data preparedness plans were developed by ROAP (for Indonesia, the Maldives, Nepal, Pakistan, Papua New Guinea and Timor-Leste) to enable local data management capacity to be supported during a crisis and common datasets to be used.

ROLAC and ROMENACA expanded the dissemination of humanitarian information in their regions through websites and products published in Spanish and Arabic. The development of the regional humanitarian network and website by the regional office in Panama, RedHum (established in close cooperation with national emergency authorities and closely associated with ReliefWeb), was a notable achievement in 2007.

OCHA Presences

The strategic placement of national officers and National Disaster Response Advisers in fourteen countries, fully integrated within the offices of the Resident Coordinators and with oversight from regional offices, ensures that adequate capacity and knowledge of humanitarian tools and services exists within

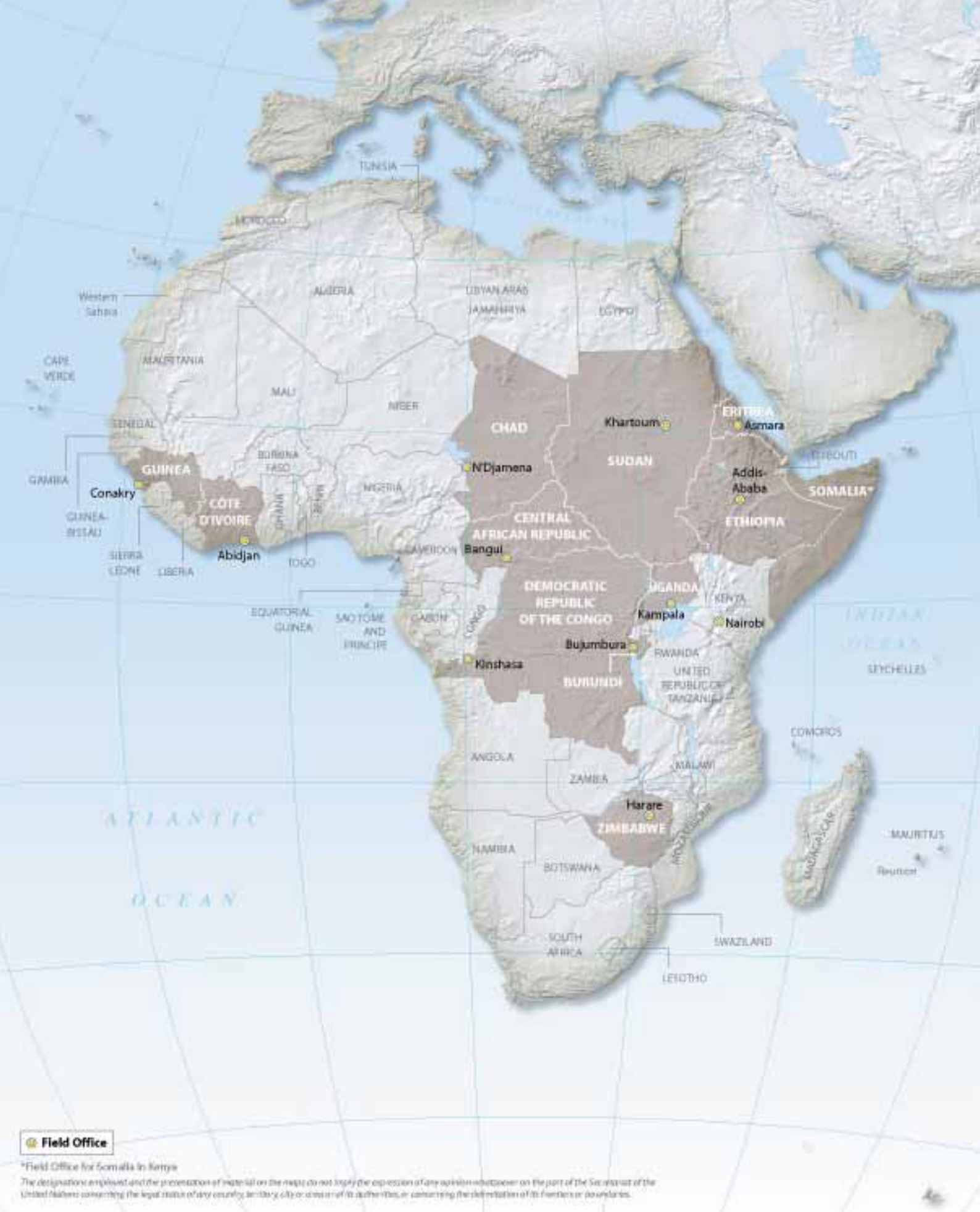
Field offices are usually known as ‘presences’ as they are scaled up or scaled down


the United Nations Country Team. OCHA presences bring together OCHA at the regional level and in relation to the United Nations Country Team and national authorities to ensure that effective operational partnerships are in place and represent cost-effective use of regional resources.

Regional offices support: the scaling up of OCHA operations to field offices (such as Niger, Chad and the Central African Republic in 2007); the development of transitional plans (such as for Burundi in 2007); and the scaling down of offices (such as the Republic of Congo and Southern Sudan in 2007).

Field Offices

Africa



 **Field Office**

*Field Office for Somalia in Kenya

The designations employed and the presentation of material on this map 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.

Burundi



<http://ochaonline.un.org/burundi>

An atmosphere of 'uneasy peace' prevailed in Burundi in 2007 following the signing of a ceasefire agreement between the Government and the last remaining rebel group, the Palipehutu-Front National de Libération (FNL), in September 2006. After a promising start to the year, tension and uncertainty increased between and within both the Government and the FNL. A six-month deadlock in the parliament crippled the Government, while the FNL withdrew from the ceasefire implementation talks in July and clashed repeatedly with an alleged FNL dissident group in September and October. The year ended more positively with the inauguration of a more inclusive Government of Unity in mid November, but it has deteriorated again since then.

There was no major humanitarian crisis in Burundi in 2007, and the country continued to be in an 'early recovery phase'. The main humanitarian concerns were: the return and reintegration of about 200,000 Burundians from Tanzania; limited resources, including land; and vulnerability to climatic irregularities exacerbated by chronic poverty.

Given the general stability of the humanitarian situation overall, and in light of the transition to medium- to longer-term socioeconomic recovery, coordination mechanisms evolved to enable the Government to increasingly play a lead role in ensuring the well-being of Burundians. An integrated commission for repatriation and reintegration – chaired by the Government and with the participation of key government ministries, NGOs, the United Nations Integrated Office, United Nations Agencies and donors – was established in mid 2007 to address refugee-related issues. Sectoral working groups met regularly to review the situation and respond to key needs and requirements, with UNDP and UNHCR co-leading the coordination of international support to the Government in this area. While only a few clusters were established in Burundi (Food, Agriculture, Nutrition and Health), United Nations humanitarian agencies expressed their readiness to take on other cluster responsibilities (UNHCR for Protection and the World Food Programme for Logistics and Telecommunications).

Extensive consultations with the humanitarian community in Burundi confirmed that OCHA will be able to hand over

coordination functions to the Government and development partners in June 2008.

Performance Evaluation

Properly functioning and supported CERF

In the first few months of 2007, OCHA was instrumental in supporting the overall process leading to a successful CERF allocation for Burundi. It also coordinated joint assessment missions to the most affected areas of the country, involving key United Nations Agencies and local Government of Burundi interlocutors. These missions led to quick and effective decisions about the allocation of the CERF to underfunded projects.

Strengthened in-country coordination

Under the direction of the Humanitarian Coordinator/Resident Coordinator/Executive Representative of the Secretary-General, there was clear guidance from the beginning of the year that the United Nations system should work 'as one' – supporting authorities but not acting as a substitute for them. OCHA facilitated successful dialogue between Government ministries, donors, international NGOs and United Nations Agencies in order to ensure better overall coordination of the response to emergencies.

Greater capacities of relevant institutions and United Nations Agencies to coordinate humanitarian activities and mobilize resources

With the gradual improvement of the humanitarian situation and reduced response requirements, it became important for relevant institutions and United Nations Agencies to adopt a common position on the Government of Burundi's requests for assistance. The new inter-ministerial platform for risk reduction and disaster response was formally established in September, and the recently appointed National Coordinator of the Civilian Protection and its staff took part in a contingency planning update exercise in September and October.

Increased linkages between humanitarian assistance, reintegration and development programming

The Government played a key role in the establishment of an integrated ad hoc commission on return and reintegration in mid 2007, chaired by the Minister of National Solidarity. Other key ministers (Interior, Health, Education, Environment and Habitat), United Nations Agencies, NGOs and donor representatives are brought together to ensure that Burundians returning home and the communities receiving them are appropriately supported and provided with access to the necessary basic services.

Central African Republic

The humanitarian situation in the north-east of the Central African Republic (CAR) improved slightly during 2007 following a peace agreement between the Government and the Union des Forces Démocratiques pour le Rassemblement – a militant group active in the area. The north-west, however, continued to experience conflict between the Government and a second militant group, the Armée Populaire pour la Restauration de la Démocratie (APRD), as well as increasing violence from armed criminal gangs who kidnap children for ransom and loot and burn entire villages. Fleeing attacks by these gangs, thousands of people crossed the border into Cameroon during the year and the number of Central African refugees there almost doubled, to more than 45,000, while several thousand Central Africans became internally displaced. Reprisal attacks against the APRD by Government troops resulted in the burning of civilian houses during the first half of the year, however the Government ended this practice during the latter half of the year in response to pressure from humanitarian and human rights advocates. While the implementation of the ‘protection by presence’ strategy achieved concrete results, observers remained very concerned about the human rights situation in the country, especially in those areas experiencing conflict in the north.

The Humanitarian and Development Partnership Team (HDPT) in CAR significantly increased its humanitarian efforts in 2007, with donors contributing more funds than in the previous four years combined. OCHA supported humanitarian organizations seeking quick, reliable funding by working closely with donor governments and facilitating their access to the Emergency Response Fund. OCHA also negotiated improvements to humanitarian access, enabling humanitarian organizations to provide assistance to people living within conflict areas.

Supported by OCHA, clusters played a critical role in the design of the humanitarian strategy for 2008 through the Consolidated Appeal Process (CAP), including prioritization of projects submitted. OCHA also organized the development of an Inter-Agency Contingency Plan through a participatory process involving all HDPT members. As chair of the Humanitarian Air Service users’ group, OCHA supported the timely, needs-based deployment of humanitarian workers throughout the conflict-affected areas.

Performance evaluation

Greater engagement and coordination with national and international NGOs

At the end of 2007, all NGOs (except Médecins sans Frontières) were represented in the CAP, actively participated in the cluster system, and had easier access to fast and reliable funding through the Emergency Response Fund (managed locally by the Humanitarian Coordinator with support from OCHA and UNDP).

Strengthened in-country coordination

In August the HDPT moved to improve the coordination of relief efforts by implementing the cluster approach, assigning clear sectoral responsibilities to all participating organizations. Effective coordination by OCHA also enhanced the effectiveness of partnerships between United Nations Agencies and NGOs.

More coherent and sharpened advocacy on humanitarian issues and principles, including the development and implementation of an inter-agency advocacy strategy

An average of three joint field missions per month along with subsequent reporting allowed OCHA to develop a more proactive, evidence-based protection strategy. A website and an intranet site were developed as information-sharing tools and advocacy platforms.

Improved coordination and monitoring of IDP issues

Despite the complex pattern of IDP movements, the extended presence of humanitarian actors on the ground and improved data gathering and processing informed response and monitoring programmes for all HDPT members, which then benefited from increased outreach capacity.

Chad



<http://ochaonline.un.org/chad>

The humanitarian situation in eastern Chad deteriorated sharply in 2007, resulting in new and unforeseen needs. In addition to the existing refugee caseload of 240,000 people from Sudan and the Central African Republic (CAR), the escalation of insecurity in eastern Chad led to the internal displacement of 70,000 more Chadians. An estimated 173,000 IDPs now require assistance in the eastern regions. Increased violence in north-eastern CAR and the continued deteriora-

tion of the situation in Darfur weakened security in Chad's neighbouring countries and created an extremely volatile socio-political 'shatter belt' along the Sudan/Chad/CAR axis.

In 2007, the cluster approach was formally introduced in Chad and clusters were established for: Protection, Shelter/Non-Food Items, Site Management, Emergency Telecommunication, Nutrition, Water and Sanitation, Education, Food Security, Logistic and Health. Some United Nations Agencies and NGOs were reluctant to participate due to lack of resources, and in response to this OCHA held an awareness-raising workshop in May for humanitarian partners in N'Djamena and the field.

The IASC Country Team was revitalized as the main forum for policy discussion and decision-making on humanitarian issues. The IASC discussed policy issues, strategies and resource mobilization, and inter-cluster meetings considered ways of improving assistance to vulnerable populations while monitoring those activities under implementation. At the field level, clusters began to meet regularly and, where it is present, inter-cluster meetings were supported by OCHA.

In March, OCHA's presence was expanded from N'Djamena and Abéché, the eastern capital, to Goz Beida, one of the major centres of internal displacement, while preparation for an additional base in Farchana were finalized in December. The N'Djamena office was reinforced with extra staff, and a Deputy Humanitarian Coordinator was deployed to Abéché in October.

Performance Evaluation

Greater implementation of humanitarian reform in Chad

The IASC was strengthened with the full participation of NGOs, the Red Cross and donors. The cluster approach was adopted and OCHA supported the development of a cluster coordination framework. Ten clusters were established.

Strengthened in-country coordination

An effectively functioning Humanitarian Coordination Secretariat and cluster working groups were supported. The Consolidated Appeals Process Mid-Year Review focused on strategies and priorities defined by the IASC on the basis of a Needs Analysis Framework and referred to the cluster coordination approach.

Improved tools and services available to aid organizations

Strong in-country information management policies and practices were developed, including common methodology and standards. A GIS team was formed, a 'Who Does What Where' database was created and a maps website and bi-monthly bulletins were produced.

Improved and publicly profiled analysis of global and country humanitarian trends and issues

Bulletins, briefing materials and press releases on the humanitarian situation were widely disseminated, allowing local and regional donors to remain fully aware of funding needs in Chad. A multi-donor mission was conducted in July with support from OCHA. The main issues identified as requiring attention were: the strengthening of OCHA's presence in the field; completion of the cluster approach; and preparation for the return of IDPs. OCHA's Information Management Centre was operational in N'Djamena and it disseminated a range of humanitarian information products (maps, briefing kits and related data).

Improved coordination and monitoring of IDP issues

A comprehensive strategy to address IDP needs with links to the overall country humanitarian strategy was developed by OCHA with the full participation of humanitarian actors, and endorsed by the IASC.

Côte d'Ivoire



<http://ochaonline.un.org/cotedivoire>

Following the signing of the Ouagadougou Political Agreement in March 2007, the political context in Côte d'Ivoire improved significantly. However, reports continued to be received of armed robbery, extortion, human right violations and the killing of civilians – all of which hampered the free movement of people and goods across the country. Improvements in access related to the better security conditions uncovered the hidden plight of those civilians who are most vulnerable – IDPs, returnees and host families.

Considerable progress was achieved in preparation for the rollout of clusters during 2007. Arrangements were made for an inter-agency humanitarian reform workshop to be held in January 2008, with the aim of keeping senior management and humanitarian staff abreast of developments in humanitarian reform, and enabling the integration of humanitarian reform – particularly clusters – into existing humanitarian coordination mechanisms (taking into account the shift from humanitarian activities to transition and recovery). OCHA provided key support to the Protection Cluster lead in ensuring that a harmonized and coherent protection approach was adopted by the United Nations, NGOs and national partners,

leading to increased resources being made available by key donors in support of protection activities.

A consensus was reached by the humanitarian community on the analysis of Côte d'Ivoire's humanitarian context, needs and strategic priorities during the Mid-Year Review of the 2007 Consolidated Appeals Process (CAP), which was facilitated by OCHA. This paved the way for addressing the concerns of some donors about inaccuracies in the analysis of the context, and allowed for the development of a commonly agreed upon humanitarian strategy. As a result, funding for the 2007 CAP increased considerably to 57 per cent – the best result achieved by a CAP in Côte d'Ivoire.

The most significant major constraints faced during 2007 were: lack of coherent coordination among government partners (particularly at the national level); lack of adequate resources; and lack of an effective government presence in some of the major IDP return areas.

Performance Evaluation

Properly functioning and supported CERF

OCHA assisted the Humanitarian Coordinator in ensuring the active involvement of the Inter-Agency Humanitarian Coordination Committee (IAHCC), the local IASC, in the steps leading up to the allocation of CERF funds from the underfunded window.

Strengthened in-country coordination

In collaboration with local and national authorities, OCHA assisted the Humanitarian Coordinator to develop an IDP strategy based on the Guiding Principles on Internal Displacement in support of the wider humanitarian community's interventions in response to the relief and protection needs of IDPs.

Improved tools and services to adapt to the humanitarian reform outcomes

OCHA prepared a detailed mapping response to IDP needs and identified gaps in the sector. 'Who Does What Where' databases were developed by the Protection Cluster and Education Sectoral Group. OCHA analysed existing coordination mechanisms in order to further improve the functioning of cluster and sector groups and allow for better information flow between the IAHCC at the national level and mini-IAHCCs at the field level.

Improved, and publicly profiled, analysis of humanitarian trends and issues

OCHA facilitated studies endorsed by the IAHCC that contributed to the revision of the CAP, focusing humanitarian interventions on return dynamics (particularly in the west). To ensure

sustainable solutions to the needs of IDPs, OCHA continued to work closely with early recovery and development actors to ensure complementarity between humanitarian operations and early recovery and development activities.

More coherent and sharpened advocacy on humanitarian issues and principles

OCHA advocated for the continuation of an appropriate response to the humanitarian and protection needs of the most vulnerable communities (IDPs, returnees and host communities in return areas) in accordance with the Guiding Principles on Internal Displacement and within established national frameworks. This effort included the successful mobilization of partner support and financial resources.

Democratic Republic of the Congo



<http://ochaonline.un.org/drc>

Positive developments on the political and military fronts in 2007 resulted in the improvement of the situation in some previously problematic areas in the Democratic Republic of the Congo (DRC). Nearly 1.2 million displaced persons were able to return home in Katanga and Ituri; however, the Kivus descended into a humanitarian crisis that began in late 2006 and has only worsened. Clashes between DRC armed forces and the renegade General Laurent Nkunda and his followers, and armed activity by Mai Mai and the Forces Démocratiques de Libération du Rwanda, have caused IDP figures in North and South Kivu to jump by 435,000 (a 48 per cent increase) and 100,000 (a 40 per cent increase) respectively. The Kivus Conference on Peace and Development, planned for January 2008, presented a glimmer of hope for the future at the close of 2007.

Clusters are well established throughout eastern DRC and in areas of western DRC where humanitarian needs have been identified. They are the primary vehicle for ensuring sectoral coordination of humanitarian activities, and OCHA continued to facilitate inter-cluster coordination in 2007. An independent evaluation conducted in August 2007 found that the majority of respondents in DRC believed humanitarian coordination, needs assessment, gap identification and prioritization had improved as a result of the cluster approach. There is room for improvement, however, in terms of gap-filling, the notion of 'provider of last resort', and cluster lead accountability to the Humanitarian Coordinator.

OCHA continued to drive inter-organization, multi-sector coordination in the east of the country, supporting humanitarian coordination focal points to do the same in the west. It revised the set of information tools and services provided through the Humanitarian Information Service, focusing in particular on the 'Who does What Where' database, the www.rdc-humanitaire.net website and mapping products. The 2007 Humanitarian Action Plan (HAP) – a joint strategic planning and implementation tool coordinated by OCHA but developed in large part by the clusters – was 67 per cent funded. The 2008 HAP introduced a new approach to prioritization that resulted in a 16 per cent reduction in total humanitarian funding requirements. OCHA's advocacy efforts with state and non-state actors helped to ensure access to vulnerable populations and improve overall working conditions for humanitarian actors. The DRC Pooled Fund, managed by OCHA and UNDP, remained the largest single source of funding for humanitarian operations in DRC.

Performance Evaluation

Increased engagement, partnership and coordination with national and international NGOs and local and national authorities

Since its introduction in 2005, the HAP has evolved into the primary strategic planning and implementation document for almost all humanitarian actors in the DRC. Coordinated by OCHA and consisting of a joint analysis of needs, common objectives and indicators, as well as a broadly agreed prioritization of areas and interventions, the HAP is a product of the collective efforts of humanitarian actors, government actors and donors. In 2007, efforts were underway to increase the participation of national NGOs and key government actors in the HAP.

Improved tools and services

Two HAP monitoring exercises were carried out by OCHA in 2007: one for the preparation of the HAP Mid-Year Review; the second for the preparation of the 2008 HAP. In both cases, clusters used a tool developed by OCHA to monitor available baseline data and accomplishments. Information collected using the tools was complemented by written analyses provided by the clusters according to a template developed by OCHA.

Sharpened advocacy and improved analysis of humanitarian trends, issues and principles

OCHA's range of information and analytical products provided timely and insightful decision-making and planning support to the humanitarian community, donors and government authorities, and helped to raise the public profile of humanitarian needs in DRC.

Improved coordination and monitoring of IDP issues

Each of the four eastern provinces in DRC, all of which host or have hosted large numbers of IDPs, had a functioning Population Movements Commission that met on a monthly basis to consolidate and validate information and data on both displacements and returns. Participants included United Nations Agencies, international and national NGOs, and provincial authorities. A standard information and data collection framework, including standard definitions and tools, was being finalized with relevant partners at the end of the year.

Strengthened management and administrative support

OCHA DRC was financially audited in 2005 and 2006. The auditors found a number of areas where improvements were necessary, both in terms of administrative procedures and management support. As of December 2007, 95 per cent of the audit recommendations had been implemented.

Eritrea

Relations between Eritrea and the United Nations system deteriorated further in 2007 as a result of the Ethiopia-Eritrea border impasse. The border stalemate has forced the Government to commit a significant amount of human and other resources to national defence, significantly constraining the production capacity of the country. Despite better rains and improved harvests over the last two years, anecdotal evidence points to continuing high levels of malnutrition.

OCHA continued to support the meetings of the IASC as well as the development and review of the Common Humanitarian Action Plan (CHAP) as an internal planning document for humanitarian response. The Office also supported the United Nations Country Team in prioritizing the allocation of CERF resources, and coordinated reporting on the implementation of activities. It contributed to the planning of the mission by the Secretary-General's Special Humanitarian Envoy to the Horn of Africa in June. In August, the Office facilitated the preparation of an inter-agency contingency plan in Cairo in preparation for the possible outbreak of hostilities between Ethiopia and Eritrea.

The main constraints that OCHA faced in Eritrea during 2007 were related to access. An NGO Proclamation adopted in 2005 (prohibiting NGOs from acting as implementation partners to United Nations Agencies), along with the pursuit of a self-reliance policy by the Government, resulted in tighter restrictions on humanitarian operations. Private contractors who

were previously hired by humanitarian partners to implement projects were replaced by direct Government implementation. While no inter-agency assessments were conducted in 2007, sectoral coordination meetings between the United Nations and NGOs in the main sectors continued for information-sharing purposes. A particular challenge for OCHA in 2007 was the mobilization of resources to support humanitarian activities, as the authorities discouraged some of these efforts.

Performance Evaluation

Properly functioning and supported CERF

OCHA ensured that the use of the US\$ 3 million in CERF funds was discussed and agreed upon in sector/cluster coordination meetings – where possible with participation of NGO and Government partners. On behalf of the Humanitarian Coordinator, OCHA also ensured that prioritized proposals were in line with CERF criteria for underfunded emergencies prior to submission to the United Nations Country Team for a final decision.

Greater engagement and coordination with NGOs

The few NGOs working in Eritrea were involved in sector coordination meetings (mainly for the purposes of information sharing) with the relevant United Nations Agencies, notably in the Health and Nutrition, Education, and Water and Sanitation Sectors. They actively participated in CHAP 2008 discussions at the IASC level and in discussions about sector/cluster response strategies. The IASC, the only forum for discussion of common humanitarian concerns, met monthly. The IASC, as the main forum for discussion of common humanitarian concerns, met on a monthly basis.

Strengthened in-country coordination

United Nations Agencies were briefed on the cluster approach and the terms of reference for cluster lead agencies were shared. While the cluster approach was not officially adopted, sector coordination in five of the main sectors continued (albeit with a limited number of partner organizations). On the advice of the Resident/Humanitarian Coordinator, the Agencies agreed on the nominations for lead agencies of each sector/cluster in the event of a sudden emergency.

More coherent and sharpened advocacy on humanitarian issues and principles

The development of a coherent advocacy strategy was not possible because of the lack of evidence-based data (due to access restrictions and the absence of nation-wide, inter-agency assessments).

Ethiopia



<http://ochaonline.un.org/ethiopia>

In 2007, the Government of Ethiopia and the humanitarian community faced several major humanitarian challenges, including both natural and complex emergencies. An estimated 1.3 million people were identified as needing emergency food assistance during the year, in addition to approximately 7.2 million people already covered by the Productive Safety Net Programme.

Inter-ethnic conflict resulted in population displacements in several places, particularly in Gambella and Oromiya regions. Acute watery diarrhoea was a major health challenge that affected nine of the eleven regions. Flooding occurred in Amhara, Gambella, Afar and Oromiya regions. The security and humanitarian situation in the five zones of Fik, Gode, Korahe, Degehabur and Warder of Somali region were of critical concern following the Government's anti-insurgency operation against the Ogaden National Liberation Front that began in April – approximately 1.5 million people living within the conflict zone were affected.

The Humanitarian Coordinator, supported by OCHA, organized a joint Government/United Nations inter-agency mission to Somali region in September to determine needs for an initial three-month period. Although security and access impeded the full implementation of sectoral operations, progress included the establishment of two United Nations field offices in Kebridehar and Degehabur. High-level discussions held by the Emergency Relief Coordinator during his visit to Ethiopia in November resulted in some improvements in access and human rights issues. The Government's commitment to assist in the implementation of a response action plan to address emergency needs in the five zones under military operation was also secured.

Security and access limitations hampered effective and timely humanitarian response in Somali region during 2007. Government and humanitarian partners also faced challenges in the implementation of the Government's new approach to the allocation of relief resources, resulting in delays in identifying and addressing critical humanitarian needs. The absence of a Government counterpart responsible for IDP issues and the lack of reliable information about IDPs were major constraints to the effective and timely humanitarian response to displacement. While emergency response to outbreaks of acute watery diarrhoea was well executed, gaining access to information about new outbreak areas was often challenging.

Performance Evaluation

Strengthened in-country coordination

The establishment of clusters in May ensured the provision of more systematic support to Government-led sectoral taskforces, and sectoral taskforce participation became a requirement for obtaining grants from the Humanitarian Response Fund (HRF). Cluster leads also identified priorities for funding by the CERF in consultation with the sectoral taskforce. OCHA held a bi-weekly United Nations Technical Officers and cluster leads meeting, and it facilitated the reactivation of Emergency Coordination Forums during humanitarian crises, including regional and sub-regional coordination forums in Somali and Oromiya regions and flood taskforces in flood-prone areas.

Properly functioning Humanitarian Response Fund mechanism

In addressing sectoral needs in 2007, the HRF allocated US\$ 7.1 million towards emergency assistance. In addition, approximately US\$ 12.3 million was allocated from the CERF rapid response and underfunded emergency windows. OCHA coordinated two major evaluations during the year focusing on HRF-funded seed projects and acute water diarrhoea response.

Improved, and publicly profiled, analysis of country humanitarian trends

A range of publications (weekly Humanitarian Bulletin, monthly Focus on Ethiopia, situation reports, press releases, emergency matrices, maps, the 'Who Does What Where' database and internal reports) were produced to provide humanitarian news and updates to all stakeholders. OCHA also tracked funding information against the Joint Government and Humanitarian Partners Appeal along with the Disaster Prevention and Preparedness Agency and line ministries. OCHA co-chaired the mapping task force with the Ethiopian Mapping Agency.

Strengthened and more coherent humanitarian appeal process

OCHA provided technical support in the preparation of the 2007 Joint Government and Humanitarian Partners Appeal, while advocating for moving from the annual joint appeal process to multi-annual contingency planning. Nationwide and regional flood contingency plans were prepared, mitigating the severest impacts of the flooding that occurred.

The Office adapted the Inter-Agency Contingency Planning guidelines to the Ethiopian context. In order to better capture information about needs in the non-food sectors, cluster leads supported the development of new tools in the Water and

Sanitation and Health sectors. OCHA also provided support in the implementation of the new Government approach to relief allocation; some 'assessment fatigue' among partners was noted with the increased frequency of verification assessments required.

Guinea



<http://ochaonline.un.org/guinea>

The humanitarian situation in Guinea was characterized by rising socioeconomic and political tensions. A series of violent demonstrations at the beginning of the year resulted in the death of at least 130 people and injury of more than 1,000, while looting and destruction of government buildings left a national administrative presence in just three of the country's 33 prefectures. Security forces were accused of using excessive force against civilians, including women and children. The country returned to calm only after the naming of a consensus prime minister in February and the striking of a power-sharing deal that addressed some of the protesters' grievances.

The number of cases of cholera was recorded at a peak of 8,546, and the epidemic killed 304 people. Over 3,000 households were affected by floods. The UNHCR's voluntary repatriation programmes for Sierra Leonean and Liberian refugees wound down, and their local reintegration began.

Implementation of some of the office's initiatives was hampered by the limited capacity of OCHA's scaled-down presence, the closure of its sub-office in the Guinée Forestière region, insufficient operational funds, and limited equipment and logistics. There were also constraints on humanitarian access due to insecurity in some parts of the country.

Performance Evaluation

Strengthened in-country coordination

OCHA promoted greater engagement and coordination among international and national NGOs, improved the quality of OCHA-led inter-agency assessment missions to the country's interior, mobilized relief assistance, essential supplies and blood donation for hospitals in Conakry, and strengthened strategic links between humanitarian and development assistance.

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

Following a workshop in mid 2007 on humanitarian reform, the cluster approach was rolled out in the Education, Water/Sanitation, Health, Protection, Food Security and Nutrition, Logistics and Telecommunications sectors. Cluster meetings began to be held regularly, with the participation of representatives from United Nations Agencies, NGOs, the Red Cross movement and government line ministries.

Improved tools and services (to adapt to humanitarian reform outcomes)

OCHA enhanced its information management tools, including the 'Who does What Where' database, situation reports and maps.

Somalia



<http://ochaonline.un.org/somalia>

Following a series of shocks in the first half of 2007, the humanitarian situation in Somalia deteriorated dramatically. Poor spring rains resulted in the worst cereal harvest in ten years, while escalating conflict between the Transitional Federal Government and anti-government elements in Mogadishu caused massive population displacements. According to a Food Security Analysis Unit assessment, as of July 2007 there were 1.5 million people in need of assistance and protection – a 50 per cent increase since the start of the year.

During the last quarter of 2007, violence and displacement from Mogadishu continued on an unprecedented scale. By December, around 600,000 people had fled Mogadishu, and informal settlements along the Mogadishu–Afgooye road now host more than 200,000 IDPs. Providing assistance to these highly vulnerable people remains the greatest challenge to the humanitarian community working in Somalia.

To strengthen the cluster approach, in 2007 OCHA established an Inter-Cluster Working Group which met in Nairobi (where the cluster lead agencies are located) and was piloted in Somalia in October. The Inter-Cluster Working Group encouraged NGO participation by involving NGO cluster co-chairs, IASC NGOs and regional-specific NGOs depending on the focus of the meeting. OCHA supported an IASC decision that all cluster chairs should be based within Somalia, and promoted the clusters by

advocating for dedicated cluster chairs and greater resources for cluster coordination. OCHA upscaled its information management capacity with the recruitment of two information management officers to map humanitarian needs and assistance, and expanded the 'Who Does What Where' database to support clusters in the planning, prioritizing and targeting of humanitarian response.

OCHA continued to increase the number and seniority of its staff working in Somalia, and this contributed to improved coordination, the strengthening of regional hubs in areas of greatest humanitarian need, and the identification of regional cluster focal points by United Nations Agencies and NGOs.

In 2007, the OCHA-administered Humanitarian Response Fund (HRF) allocated over US\$ 10 million in support of 63 emergency projects, half of which were implemented by Somali NGOs (either directly or in partnership). The HRF disbursed US\$ 3 million in CERF funding to local and international NGOs. A total of US\$ 15.6 million in CERF funding provided life-saving assistance for IDPs who had fled Mogadishu, as well as for those affected by the nutrition crisis in South Central Somalia.

The many challenges faced by the humanitarian community in Somalia in 2007 included: limited access to populations in need due to insecurity; illegal taxation at checkpoints; security incidents during distributions; and the targeting of humanitarian workers and assets by armed groups. The impartial nature of humanitarian work was challenged by some authorities who consider assistance to populations not under their immediate control as equivalent to supporting anti-government elements.

Performance Evaluation

Strengthened coordination and sustainable access to basic humanitarian services for the most vulnerable populations

In 2007 OCHA deployed a team of five national and two international staff to South Central Somalia, a region which hosts the majority of vulnerable Somalis. Regular coordination meetings were held in five locations, and Nairobi-based staff frequently travelled to South Central. OCHA also led a mapping exercise and helped to coordinate the response to new displacements in Afgooye.

Improved level of preparedness of humanitarian partners and local communities to respond to natural disasters and complex emergencies

Following the devastating 2006–07 winter floods, the level of emergency preparedness of communities, local authorities and humanitarian partners improved. With HRF support, emergency preparedness committees were established in flood-prone

districts, and NGOs carried out river embankment repairs. During localized flooding in 2007, early warnings were rapidly disseminated, communities – in partnership with NGOs and local authorities and businesses – were able to repair new embankments, and, when required, villagers were able to relocate to predetermined safe areas.

Increased emphasis on early recovery in parts of Somalia transitioning from an emergency phase to rehabilitation and reconstruction

Although the early recovery part of the 2007 CAP received zero funding, 32 per cent of HRF-funded projects provided direct livelihoods support (the second highest HRF-funded sector after Water/Sanitation and Health at 33 per cent). Unfortunately this objective was not fully met in 2007, in part due to poor appreciation of the link between humanitarian and early recovery activities, and reluctance on the part of donors to fund early recovery initiatives in South Central Somalia.

Enhanced protection of and respect for the human rights and dignity of IDPs, minorities, women and vulnerable communities

OCHA increased its advocacy efforts on access, human rights and adherence to international humanitarian law, both within and outside Somalia. It put information management systems in place to strengthen regular analysis of the access situation, while monthly access situation reports were produced and used for advocacy purposes.

Strengthened humanitarian advocacy through the implementation of an IASC advocacy strategy, common positions/policies based on humanitarian principles and improved resource mobilization

OCHA led advocacy and mobilization efforts on behalf of the United Nations Country Team, the IASC and the wider humanitarian community on areas including: access (the removal of road blocks and other limitations on humanitarian space); development of Joint Operating Principles reinforcing basic humanitarian principles; development of an IASC advocacy strategy on a Somalia integrated mission; and increased operational capacity and presence in the field.

Sudan



<http://ochaonline.un.org/sudan>

During 2007 Darfur experienced increased political instability and insecurity, and tensions emerged between the signatories to the Comprehensive Peace Agreement. The deployment of the African Union Mission in Sudan, mandated to monitor a ceasefire agreement and ensure the security of civilians, was hampered by an escalation in attacks on civilians, humanitarians and the peacekeeping operation itself. Security Council Resolution 1769/2007 authorized a joint peacekeeping force, the African Union/United Nations Hybrid Operation in Darfur (UNAMID), as of 1 January 2008.

The 27 October peace talks in Libya and the Sudan Peoples' Liberation Movement (SPLM)-sponsored conference for Darfur Peace Agreement non-signatory movements held in Juba (15 October) had a significant impact on the composition, alliances and activities of rebel groups, neutral groups and government-allied groups in Darfur. This made it extremely difficult for humanitarian operations in the immediate term: constant changes in alliances and authority over territory – as well as ongoing conflict – reduce not only access but also the ability to negotiate through established contacts to improve access.

In 2007 the SPLM withdrew its ministers in the Government of National Unity amid complaints about delays in the implementation of the Comprehensive Peace Agreement protocols. While negotiations resulted in the ministers returning, key issues such as Joint Integrated Units, the Abyei Boundary, oil revenue sharing and the Interim Administration were not resolved, heightening the humanitarian community's concern for vulnerable populations facing continued localized conflict.

OCHA's office in Sudan noted significant improvements in the engagement of humanitarian and recovery stakeholders. The coordination and planning framework of the United Nations and its partners working in Sudan – a regionalized sector structure similar to the cluster approach – sets out its work in the yearly United Nations and Partners Work Plan for Sudan, and preparation of the 2008 Work Plan saw further improvements in partner participation.

The Common Humanitarian Fund for Sudan, in its second year of operation, allocated close to US\$ 150 million to priority humanitarian activities throughout Sudan. The Fund is managed by the Resident and Humanitarian Coordinator, with technical support from OCHA.

The signing of the United Nations and Government of Sudan Joint Communiqué in March 2007 was intended to ensure that bureaucratic impediments affecting humanitarian organizations in Darfur could be addressed through a proper tripartite mechanism, with representation by the Government's Humanitarian Aid Commission (HAC), the United Nations (OCHA) and international organizations. However, implementation of this accord faltered repeatedly in the months following its signing, only to be renewed and implemented again – a cycle that has been observed since the first agreement was reached in July 2004.

In relation to coordination and operations, inter-agency management groups mirroring the Khartoum-based Inter-Agency Group were established in the three Darfur state capitals. OCHA chairs these bodies of representatives from the United Nations, NGOs and the International Committee of the Red Cross, with around 32 NGOs submitting weekly data to OCHA and the HAC Joint Procedures Centre (established to process NGO administrative paperwork, in cooperation with OCHA and NGOs).

A Civil-Military Coordination Officer was deployed to Darfur in November to contribute to UNAMID induction training and civil-military coordination workshops. Gender mainstreaming was supported by a designated OCHA staff member, in collaboration with UNIFEM and UNFPA. For the rest of Sudan, the focus on transition to recovery has allowed for incremental transfer of coordination services to the Resident Coordinator's Office and the United Nations Mission in the Sudan, and stronger promotion of humanitarian reform. In line with the reform, the Khartoum-based IASC is now the Humanitarian Country Team – chaired by the Resident Coordinator/Humanitarian Coordinator and with OCHA as secretariat. Contingency planning among all organizations is led by OCHA – in Darfur by itself and in the rest of Sudan in collaboration with the Resident Coordinator's Office.

The OCHA Sudan operation is the largest humanitarian coordination operation in the world and there are significant demands and expectations placed upon it. Staff shortages and long recruitment processes adversely affect OCHA's ability to deliver the key coordination services that enable partners to undertake effective humanitarian action on the ground, while the highly unpredictable and volatile security environment continues to reduce the humanitarian community's ability to access Sudan's populations in need.

Performance Evaluation

Greater engagement and coordination with national and international NGOs

In the interests of minimizing duplication and gaps and improving effectiveness, in 2007 OCHA worked towards the increased participation of NGOs in the United Nations and Partners Work Plan for Sudan as well as other coordination processes at the Khartoum and regional levels.

Strengthened in-country coordination and improved implementation of relevant humanitarian reform recommendations

OCHA provided stronger analysis through the work of the Humanitarian Country Team with the addition of several key specialist staff and programme focuses such as contingency and emergency response planning, civil-military coordination and protection coordination – enhancing the regionalization of sector coordination. In cooperation with its partners, it led a strategy to regain humanitarian space, including establishing monitoring, advocacy and follow-up mechanisms.

OCHA's emergency preparedness and response analysis and recommendations presented at the weekly South Sudan IASC meetings strengthened response capacity and mechanisms. In addition, OCHA supported national authorities' capacity to respond to disasters and emergencies.

Timely and effective handover of coordination responsibilities to the Office of the Resident Coordinator in relevant areas

OCHA phased out offices and services from areas determined by the Resident Coordinator/Humanitarian Coordinator to be more appropriately served by recovery and development coordination.

Improved tools and services to adapt to humanitarian reform outcomes

Humanitarian information platforms for Sudan and standard information products for the humanitarian community (websites, maps, a 'Who Does What Where' database, financial tracking) were consolidated, and emergency preparedness and response capacity was strengthened.

More coherent and sharpened advocacy on humanitarian issues and principles

Common advocacy platforms were established with partners along with jointly implemented advocacy strategies, while awareness-raising on humanitarian policy was undertaken for humanitarian actors, peacekeepers and national authorities.

The Inter-Agency Working Group was tasked with advocating and implementing the Strategy to Regain Humanitarian Space.

Uganda

The Juba Peace Process continued with positive effect in Uganda during 2007. Although the Government of Uganda and the Lord's Resistance Army seemed close to abandoning the negotiating table early in the year, agreements on agenda items two and three ('Comprehensive Solutions' and 'Accountability and Reconciliation') were signed by 30 June, when the negotiations were suspended to allow for public consultations. The prevailing security and stability throughout northern Uganda encouraged the return of IDPs (particularly in the Lango sub-region), and this trend brought within sight the end of humanitarian operations in areas affected by the Lord's Resistance Army – a planning assumption incorporated throughout the 2008 Consolidated Appeals Process.

The security situation in Karamoja was not as stable. Following a February report by the Office of the High Commissioner for Human Rights on the perpetration of gross violations of human rights during cordon-and-search operations, greater effort was made to avoid hostilities during disarmament exercises. This resulted in an improved trend from March to September, but this was then eroded by the resumption of violent tactics and confrontation between the Uganda People's Defence Force and armed Karimojong.

Following the cluster self-assessment in October 2006, significant progress was made on their strengthening in 2007. To simplify the approach, clusters were promoted as an 'operational conversation' that seeks to establish a response equal to needs by all cluster members. A process for modifying and closing clusters was approved by the IASC Country Team, and meetings of heads of clusters were held at all main field locations and in Kampala to cover cross-cutting issues and ensure operational coherence.

OCHA helped to extend cluster coordination to the response to sudden-onset emergencies. It also provided support in forecasting and preparing for the transition from humanitarian to recovery operations in northern Uganda, with clusters requested to develop 'end states' for their humanitarian programming and exit strategies. High staff turnover in partner organizations required the frequent dissemination of information about humanitarian reform and the role of clusters

to new personnel. The lack of a cohesive recovery community compounded the difficulties of the transition. For example, in Lira District, unnecessarily high levels of malnutrition followed a failure to programme adequately for water and health on the return of IDPs.

Performance Evaluation

Strengthened in-country coordination functioning at all levels

The cluster leadership approach was extended to all sectors. A logistic cluster was established during the floods in September, and closed at the end of November. The opening of a sub-office in Karamoja facilitated the strengthening of coordination in the eastern part of the country.

Humanitarian Coordinator and cluster/sector leads strengthened through OCHA support

A regular heads of cluster coordination mechanism was established, with OCHA as chair. The Consolidated Appeals Process, flash appeals and the CERF were used as inter-cluster planning and funding tools. OCHA's GIS staff ensured the improvement of information management support to the clusters, and from September a cluster coordinator began work on ensuring the consistency of coordination tools across all clusters.

More insightful humanitarian advocacy and policy advice to the Humanitarian Coordinator, cluster leads and cluster members

OCHA briefed the IASC Country Team on relevant policy and strategic issues on a monthly basis, and the Humanitarian Coordinator used some OCHA-specific briefings during discussions with the Government.

Improved facilitation of the transition from emergency to recovery in return areas

An approach based on promoting the basic administrative unit, the parish, as service provider for IDPs (as opposed to services being provided within IDP camps and transit areas) was adopted as the main strategic tool to ensure the successful transition from emergency to recovery in IDP areas. Continuity in coordination during transition was ensured by the establishment at the parish level of core social services for populations who had returned, those who were in transit or those who chose to remain in the camps. The eleven UNDP-funded District Disaster Preparedness Coordinators involved in the process committed to ensuring the continuation of general coordination following the eventual scaling down of OCHA's presence in Uganda.

Zimbabwe



<http://ochaonline.un.org/zimbabwe>

In 2007, concerted efforts were made by the Resident Coordinator/Humanitarian Coordinator – supported by OCHA – to engage the Government of Zimbabwe in improving the environment for humanitarian assistance. With some NGOs almost forced to abandon their operations, OCHA worked closely with the Ministry of Social Welfare and the Department of Immigration to address key issues such as NGO registration, memoranda of understanding and Temporary Employment Permits. In the latter part of the year, joint Government/United Nations Country Team/NGO meetings as well as OCHA's participation in the Foreign Recruitment Committee helped to build mutual trust between the Government and the humanitarian community.

OCHA worked with the Government's Civil Protection Unit to strengthen emergency preparedness in disaster-prone areas across the country, which involved bringing the Civil Protection Unit and humanitarian partners together in conducting multi-sectoral field assessments and ensuring a coordinated and timely response to floods at the end of the year. Disaster management training based on Sphere principles was organized for the humanitarian community, while an inter-agency contingency plan was developed with the participation of United Nations Agencies, NGOs and donors, and finalized in December.

Despite the 2007 Consolidated Appeals Process (CAP) benefiting from the involvement of United Nations Agencies, churches, national and international NGOs, the Red Cross movement, donors and some Government line ministries, a lack of common understanding of what constitutes a humanitarian situation in Zimbabwe persisted. Restrictions on conducting joint inter-agency assessments in certain parts of the country, such as areas of ex-farm workers and those displaced during Operation Murambatsvina/Restore Order affected the timely and effective response to humanitarian needs. Due to political sensitivity around the issue, protection did not receive adequate attention by the humanitarian community.

Performance Evaluation

Properly functioning and supported CERF

Zimbabwe received a total of US\$ 4 million from the CERF facility for underfunded emergencies in 2007. In addition, the CERF allocated US\$ 8 million for rapid response to the World Food Programme's Vulnerable Group Feeding Programme. OCHA supported the Humanitarian Coordinator and IASC in identifying priorities for new allocations, and served as the facilitator of all CERF-related processes in Zimbabwe.

Fully deployed, functioning and funded cluster system in all relevant areas

The promotion of the cluster approach was given high priority in 2007, although by the end of the year it had still not been officially rolled out. Representatives from United Nations humanitarian agencies, NGOs, the International Federation of the Red Cross and donors collectively endorsed its use in June, and it was further agreed to by the IASC Country Team in July. However, its actual rollout was stalled because of the NGO community's concerns about equal representation in the IASC Country Team and funding mechanisms.

Greater engagement and coordination with national and international NGOs

OCHA worked actively to strengthen coordination with national NGOs, in particularly through frequent meetings with the National Association for Non-Governmental Organizations. OCHA also engaged with the NGO community through quarterly meetings with the Humanitarian Coordinator and NGOs, as well as other ad hoc consultations. NGOs were encouraged to take part in sectoral working groups and the CAP – as equal partners with the United Nations.

Strengthened coordination of the humanitarian community in Zimbabwe

OCHA supported the Humanitarian Coordinator, the IASC Country Team and the humanitarian community to develop a common approach to humanitarian action in 2007, through regular IASC meetings, donor meetings, NGO meetings and Working Group Chairs meetings. Monthly humanitarian situation reports, 'Who Does What Where' matrices and financial tracking tables were shared at these meetings.

Strengthened consolidated appeals processes

OCHA facilitated the 2007 CAP, to which thirteen United Nations Agencies and 40 NGOs submitted projects. The Office also facilitated the development of the 2008 CAP, launched in December 2007.

Field Offices

Middle East



occupied Palestinian territory

 Field Office

*Field Office for Iraq in Jordan
The depiction employed and downloaded in this field office map. It does not imply the recognition of any political status or position on the part of the Secretariat of the United Nations concerning the legal status of the territory, its boundaries, or concerning the recognition of its borders or boundaries.

Iraq



<http://ochaonline.un.org/iraq>

On 19 January 2007, the international community and the United Nations Secretary-General publicly recognized Iraq as a humanitarian crisis. Since early 2006, humanitarian needs had been rising significantly and millions of civilians across the country were suffering, due primarily to acute deficiencies in essential services, lack of protection, human rights violations and limited access to impartial humanitarian assistance.

The number of IDPs rose to 2.4 million in 2007, and the cumulative effects of displacement took their toll on both IDPs and host communities. In neighbouring countries, mainly Syria and Jordan, another 2 million Iraqis remained in refuge. While displacement rates did slow during the year (compared to 2006) and there were some return movements, it was only a small fraction of Iraq's displaced that returned, and among those who did there were early signs of secondary displacement due to occupied or destroyed homes, or ongoing sectarian violence.

Humanitarian space remained limited and impartial aid delivery was made difficult due to lack of security and access. The humanitarian community also faced challenges in the coordination of activities and in accessing the funding necessary for timely and effective response. In light of these factors, the decision was made to re-establish an OCHA presence to cover Iraq (based in Amman) in May 2007.

Initially, OCHA was constrained by not having a clear role and mandate to exercise humanitarian coordination, as the previous cluster system was mostly focused on reconstruction and development and did not lend itself to the effective implementation of humanitarian action nor the introduction of the required partnerships (in particular with NGOs). With the establishment of a new United Nations Assistance Strategy to better balance development and humanitarian activities in Iraq and to strengthen NGO participation and equitable partnerships, by the end of the year OCHA had managed to substantially clarify its role within the coordination structure.

Performance Evaluation

As the OCHA Iraq field office only opened in May, it was not included in *OCHA in 2007*. The Objectives below are taken from the Strategic Framework for Iraq, April 2007.

Promote concerted humanitarian action by strengthening coordination or partnerships

In September, following the arrival of the new Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator, the notion of reviving an 'Emergency Cell' within the Prime Minister's Office was discussed with the Government, and it is now planned for 2008. A Humanitarian Working Group comprising United Nations Agencies, key NGO partners, the NGO Coordination Committee in Iraq and the International Committee of the Red Cross was established in conjunction with the adoption of the new humanitarian coordination structure. With close links to the Government of Iraq's planned Emergency Cell, the Humanitarian Working Group will ensure rapid response capacity across all sectors as well as coordination between agencies.

Establish a centralized information collection, management and analysis system

In terms of tangible outputs, little progress was made in the area of information management in 2007. The Office's efforts were mostly focused on building up capacity and mapping existing information management tools in order to identify gaps and complementarities among relevant agencies.

Develop and implement an advocacy strategy

An Inter-Agency Advocacy Working Group (IAWG), chaired by OCHA, was established and developed a strategic framework as well as a set of key messages. While an inter-agency advocacy strategy was not approved by the United Nations Country Team in 2007, the IAWG agreed on a work plan, including developing common tools and other key priorities for 2008.

Promote resource availability for agencies operating in Iraq, especially NGOs

An Expanded Humanitarian Response Fund was established in May, and during the year it provided US\$ 1.8 million for NGOs undertaking urgent humanitarian activities in Iraq.

Establish appropriate humanitarian coordination mechanisms

Following the adoption of Security Council Resolution 1770, and in response to the deteriorating humanitarian crisis, a new coordination structure consolidating and facilitating the interface between humanitarian, reconstruction and development objectives was agreed upon in December 2007. OCHA started defining the humanitarian mandate of the sectors, and each was provided with a range of common services and tools for effective and inclusive cross-sector coordination – in information management, advocacy and resource mobilization,

and disaster preparedness and response. In addition, OCHA took on the role of co-deputy lead of the Protection Sector.

occupied Palestinian territory

 <http://ochaonline.un.org/opt>

Throughout the occupied Palestinian territory (oPt), civilians continued to bear the brunt of Israeli–Palestinian violence as well as Palestinian in-fighting. Six months of closure left the Gaza Strip’s economy facing potentially irrevocable damage, and the population was more reliant on aid than ever before. An estimated eight out of ten households were living under the poverty line by the end of the year. The deterioration of infrastructure put essential services in danger of complete collapse, and aid agencies predicted that the need for food and direct assistance would continue to rise in 2008.

Crossings from Israel into the Gaza Strip were mostly closed from June onwards. Compared to the first half of the year, imports into Gaza dropped by 77 per cent and exports from Gaza by 98 per cent, and anything other than the most basic food items were beyond the buying power of a large proportion of the Gazan population. In December, severe fuel shortages meant that Gaza’s water authority only received half the amount of fuel required to operate its water and waste-water systems. Limited fuel supplies also destabilized the delivery of electricity and essential services.

In the West Bank, the Barrier, permit regimes and checkpoints continued to undermine Palestinians’ livelihoods. As of December, there were 561 Israel Defense Forces obstacles in the West Bank, considerably restricting Palestinian access and movement. Entry into East Jerusalem across the Barrier became increasingly difficult with the reduction in the number of entry points to four – further restricting access to employment, services (especially those related to health) and religious sites, and dividing families.

Although humanitarian agencies in oPt maintained the term ‘sector coordination’ rather than clusters, the majority of the basic principles of the cluster approach were adopted and implemented. The Humanitarian Coordinator ensured that lead agencies took on the responsibilities and accountabilities of each sector, and OCHA proceeded to ensure that all sectors were actively involved in the Needs Analysis Framework (NAF) and Consolidated Appeals Process (CAP). Due to this improved

dialogue and coordination, NGO representation in the CAP more than doubled.

OCHA’s focus in 2007 was on a much more inclusive, participatory approach across sectors and with agencies, particularly during the CAP. OCHA had a presence in all sector coordination groups and offered support both in terms of improving coordination mechanisms at the national level and identifying and supporting appropriate response to needs on the ground. Across all sectors, Palestinian Authority representation was strong, allowing effective coordination with the Palestinian Reform and Development Plan. US\$ 6 million from the CERF was used by key United Nations Agencies to address emergency needs and US\$ 3 million from the Humanitarian Emergency Response Fund was accessed by United Nations and NGO partners.

Access to the Gaza Strip and to, and within, the West Bank remained a major obstacle in addressing needs, and significantly increased project implementation costs. The closure of the Gaza Strip and the inability to import goods other than food and basic medicines meant that the United Nations and NGOs in the Gaza Strip were unable to implement humanitarian projects. For the United Nations alone, projects of a total value of more than US\$ 213 million were on hold from June, and sector coordination and response in the Gaza Strip were severely limited.

Performance Evaluation

Strengthened in-country humanitarian coordination

In 2007, OCHA continued to research, map and disseminate detailed analyses on the humanitarian impact of the prevailing crisis. Key outputs included in-depth reporting on the humanitarian impact of Israel’s settlement policy and closure-related issues in occupied East Jerusalem. OCHA’s ‘fragmentation’ map and analysis played an important role in establishing the humanitarian impact of closure activity. The Office’s reporting on the impact of the closure on the Gaza Strip after mid June was pivotal in shaping the humanitarian and donor communities’ understanding of urgent humanitarian needs. OCHA also established a monthly United Nations/inter-agency publication entitled the ‘Humanitarian Monitor’.

Strengthened Consolidated Appeals Process

OCHA facilitated a significantly more inclusive process in preparing the 2008 CAP for oPt, resulting in a much more comprehensive, accurate analysis of current needs and greater coordination among key humanitarian actors. The Palestinian Authority was included in the process at each step, at the level

of line ministries within the NAF workshop and sector working groups as well as at the level of direct coordination between OCHA and the Ministry of Planning.

OCHA placed increased emphasis on district- and headquarters-level coordination with sectoral working groups, assigning a staff member to represent field issues in each group – in addition to OCHA's ongoing representation within the Protection, Child Protection and Socioeconomic working groups.

Increased efficient partnerships for humanitarian action

In 2007, OCHA developed stronger district and national coordination through enhanced CAP procedures; for example, participating in a joint inter-agency assessment of vulnerability caused by drought in the southern West Bank, the formation of a sub-sector working group on IDPs, and the formation of a sub-sector working group to address the needs of farmers who lost crops due to frost. The United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) and OCHA undertook joint assessments of Barrier-affected communities. Two protection-related missions by staff from OCHA were carried out to support the Protection sector and provide training to key United Nations staff. OCHA also provided and made available on its website geo-spatial data on protection issues.

Improved, and publicly profiled, information products and advocacy efforts

In 2007, OCHA initiated a daily review of Palestinian, Israeli and international media, which was disseminated to United Nations partners in the Country Team. Sector leads in the Gaza

Strip submitted information on a regular basis for compilation into a monthly Fact Sheet to raise awareness of humanitarian needs. OCHA materials were distributed through a mailing list of more than 2,000 recipients grouped into specialized categories such as media, decision-makers, donors, NGOs and interested individuals. The Office's newly launched website proved to be more user-friendly and experienced a steadily increasing download rate.

OCHA made humanitarian presentations to over 160 groups (more than 1,250 individuals), including NGO staff, diplomats, parliamentarians and religious associations. Many of OCHA's outreach activities are reflected in this increase, not least the establishment of an emergency information network with Israeli NGOs (part of OCHA's efforts to increase its advocacy in Israeli civil society). These figures also highlight the importance attached to the humanitarian consequences of the conflict by the international media (as measured by the seniority of media partners who were briefed – more than 15 per cent of media representatives were directors or senior editors) and by decisions-makers (OCHA was asked to brief numerous political delegations, including more than 30 per cent of senior-ranking politicians).

Field Offices

Asia



Map data is derived from open sources that are not subject to international dispute over its border delineation. The field status of Yemen and Somalia has not yet been agreed upon by the UN.



- Field Office
- Field Presence

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Indonesia



<http://ochaonline.un.org/indonesia>

From late December 2006 to the end of 2007, Aceh and North Sumatra, Jakarta, and West and East Java were struck by floods and landslides, displacing more than 800,000 people, affecting more than 1 million and killing 119. More than 475 earthquakes registered greater than 5 on the Richter scale, with the largest in Sumatra and West Nusa Tenggara – rendering 137,000 people homeless and 13,000 houses destroyed. Another series of strong earthquakes were felt on the island of Sumatra in September, causing 95 deaths and the destruction of over 32,000 houses, and in November, 1,500 houses were destroyed as a result of a single earthquake. A series of volcanic eruptions triggered emergency alerts for which government preparedness structures were activated. OCHA led the coordination of response efforts to these disasters, including mobilization of national and international resources.

Indonesia continued to make progress on its national humanitarian response system, and during the year OCHA focused on supporting the Government's preparedness measures and monitoring the frequency of hazards and disasters. In line with the humanitarian reform agenda, OCHA conducted inter-agency contingency planning exercises (covering the cluster approach), disaster management training for government officials, and a contingency planning workshop for local NGOs (with support from the Regional Office for Asia and the Pacific [ROAP]). OCHA's funding mechanisms, including the CERF, Emergency Response Fund and Emergency Cash Grants, greatly contributed to OCHA's timely response to humanitarian needs in Indonesia – disbursing a total of US\$ 1,443,878 for 21 projects.

The Office drew extra support from ROAP as needed, for example during the Jakarta floods when an information and coordination centre was set up within BAKORNAS (the National Disaster Management Coordinating Board of Indonesia).

Performance Evaluation

Greater engagement and coordination with national and international NGOs

During 2007, OCHA was instrumental in piloting the in-country Global Humanitarian Partnership, with Oxfam serving as the coordinator of participating international NGOs. Similarly, OCHA maintained close contacts with the national NGO

Muhammadiyah, which played a key coordination role in the Humanitarian Forum (bringing together national NGOs).

Strengthened in-country coordination

OCHA's main focus in its work with BAKORNAS was the drafting of ancillary regulations to the new Disaster Management Law, for which it coordinated inputs from the international community. The Office also supported the Government in the consultation process on the regulation – setting the standards for international cooperation in natural disasters.

Improved natural disaster and emergency information management and coordination

A workshop featuring a nation-wide contingency planning exercise was conducted by OCHA. A cluster preparedness and disaster response workshop was also held in preparation for a nation-wide contingency plan.

OCHA supported the drafting of contingency plans in seven disaster-prone districts in Java and worked with UNICEF and a local NGO in standardizing contingency planning and emergency preparedness modules (with a view to conducting similar exercises in fourteen other districts).

Islamic Republic of Iran

Since its re-establishment in 2003 in the aftermath of the Bam earthquake, OCHA Iran has provided support to the Government and the United Nations system to achieve greater capacity in emergency response and a more coordinated approach to disaster management. OCHA has also established networks with United Nations partners and key international humanitarian actors in Iran, advocating for increased cooperation within the country as well as among the international community. OCHA is actively involved in the country's United Nations Disaster Management Team.

Performance Evaluation

Increased support to consolidated humanitarian reform

During 2007, OCHA Iran focused on raising public awareness of its activities and introducing its disaster management and disaster reduction tools and services. Humanitarian reform was promoted through the convening of a number of workshops and OCHA's participation in national and international conferences held by other organizations. A number of training courses on humanitarian reform were prepared – each one custom designed for the specific target group.

More coherent and sharpened advocacy on humanitarian issues and principles

OCHA's advocacy activities during 2007 included the promotion of humanitarian issues through meetings, seminars and round-table discussions.

Nepal



<http://ochaonline.un.org/nepal>

In 2007, many of Nepal's vulnerable and marginalized populations continued to suffer as political discord over power sharing and elections remained unresolved. The peace process experienced more setbacks, with Constituent Assembly elections postponed twice. Humanitarian access was impeded by strikes and protests, and the absence of security guarantees led to further erosion of the State's ability to deliver basic services.

Security in the south deteriorated with an increase in inter-communal tensions and the emergence of new opposition groups – several of these armed. In September, violence in the west triggered new displacements. In response, OCHA conducted initial joint assessments and established an emergency information centre, and while there were some spontaneous and facilitated returns of IDPs, an estimated 70,000 people remained displaced nationwide.

Poor humanitarian indicators were more pronounced due to the adverse political and climate conditions. Nepal's global acute malnutrition rates were estimated at 13 per cent. Floods and landslides affected 60 per cent of the country and 70,000 people needed immediate food, sanitation and shelter assistance during the monsoon season. Food supplies procured for drought-affected populations had to be diverted to flood and landslide victims. In this context, OCHA organized reconnaissance flights, coordinated local response and provided critical information to implementing partners.

IASC partners in Nepal, along with the Government, agreed that the cluster approach would be used in the event of a major disaster. Clusters were also used in drafting the Government's National Strategy on Disaster Risk Management based on the Hyogo Framework for Action. OCHA worked with existing sector groups in adopting the cluster approach, especially in relation to contingency planning.

Significant challenges remain, including defining the sphere of humanitarian action during political transition. The fragile peace and continued tensions during the year led to OCHA's decision to continue its presence in Nepal, despite initial plans to phase down by the end of 2007.

Performance Evaluation

Improved tools and services

OCHA continued to host the United Nations website and update the 'Who Does What Where' database and contact lists. It produced 630 thematic and reference maps for partners and finalized agreement on the use of P-codes with the Government, helping to appropriately target assessment and response. A joint OCHA/World Food Programme project mapped the impact of the conflict on the Nepali people.

Strengthened in-country coordination to ensure response to natural disasters is timely and effective

OCHA led an IASC contingency planning exercise in June, and recommendations from this began to be implemented by the IASC Disaster Management Team. An expedited customs agreement between the United Nations and the Government was put in place in May. OCHA facilitated ten inter-agency assessments of humanitarian situations during the year, and pre-monsoon season preparedness workshops were held, leading to a more effective flood response.

More coherent and sharpened advocacy on humanitarian issues and principles to preserve development and humanitarian space

In 2007, OCHA supported strategic and operational coordination for common advocacy, resource mobilization and response. It promoted the use of a unified set of Basic Operating Guidelines among donors, United Nations Agencies and international NGOs, and trained IASC members on the implementation, monitoring and dissemination of the Guidelines. The Office's negotiation efforts resulted in the release of abducted international NGO staff member and enabled the delivery of humanitarian aid during monsoon floods and civil unrest.

Improved coordination and monitoring of IDP issues

OCHA supported the Government in developing a comprehensive national policy on IDPs and helped to finalize the Directives for the policy. OCHA was also involved in a number of inter-agency IDP monitoring missions.

Papua New Guinea

Despite the wide range and complex nature of disasters in Papua New Guinea (PNG), emergency preparedness and management continued to receive relatively little attention and priority at the national level – challenging the effective implementation of processes such as the National Framework for Action and the operationalization of the National Influenza Preparedness Pandemic Plan.

Widespread flooding in November caused by Cyclone Guba killed over 170 people and affected approximately 143,000. United Nations and key disaster management actors worked closely with the National Disaster Centre (NDC) and the Government to respond to humanitarian and early recovery needs.

The Manam IDP caseload of about 9,000 people continued to reside in care centres. OCHA maintained a watching brief on this situation and supported Manam Restoration Authority and World Bank initiatives to address the long-term needs of these IDPs.

Performance Evaluation

Strengthened in-country coordination

OCHA continued to play a vital role in drawing together disaster management actors from various sectors through its facilitation of the IASC Disaster Management Team (DMT). The cluster approach was introduced to government agencies and the local humanitarian community at an inter-agency contingency planning workshop and a national inter-agency contingency planning exercise (co-hosted by the NDC). The approach was also endorsed at the provincial level at a recent Provincial Disaster Coordinators Conference. OCHA continued to work closely with the World Health Organization and the National Department of Health to convene monthly AHI Technical Task Force meetings and operationalize the national AHI Contingency Plan.

Improved tools and services

Over 2,000 maps and documents were distributed to DMT members and the general public. Thematic maps were produced, covering the Solomon Islands tsunami (which affected parts of north-eastern PNG), natural hazard types, a country profile and cyclone-affected areas. DMT Working Group members were the first to respond to NDC requests to establish an Emergency Operations Centre and seconded staff to NDC and the provincial disaster office. OCHA assisted the NDC and NGOs with standardized formats for conducting inter-agency assessments. A supporting database and follow-up assistance were also provided.

Greater incorporation of risk reduction objectives into humanitarian strategies

Efforts were made early in the year to mainstream the National Framework for Action in close collaboration with UNDP's Pacific Centre; however, due to the broader focus on national elections for most of the year, an agreement was reached with Government that this initiative should be postponed.

Throughout 2007, United Nations Agencies in PNG were actively engaged in designing the United Nations Country Programme 2008–2012, in line with the United Nations 'Delivering as One' initiative. OCHA took the lead as Task Team Leader for the Disaster Management Task Team and drafted a five-year Disaster Management Strategic Plan for the country.

Sri Lanka

2007 saw the continued escalation of hostilities in Sri Lanka that had been re-ignited in 2006, leading to new population displacements and significant humanitarian consequences. The conflict resulted in hundreds of civilian deaths, and at the height of the fighting during March and April more than 308,000 people were internally displaced. The last months of the year saw significant deterioration of the situation in the northern Vanni region, while several bomb attacks in the south signalled the spread of insecurity to the rest of the country. In the east, fighting ceased and by the end of the year around 120,000 people were able to return or resettle.

OCHA played a central role in identifying humanitarian challenges in the country, strengthening planning and fundraising by facilitating the development of the Common Humanitarian Action Plan and compiling and monitoring the inter-agency contingency plan. Although the cluster approach was not fully rolled out, the principles of predictable lead agencies, inclusiveness and transparency were largely applied at both national and district levels. OCHA also advocated for humanitarian access and facilitated links between field operations and policies established at the national level. It engaged in awareness-raising campaigns and developed and provided tailored training for IASC and United Nations Country Team initiatives. Sub-offices supported ongoing coordination efforts through the United Nations Focal Point system – monitoring emerging needs, vulnerabilities and risks in order to define comprehensive response plans.

Constraints in implementing effective humanitarian response included insecurity and increasingly tight restrictions on

movement, particularly in the northern Vanni region. Some aid organizations experienced difficulties in obtaining visas for international staff, impacting on their response capacity. Negative media messaging also hampered humanitarian operations and threatened the security of relief workers.

Performance Evaluation

Strengthened in-country coordination

Under the leadership of the Resident Coordinator/Humanitarian Coordinator, and supported by OCHA serving as the IASC secretariat, strategies were developed to uphold humanitarian principles and support effective response. The IASC structure was replicated in the six conflict-affected districts where OCHA has a field presence. CERF funding of US\$ 12 million supported the time-critical response to the rapidly accelerating conflict in the east of the country and associated large-scale displacements, while it also assisted in strengthening cross-sector planning and prioritization.

Improved tools and services

OCHA produced maps to illustrate displacement trends, access constraints and security incidents, as well as to show progress on sector and geographic activities. The Office's humanitarian website was revamped and served as a key source of humanitarian information, including contact lists, humanitarian reports, meeting schedules and minutes, and press releases. OCHA continued to compile a weekly IASC situation report, and a monthly monitoring report was collated based on selected indicators from lead agencies. In collaboration with partner agencies, OCHA initiated a review of assessment tools and acted as Chair for the Assessment Steering Group.

More coherent engagement on humanitarian issues and principles

In addition to its sub-offices in Killinochchi, Trincomalee, Batticaloa and Ampara, OCHA opened sub-offices in Vavunya and Jaffna during the year, strengthening its field presence in the conflict-affected northern and eastern areas of the country. OCHA seconded a liaison assistant to the Ministry of Disaster Management and Human Rights to provide secretariat support for the Ministry in its function as chair of the Consultative Committee for Coordination of Humanitarian Affairs and to liaise between government, donor, NGOs and United Nations actors on humanitarian response.

Timor-Leste

In 2006, civil unrest in Timor-Leste led to the displacement of approximately 10 per cent of the population. By the end of 2007, around 70,000 people remained displaced in the districts and around 30,000 IDPs were being sheltered in 51 camps in Dili and seven in Baucau.

While the overall security situation improved to a degree during the year, it remained fragile. Following the election of a new government in August, localized violence caused the further displacement of around 4,000 people, and houses, government buildings and NGOs were attacked.

A regional rice shortage in February, several locust outbreaks and crop damage due to localized dry spells, floods, winds and landslides all exacerbated the already precarious food security situation. These natural disasters were aggravated by climate events (El Niño/La Niña) which impacted on both private assets and public infrastructure.

Since it established a presence in Timor-Leste in June 2006, OCHA has provided coordination support, information management, policy advice and advocacy on humanitarian and protection issues for the United Nations and NGO humanitarian community, donors and the Government of Timor-Leste. OCHA leads an Integrated Humanitarian Coordination Team which supports the United Nations Humanitarian Coordinator as well as the Deputy Special Representative of the Secretary-General in the United Nations Integrated Mission in Timor-Leste (UNMIT), the United Nations Resident Coordinator and UNDP Resident Representative.

Following the immediate response to the 2006 crisis and a successful flash appeal, the decision was made to phase out OCHA's presence in Timor-Leste by the end of that year, handing over its coordination functions to UNDP and UNMIT. However, at the end of 2006 it became clear that OCHA's continued presence would be required for at least some of 2007 – primarily due to continued internal displacement as well as political uncertainty and delays in human resources deployment by OCHA's partners. From July 2007, UNMIT human resources were added to those of OCHA to form an Integrated Humanitarian Coordination Team led by OCHA's Head of Office in direct support of the Humanitarian Coordinator. Towards the end of the year, UNDP began to strengthen its early recovery assistance coordination capacity.

Performance Evaluation

Strengthened in-country coordination

Through its regular participation in Sector Working Groups and inter-sectoral coordination of United Nations, NGO and government actors, OCHA was able to collect, analyse and disseminate relevant information to decision- and policy-makers. OCHA supported the creation of the Humanitarian Coordination Committee in October, consolidating existing coordination forums. The Humanitarian Coordination Committee promotes the Principles of Partnerships as set out by the Global Humanitarian Platform among international NGOs, the International Committee of the Red Cross, United Nations Agencies, the International Organization for Migration and UNMIT, as well as representatives of the United Nations Police in Timor-Leste and International Stabilization Force liaison officers.

OCHA facilitated and led inter-agency efforts including emergency response planning, multi-sector emergency assessments and the development of contingency plans and common tools. It continued to provide information management support (including coordination tools such as maps and databases) to the humanitarian community and relevant parts of the Government.

Greater incorporation of risk reduction objectives into humanitarian (including recovery and transition) strategies

OCHA advocated for political and security-related efforts to mitigate risks linked to the current and recurrent factors influencing conflict in the country. OCHA facilitated the

development of inter-agency contingency plans for the 2007 presidential and parliamentary elections and supported a wet season preparedness plan and other national contingency plans in close cooperation with the Government of Timor-Leste's National Disaster Management authority. Continued support was provided to the Government with the aim of enhancing response preparedness and supporting the implementation of disaster risk management strategies.

Improved coordination and monitoring of IDP issues


OCHA, as part of the Integrated Humanitarian Coordination Team, strategically aligned its response coordination mechanism to the Inter-Ministerial Committee – the Government of Timor-Leste's internal humanitarian committee chaired by the Deputy Prime Minister. Ongoing challenges remain, however, in relation to monitoring human rights and protection issues within and beyond the situation of displacements in the country. OCHA provided policy advice and coordination support to the Government with the aim of ensuring that humanitarian assistance and, to a certain extent, recovery policies were in line with international humanitarian principles and laws. OCHA advocated for the development of a longer-term assistance framework by recovery and development actors to address the fundamental causes of the 2006 crisis and ultimately to reach a durable solution for the country's IDPs.



Field Offices

Europe



 **Field Office**

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Russian Federation

In 2007, relative stability of the North Caucasus region allowed agencies to increasingly engage in recovery and development activities. The 2007 Update to the Transitional Work Plan for the North Caucasus concluded the emergency and transitional appeals process, and the year saw a number of programmes handed over to authorities, notably in the provision of basic services including clean water, solid waste removal, schools and early childhood education centres.

The two major constraints in the North Caucasus continued to be security (United Nations Phase IV stands in Chechnya and Ingushetia) and access (United Nations travel throughout the region was restricted by Government authorities). Despite the United Nations' downgrading of Chechnya's security, the Russian Federation Government did not allow the United Nations to open offices in Chechnya, and while daily missions increased (146 compared to 133 in 2006), the number of visits to Chechnya remained limited by military escort approval.

Given the near completion of the transition from humanitarian to recovery activities and the fact that assistance to vulnerable populations is now largely framed in the context of development initiatives, OCHA phased out of the Russian Federation at the end of the year.

Performance Evaluation

Strengthened in-country coordination

OCHA prepared proposals on ensuring continuity in coordination following the closure of its Russian Federation office. The Office's initiative in drafting terms of reference, making proposals for staff support, and discussing transition options with agencies active in the North Caucasus was instrumental in the timely establishment of the North Caucasus Theme Group, the primary mechanism for coordination of activities in the North Caucasus for 2008.

Improved, and publicly profiled, analyses of global and country humanitarian trends and issues

With the transition from relief to recovery programming, the identification of vulnerable populations shifted from a focus on conflicted-affected populations to broader socioeconomic vulnerability, calling for longer-term social welfare and income-generating programmes.


Proactive action on United Nations humanitarian reform, including appeals processes

The Russian Federation Government declared the 2007 Transitional Work Plan to be the last for the United Nations and that there will be no other joint United Nations appeal document for 2008.

Field Offices

Latin America and the Caribbean



 **Field Office**

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Haiti

A degree of economic growth in Haiti resumed in 2007, but poor humanitarian indicators still prevailed. Tropical storms, mudslides and heavy rains increased the already precarious nature of the population's livelihoods, and food security remained a priority.

In early 2007, after the United Nations Stabilization Mission in Haiti and the Haitian National Police launched direct operations against criminal gangs in Cité Soleil and other Port-au-Prince slums, security improved. In order to sustain this progress and support the restoration of the credibility of Haitian government institutions, the United Nations, the international community and donors (under the leadership of the Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator) agreed to support Government efforts to deliver quick and visible improvements to the living conditions of the population in these areas. A 'Task Force on Red Zones' was created to ensure maximum efficiency and coordination in relation to this initiative.

OCHA Haiti held a two-day hurricane season preparedness workshop, leading to more effective response by the United Nations and the humanitarian community and resulting in a joint United Nations system/international community contingency plan for each sector.

Performance Evaluation

Strengthened in-country coordination

OCHA led a United Nations/international NGO/national NGO contingency planning exercise in June; the resulting plan will be reviewed in April 2008. The pre-positioning of food and non-food items in key areas allowed timely relief assistance to be provided to victims of natural disasters.

In order to improve sector coordination, two workshops and a number of meetings on humanitarian reform were held, and recommendations resulting from these forums were being implemented by both United Nations Agencies and international and national NGOs. The IASC Country Team was expected to be fully operational by early 2008.

More coherent and sharpened advocacy on humanitarian issues and principles

Joint assessment missions, for which sector needs assessment forms were prepared and used, were conducted and facilitated by OCHA. Priorities and common strategies were

also agreed upon among humanitarian actors for preparedness and response to natural disasters.

Colombia



<http://ochaonline.un.org/colombia>

During 2007, conflict in Colombia continued to impact upon the civilian population. Official figures at the end of the year put the internally displaced population at 2,272,559, with new cases up by 6 per cent on 2006. Authorities continued to provide humanitarian assistance to IDPs and significantly increased their budgetary allocations to cover these requirements. However, response capacity at the local level was limited and further protection measures are required to ensure the full implementation of Colombia's legal framework.

Non-state armed actors applied pressure to civilians through blockades, leaving around 57 communities (over 30,000 individuals) confined for periods of more than ten days and facing food shortages, limited access to medical and humanitarian services, mobility restrictions and violence. Given these security conditions, it continued to be difficult to implement humanitarian de-mining in the country's municipalities – 80 per cent of which are mine-affected. Colombia was also hit by heavy rains and floods during the two rainy seasons, affecting 1.5 million people.

Following the principles of humanitarian reform, Colombia moved forward in consolidating in-country coordination mechanisms, establishing three thematic groups on Protection, Humanitarian Assistance and Basic Services, and Early Recovery. Six regional coordination mechanisms were also set up in the worst-affected areas, increasing outreach and response capacity at the field level. In-country coordination structures were progressively enabled to conduct rapid-response missions at the onset of emergencies, as well as to implement mid- and long-term strategies based on updated needs assessments.

In 2007, OCHA assisted in mobilizing US\$ 6.3 million from the CERF to address conflict and disaster-related emergencies.

Performance Evaluation

Greater engagement and coordination with national and international NGOs

Forty-five international NGOs participate in thematic groups, representing around 80 per cent of the international NGOs operating in Colombia. According to a survey carried out by OCHA among relevant NGOs, this arrangement is deemed satisfactory as they see the in-country humanitarian coordination mechanism as an opportunity to increase their participation and representation levels. Six proposals were presented to and approved by CERF for rapid response projects, with the broad participation of United Nations Agencies and NGOs.

Strengthened in-country coordination

The humanitarian coordination mechanism established a technical group attended by United Nations and NGO representatives to look into and define technical and implementing aspects of initiatives (conceptual definitions, operational standards, joint field missions and so on). It also ensures coherence and information-sharing among all thematic/sectoral groups, and liaises with authorities to formulate action points and recommendations to the Government.

Although the cluster mechanism was not yet implemented in Colombia in 2007, United Nations and non-United Nations humanitarian actors established coordination arrangements, and thematic and sectoral groups became operational.

A Country Needs Assessment was conducted, six regional coordination mechanisms were established, numerous field missions were undertaken, and monitoring and follow-up processes were developed.

Improved tools and services

OCHA set up an online information platform and granted access to its Humanitarian Information System to all United Nations and NGO members of the humanitarian coordination mechanism. OCHA's information resources were particularly useful in the completion of the Country Needs Assessment and CERF proposals, and they have become critical elements in monitoring humanitarian emergencies and preparing for field missions. Thematic groups, with the support of OCHA, collated and analysed data on sectoral needs and response gaps as part of the Needs Analysis Framework, clearly identifying demographic, socioeconomic and demographic targets.

Increased and strengthened partnerships for humanitarian activity

The Humanitarian Coordinator and the Government held coordination meetings throughout the year to share information on specific crises and situations. It was deemed necessary both by the humanitarian coordination mechanism and government representatives to put together a formal joint rapid response mechanism; joint plans and actions for specifically prioritized areas were started and OCHA's participation in local and departmental IDP committees was significantly increased.

Integrated Regional Information Networks

In 2007, the Integrated Regional Information Networks (IRIN) focused on improving the quality and relevance of its multimedia humanitarian news and analysis service, while also responding to demands from its readership to expand coverage to new regions affected by crises. In addition to strengthening editorial control and direction, IRIN undertook a major overhaul of its website, launched an Arabic language website, enhanced its French language service, and expanded its reporting of crisis-affected countries in South-East Asia.

Early in the year, a key priority was strengthening IRIN's editorial direction and control to ensure clear guidance and better support for its network of 140 field correspondents and 30 full-time editorial staff reporting from 73 countries in Africa, the Middle East and Asia. Following the recruitment of a new editor-in-chief and editorial team, the main Nairobi newsroom was restructured and new procedures and policies were introduced for all content. A new editorial strategy was adopted across IRIN which has led to tighter focus on the humanitarian agenda, greater depth in the analysis of humanitarian events and issues, rigorous attention to quality and accuracy, and better integration between text, audio, photo and film content for more seamless multimedia output. IRIN continues to review formats, genres and styles in response to the demands of its key audiences, including the media.



www.irinnews.org

After extensive preparations, IRIN's Arabic language website was launched from Dubai in July. By year end, IRIN had made a significant contribution to raising awareness of humanitarian issues among a new Middle Eastern audience: 548 reports were translated from English into Arabic and around 20,000 visitors used the website, while many more read reprinted IRIN reports in mainstream Arabic newspapers and websites – notably Al Arabiya and Al Jazeera as well as other publications based in Qatar, Kuwait, Yemen and Egypt. IRIN's film and video shorts were also screened on Arabic television channels.

Following suggestions by aid workers in the region, IRIN expanded its coverage in South-East Asia. In November, an IRIN sub-office was established in Bangkok to cover Bangladesh, Indonesia, Myanmar, the Philippines and other countries affected by crises or natural disasters. PlusNews extended its coverage of crisis-affected areas to Colombia, Haiti and Indonesia, in which the risk of HIV/AIDS is prevalent.

IRIN Radio produced specialized content designed to inform crisis-affected communities about those human security and humanitarian issues that have an impact on their livelihoods. During the year, 923 radio programmes were produced in ten languages and broadcast by 110 radio stations in Angola, Côte d'Ivoire, Liberia, Burundi, Somalia, Sudan, Uganda and Afghanistan. In August, a new radio strategy was developed which will see IRIN Radio focus on four crisis areas in which IRIN sees that it can make most difference to

local lives and livelihoods (Afghanistan and Somalia have been selected so far). Radio projects in countries no longer considered to be humanitarian priorities were phased out. The popular IRIN Angola radio service was handed over – fully funded – to the United Nations Country Team in December, and it will continue to report on the country's social and reconstruction issues.

Three major publications intended as advocacy tools for humanitarian partners were produced to raise awareness of sexual violence, children and HIV/AIDS in southern Africa, as well as of the humanitarian risks of mass urbanization. Five documentary films and a number of video shorts were also produced and distributed online and through broadcasters. *Slum Survivors*, a full-length documentary on life in Nairobi's Kibera slum, was released at the end of 2007 and has become a touchstone for the debate on the humanitarian implications of unplanned urbanization.

The launch of the new IRIN website in April has greatly improved the accessibility of IRIN's online content, leading to a significant growth in readership. By year end, there were 46,000 active email subscriptions, representing a 27 per cent rise on 2006 and demonstrating a growing interest and confidence in IRIN content. Subscribers from the Middle East and Asia also grew significantly – from approximately 9,000 to 16,000. At the same time, over 1.3 million unique visitors accessed reports directly from the IRIN website during the year, and articles were extensively reproduced and reposted on other major websites (such as AlertNet), via RSS feeds and in local and regional newspapers and magazines. While it is difficult to estimate accurately the extent of this wider 'third-party' readership, existing readership patterns and feedback repeatedly show that IRIN's reporting raises awareness of humanitarian events, issues and concerns among the humanitarian community, the media and other audiences.

An external audit in March endorsed the value of IRIN's work and its new editorial policy while identifying some useful practical recommendations (such as the establishment of working guidelines, the creation of an Advisory Board and more audience research) which will be implemented in 2008.



Annexes



Annex I: Work Unit Performance Indicators

This table is a consolidated list of indicators for all headquarters work units, regional offices and field offices reflecting progress against OCHA's Strategic Framework. It includes a measurement of performance (indicator) and its corresponding achievement.

Goal 1 Consolidated Humanitarian Reform that Ensures Adequate and Relevant Humanitarian Response

1.1 Properly functioning and supported CERF

Headquarters

Advocacy and Information Management Branch		
Advocacy and Public Information Section	Number of op-eds, press releases, success stories and other public information products produced	12 CERF newsletters, 25 stories for the CERF website, 15 briefings and interviews on the CERF, 20 press releases and statements, and the reprint and translation of the CERF brochure into 5 languages
External Relations and Support Mobilization Branch		
Consolidated Appeals Process Section	<i>CERF and CAP continued to collaborate closely in 2007, with country teams using the CAP as a guide to allocating CERF funds. The pilot Common Humanitarian Funds in the Democratic Republic of the Congo and Sudan based their funding allocations on their CAPs, a practice that will be incorporated into the replication model for Common Humanitarian Funds.</i>	
	Development of underfunding analytical method for IASC agreement and completion of two global underfunding analyses per the agreed method	Analyses completed on time (January and July), with IASC agreement on method
	Correct reflection of all CERF grants on the Financial Tracking Service website, and all CERF applications in flash appeals	Achieved
Donor and External Relations Section	<i>At the High-Level Conference on the CERF in December 2007, 70 donors pledged US\$ 420 million, an increase of US\$ 70 million on 2006. Western Union became the first corporate sponsor to announce a pledge for CERF.</i>	
	Number of additional Member States contributing towards the CERF	12 new Member States (as well as the Holy See and the United Nations Foundation) for a total of 85 contributors.
	Fiduciary reporting for private donations established by the end of the year	OCHA signed an agreement with United Nations Fund for International Partnerships in October that enables the United Nations Foundation to transfer funds received from private individuals to the CERF account; US\$ 117,959 was transferred in 2007

Policy Development and Studies Branch

Evaluation and Studies Section	<i>ESS managed evaluations which reviewed the effectiveness of the CERF and the cluster approach in order to provide structured inputs into how they can be strengthened; these two evaluations were the most comprehensive evaluations on these pillars of the reform to date.</i>	
	Number and percentage of evaluation recommendations that were implemented	By end 2007, 114 (70%) of the 163 recommendations from evaluations conducted during the year had been implemented or were in the process of being implemented
	Number and percentage of CERF evaluation recommendations that were implemented	By end 2007, 8 of the 15 recommendations (53%) were implemented and the rest were in the process of being implemented

Regional Offices

Regional Office for Asia and the Pacific	CERF support provided to/in most disaster-prone countries	All requests for CERF support met
Regional Office for Latin America and the Caribbean	Number and percentage of requests received that met all CERF criteria	1 received, 4 others supported; 80% met CERF criteria

Field Offices

Burundi	Percentage of CERF requests that met deadlines within the prescribed timeframes	100% of requests submitted met the criteria and were approved
Chad	Average number of days between HC's decision to request CERF money and the receipt of requests by CERF Secretariat	5 days
Côte d'Ivoire	Percentage of CERF project proposals that met all CERF criteria	96% of projects (of 17) met CERF criteria, including for the first time 2 NGO projects sponsored by UNDP (only 1 project proposal was rejected)
Eritrea	Number and percentage of requests received that met all CERF criteria	100% (requests received from UNDP, UNICEF, UNHCR and WHO)
Ethiopia	Average number of days between request for Humanitarian Response Fund funding received by OCHA and HC's approval	2–10 days
	Average number of days between request for CERF funding received by HC and request sent to Emergency Relief Coordinator for approval	25 days
	Number and percentage of requests received that met all CERF criteria	100%
Zimbabwe	Percentage of proposals submitted by HC that were approved for CERF funding by the Emergency Relief Coordinator	90%

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

Headquarters

Advocacy and Information Management Branch		
Advocacy and Information Management Branch	<i>In the context of humanitarian reform, AIMB led an inter-agency exercise to define cluster responsibilities in relation to the management of information during emergencies. Operational guidance was developed, then endorsed, through the Cluster Task Team, and a related training module was delivered at cluster training workshops.</i>	
Field Information Services	<i>In 2007, FIS achieved inter-agency consensus through the IASC to define a new framework for managing humanitarian information and data. FIS also worked with IASC partners to establish agreements on information exchange practices, standards and principles and shared data preparedness measures, as well as the analytical scope and related expectations within and between clusters.</i>	
	Using the South Asia earthquake operation as a baseline, the degree to which stakeholders (in a survey) consider information management has improved in the cluster system	The situation in Kenya in late December was the first new humanitarian emergency in which the agreed operational guidance was applied following its approval in October (results of evaluations and surveys will only be available in 2008)
Information Technology Section	<i>ITS coordinated the deployment of emergency telecommunications in new emergencies and provided global support to the Emergency Telecommunications Cluster. Two key achievements of this cluster in 2007 were: the securing of adequate and appropriate stockpiles to respond to one large-scale emergency using funds raised under the Global Cluster Appeal; and the establishment of stand-by partnership agreements with Microsoft, Télécoms Sans Frontières and the Swedish Rescue Services Agency.</i>	
	Number of new emergencies in which the Emergency Telecommunications Cluster was deployed within 1 week	12 (Bangladesh, Chad, the Dominican Republic, Ghana, Guinea, Ethiopia, Mexico, Mozambique, Nicaragua, Pakistan, Peru, Darfur); stand-by partners were deployed as first responders in 9
Emergency Services Branch		
Logistics Support Unit	<i>LSU participated in the discussions of the Logistics Cluster at the global level, and closely followed its activities at the field level. LSU continued to provide proactive input into a number of projects of interest to OCHA in the Emergency Shelter Cluster (such as the standardization of non-food shelter items). Close contact was established with the Water, Sanitation and Health Cluster in relation to its project on emergency materials and the mapping of humanitarian stockpiles.</i>	
Coordination and Response Division	<i>In 2007, CRD worked to integrate the principles of humanitarian reform into OCHA's operations by leading an inter-branch Cluster Mainstreaming. The Division worked closely with the United Nations DPA and DPKO on integrated mission planning, including the establishment of: a multidimensional presence in Chad and the Central African Republic; a joint African Union/United Nations operation in Darfur; and the political mission in Nepal.</i>	
	Percentage of CAP countries and new emergencies with Humanitarian Coordinators with fully functioning clusters	Of the 12 countries with a CAP and a Humanitarian Coordinator in 2007, seven used the cluster approach Of the 15 new emergencies, 4 used clusters
	Percentage of CRD staff trained in humanitarian reform	100%
Displacement and Protection Support Services	Number and percentage of humanitarian emergencies with clearly defined cluster leads for IDP protection, shelter and camp coordination/camp management	Cluster approach was applied in 12 countries, the majority of which have functioning cluster leads for protection, shelter and camp coordination
Humanitarian Reform Support Unit	<i>HRSU facilitated the launch of the Global Cluster Appeal for 2007, which sought US\$ 63 million from donors, and it assisted in the preparation of a report on the impact of funding of the Global Cluster Appeal for 2006. HRSU worked with IASC partners to develop standard operating procedures for the designation of cluster needs in new and ongoing emergencies. At the field level, HRSU conducted inter-agency training and support missions to 10 countries and 3 regions upon request, and deployed surge. Several OCHA training programmes were adapted and new ones developed in line with cluster approach evaluations in 2005 and 2006.</i>	
	Number of regional- and country-level cluster workshops conducted	IASC humanitarian reform country workshops were conducted in the Central African Republic, Chad, Ethiopia, Madagascar, Guinea, Niger, Afghanistan, Haiti, Timor-Leste and Zimbabwe Regional workshops were conducted in Johannesburg, Amman and Bangkok
	Percentage of Global Cluster Appeal funded	53%
	Number of new emergencies responded to by utilizing the cluster approach	The cluster approach was used in 4 sudden-onset emergencies (Mozambique, Bangladesh, Madagascar and Pakistan)

Regional Offices

Regional Office for Asia and the Pacific	Number of IASC Country Teams/IASC members who were supported on clusters in the most disaster-prone countries	IASC Country Teams/IASC members in 14 priority countries provided with training on the cluster approach Regional cluster support/meeting structure was established
Regional Office for Latin America and the Caribbean	Number and percentage of new emergencies in the region where the cluster approach was implemented	75% (and cluster principles were applied in all preparedness activities across the region)
Regional Office for Southern Africa	Number of new emergencies and preparedness planning activities in the region where the cluster approach was implemented	4 responses (Swaziland, Lesotho, Madagascar, Mozambique) and 6 contingency plans (Zambia, Mozambique, Madagascar, Comoros, Malawi, Zimbabwe)

Field Offices

Democratic Republic of the Congo	Percentage of clusters that achieved their objectives as defined by the 2007 Humanitarian Action Plan	60%
	Percentage of clusters using standardized monitoring tools	80% undertook nationwide mapping of their sector's priorities
Ethiopia	Number and percentage of clusters established and fully functioning	8 clusters and 4 working groups were established; 5 clusters and 3 working groups were fully functioning (Protection Cluster did not receive government support)
Uganda	Number of functioning clusters and percentage of clusters using available and appropriate coordination tools	7 clusters and 3 sub-clusters were fully functional holding regular meetings in Kampala and in Acholi and Lango districts 100% used appropriate coordination tools
Zimbabwe	Number of relevant clusters established and fully functioning	None (rollout was stalled because of NGO concerns)

1.3 Greater engagement and coordination with national and international NGOs

Headquarters

External Relations and Support Mobilization Branch		
External Relations and Support Mobilization Branch	<i>A partnership was established with the Pan African Press Association (with membership including approximately 2,000 members from the African media), through which information about OCHA's humanitarian activities in Africa was disseminated. A key event for ERSMB in 2007 was OCHA's participation in a round-table meeting on Global Risk Reduction, focusing on how journalists can become more actively involved in climate change issues.</i>	
	Number of strategic partnership framework documents developed with key donors	A strategic partnership framework agreement was developed with New Zealand
	Number of strategic dialogues initiated with new private sector actors	Dialogue was initiated with 5 new private sector partners (Sony, Volkswagen, Rotary Club, Nestle and Veolia)
Policy Development and Studies Branch		
Gender Advisory Team	<i>GAT organized an inter-agency regional workshop for cluster actors and gender focal points in central and east Africa, at which 7 teams underwent training on the use of IASC gender and gender-based violence programming tools in order to better mainstream gender equality into all sector/cluster work. GAT worked with cluster leads and cluster members at headquarters and field locations to strengthen recognition of gender as a cross-cutting issue, and initiated the development of an interactive training course on gender and gender-based violence with the NGO InterAction.</i>	
	Percentage of OCHA offices supporting the creation of gender networks in the field and supporting them to use and roll out the IASC Gender Handbook	58% (15 of 26) of OCHA offices supported gender networks
	Percentage of OCHA field offices with Gender Action Plans and reporting on annual implementation	38% of OCHA field offices (10 of 26) had Gender Action Plans 90% of offices with Gender Action Plans had reported on their implementation

IASC Secretariat	Percentage of agencies participating in the Global Humanitarian Platform meeting at the principal or CEO level	88%
	Number of pilot humanitarian community partnership teams established in selected countries	'Principles of Partnership', endorsed by the Global Humanitarian Platform to establish more equitable humanitarian country teams, were piloted in Zimbabwe, Indonesia and Panama
	Number of NGOs presenting in IASC Working Group meetings	NGOs led sessions in every IASC Working Group meeting
	Number of NGOs actively participating in IASC subsidiary bodies and other IASC initiatives	2 new IASC subsidiary bodies were co-led by NGOs

Regional Offices

Regional Office for Central and East Africa	Number of partners from United Nations Agencies and NGOs participating in ROCEA-sponsored activities such as joint analysis missions and regional workshops	30% of RHPT members were NGOs Attendance by NGOs at ROWA meetings and workshops was 37%
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Field Offices

Central African Republic	Number of NGO projects included in CAPs	Out of 80 projects in the revised CAP, 30 were NGO projects; 15 out of 19 international NGOs had at least 1 project in the CAP Out of 75 projects included in the 2008 CAP, 34 were NGO projects
Chad	Number and percentage of NGO projects included in the 2007 CAP	41 projects of a total of 103 (40%) were from NGOs
Colombia	Number and percentage of NGOs participating in monthly meetings	80%; 45 international NGOs and 11 United Nations Agencies
Democratic Republic of the Congo	Percentage of Humanitarian Action Plan funds allocated to NGOs	NGOs received 32% directly; much of the remaining funding was allocated to NGOs through United Nations Agencies
Eritrea	Number of NGOs that signed up to participate in sectors	Most relevant NGOs attended Health, Nutrition, Water and Sanitation and Education sector coordination meetings
Haiti	Number of NGOs that provided information about their humanitarian and recovery activities	More than 120 national and international NGOs and United Nations Agencies provided regular information on their projects and programmes
Iran	Number of humanitarian reform training sessions held individually or jointly	4
occupied Palestinian territory	Increase in number of NGOs involved in the CAP	12 United Nations Agencies and 28 NGOs (15 international, 13 national) participated, with 103 projects in the 2007 CAP and 120 projects in the revised 2007 CAP
	Percentage of NGO funding within the CAP	Approximately 3%; it is important to note that the UNRWA and WFP alone received 82% of oPt's funding (US\$ 226 million of US\$ 272 million)
Sri Lanka	Number of NGOs participating in IASC Country Team meetings	IASC had 31 members and observers As well as the 8 United Nations Agencies that were full members, 4 national NGOs and 10 international NGOs attended as standing invitees; the Red Cross movement attended as an observer

1.4 Strengthened in-country coordination

Headquarters

Advocacy and Information Management Branch		
Advocacy and Public Information Section	<i>APIS supported 2 regional offices and 4 country offices in the development of media and advocacy strategies. It provided to staff Policy Instruction for OCHA Advocacy, Guidelines on OCHA Advocacy, and the Handbook on Public Information.</i>	
	Number of public information surge missions compared to 2006	3 missions (1 fewer than in 2006)
Field Information Services	Number of field office work plans that incorporated information management components	100%, and an increasing number also had dedicated information management capacity
Information Technology Section	<i>ITS supported the two cluster/sector lead training programmes and provided orientation on the use of ICT in coordination for RCs/HCs during their training. ICT services and infrastructure were upgraded in 10 OCHA field offices.</i>	
External Support and Mobilization Branch		
Geographical Coordination Monitoring Section	Number of deployments and missions	7 deployments, 17 missions
Surge Capacity Section	Number of staffing gaps filled through OCHA's Stand-By Partnership Programmes	44
	Number of requests met by SCS staff in relation to filling critical staffing gaps in OCHA field offices	6 SCS staff deployments
Policy Development and Studies Branch		
Policy Development and Studies Branch	Degree of satisfaction expressed by key stakeholders with guidelines developed by PDSB (survey)	4 country reviews of, or mission reports on, humanitarian presence and principles in peace support operations; 75% satisfaction 2 reviews on how to enhance relief and development synergies in slow-onset disasters; 4 (38%) of recommendations fully implemented and 4 (50%) partially implemented by December
Coordination and Response Division	<i>CRD worked with field offices to support adherence to MOSS/MORSS in the field, in addition to supporting humanitarian security coordination activities such as the United Nations/NGO-endorsed 'Saving Lives Together' initiative. CRD maintained its focus on transition and recovery during 2007 and represented OCHA in the Joint Initiative on Recovery Coordination aimed at promoting continuity in coordination support throughout the transition to recovery. The Joint Initiative enabled OCHA, UNDP and UNDGO to issue joint position papers on transition, and transitional strategies were developed for 8 OCHA field offices where the situation was transitioning to a recovery phase.</i>	
	Percentage of countries which have implemented field security systems	50%
	Percentage of existing operations that had a clearly stated exit strategy and transition timeline	50%
Displacement and Protection Support Services	Number of UNDAC Emergency Field Coordination Trainings using modules which incorporate field best practices on protection and displacement	All three training events, including a presentation on OCHA's protection policy instruction and field implementation

Emergency Preparedness Section	<i>EPS, with regional offices, facilitated contingency planning in support of governments and country teams. Two UNDAC preparedness missions to assess national response capacities were supported by EPS. Training sessions on needs assessment were provided in Uganda and Côte d'Ivoire, in collaboration with OCHA's CAP Section.</i>	
	Number of contingency planning and simulation exercises supported	6 (Angola, Algeria, Comoros, Mozambique, Zambia and Zimbabwe)
Humanitarian Coordination Strengthening Project	<i>The induction of newly appointed HCs was standardized, ensuring that all incoming HCs are thoroughly briefed by humanitarian partners before being deployed to the field. Compacts between the Emergency Relief Coordinator and HCs started to be developed to help HCs identify and focus on priorities, and to provide a documented basis for mutual accountability. A workshop on coordinating humanitarian emergencies for RCs in the Asia-Pacific region familiarized RCs with their role and the tools available to them in case of disaster. Several policy papers were drafted on the establishment and disestablishment of HC positions, HC designation and the interface between HCs and OCHA field offices.</i>	
	Number of RCs participating in humanitarian and emergency response tools workshops	33
	Number of trained HCs in the pool	24
	Number of individuals completing coordination training programmes for HCs and RCs	33
Humanitarian Reform Support Unit	Number of training programmes incorporating new reform elements	4 OCHA: United Nations Disaster Assessment and Coordination, Emergency Field Coordination Training, Stand-By Partners (ProCap), Civil-Military 3 cluster-specific: IOM/UNHCR Camp Coordination and Camp Management training, Shelter (IFRC) and Logistics (WFP)
	Percentage of field operations with inclusive humanitarian country teams	19 countries reported that they established inclusive humanitarian country teams either prior to or during 2007
	Number of cluster coordinators trained	88
IASC Secretariat	<i>The IASC Secretariat supported the Humanitarian Coordinators Group (chaired by OCHA). A mapping exercise of IASC field coordination was conducted in the second half of 2007 as a basis for further strategic discussion and policy guidance on humanitarian coordination in the field.</i>	
	Number of field operations with inclusive humanitarian country teams	At least 19 broad-based, inclusive humanitarian country teams were identified (7 others 'IASC-inspired')
IRIN	<i>IRIN improved affected communities' access to information by developing active links with local communities and civil society, and by reinforcing multilingual text and audio services.</i>	
	Number of radio programmes produced in local languages	923 programmes in 10 languages were aired by 110 stations
	Number of reporters trained	Approximately 150 radio reporters were trained (in Angola, Burundi, Côte d'Ivoire, Liberia and Uganda)
Pandemic Influenza Contingency	<i>Field missions to priority countries were conducted to support in-country planning, advocate with governments and facilitate simulations.</i>	
	Number of regional preparedness platforms created and number of new partners participating	Regional 'platforms' bringing together United Nations Agencies, the Red Cross movement, international NGOs and intergovernmental bodies were established in 3 regions (West Africa, South Africa and the Asia-Pacific)

Regional Offices and Regional Disaster Response Advisers

Regional Office for Latin America and the Caribbean	Number of humanitarian country teams established	3 (in Nicaragua, Guatemala and Barbados)
	Number of United Nations Country Teams with updated emergency response plans	7
	Number of National Disaster Response Advisers recruited	4 (in Nicaragua, Guatemala, Ecuador and Peru)
	Percentage of new emergencies using the cluster approach	100%
Regional Office for Southern Africa	<i>ROSA led IASC regional efforts to improve the coherence of both preparedness and response bringing together representatives of national disaster authorities, national AIDS councils and Vulnerability Assessment Committees from 8 countries with regional and international humanitarian responders to develop a framework for intergovernmental and partner collaboration in preparing for and responding to natural disasters. As a result, there was more coherence across the region, particularly in relation to: inclusive coordination in relation to the CERF, flash appeals, rapid response and assessments; broader assessment of vulnerability beyond the issue of food insecurity; and incorporation of cross-cutting issues (HIV/AIDS, gender, disaster risk reduction) in preparedness and response activities.</i>	
	Number of partners and country teams endorsing the regional strategy	33 regional partners agreed on a framework for their ongoing collaboration About 70 participants (United Nations, NGOs, government, Red Cross) agreed to a 'Declaration of Intent' initiating a regional emergency preparedness and response framework
Regional Office for West Africa	<i>A CERF training workshop aimed at United Nations Agencies' staff in the region was held in May to familiarize partners with CERF procedures. ROWA facilitated workshops on humanitarian reform, a CAP training-of-trainers, a review of the context and trends of the West Africa 2007 CAP and the regional 2008 CAP for West Africa.</i>	
	Number of functioning IASC platforms at regional and country levels	6 IASC platforms (General Coordination, Food Security and Nutrition, Health, Protection, Natural Disasters, Emergency Working Group) were functioning and meeting on average on a monthly basis
Regional Disaster Response Adviser for Central Asia	<i>Regional coordination among United Nations Country Teams was promoted at a meeting during which it was agreed to develop a regional contingency plan and a regional humanitarian information management portal. Chaired by the Tajik Government, the partners of Tajikistan's Rapid Emergency Assessment and Coordination Team coordinated their activities on a regular basis, and in late 2007 OCHA and its partners supported the United Nations in Kyrgyzstan to establish a similar coordination structure. (Note: Due to the later-than-scheduled opening of the Regional Disaster Response for Central Asia, many of the objectives in the Office's work plan were not able to be completed.)</i>	
	Number of United Nations Country Teams trained in UNDAC standard operating procedures	0
	Number of Humanitarian Partnership Teams formally established	2

Field Offices

Burundi	Attendance rates of heads of United Nations Agencies and NGOs in Humanitarian Partnership Team meetings	Over 70% participation in 4 IASC Country Team meetings (with more than 80% of agreed actions implemented)
	Number of sectors with common baseline data and commonly agreed targets	All 4 sectoral groups had common baseline data and agreed targets
	Exit strategy and transition timeline endorsed by key partners	Formal endorsement was achieved during discussions in May and September
	Number of sector and global coordination meetings chaired by National Committee for the Coordination of Aid (NACC) members	Although the coordination of humanitarian activities was not taken up at Government level, the Government did take the lead on the key issue of IDPs and refugees The repatriation and reintegration group was chaired by the Government and met regularly – at least monthly
	Number of functioning provincial NACC 'antennas'	NACC dropped its plans to open regional 'antennas' and instead focused its work at the national level with development partners

Central African Republic	Percentage of decisions taken in humanitarian coordination meetings that were implemented	About 90% of decisions were promptly implemented
	Number and percentage of clusters/sectors with common data baseline and commonly agreed targets	100%; all 10 clusters agreed on targets and a clear strategy for their sector
Colombia	Percentage of decisions taken in humanitarian coordination meetings that were implemented	At least 60% of decisions were being implemented
	Number and percentage of thematic and sectoral groups that met regularly	3 thematic (Protection, Early Recovery, Humanitarian Assistance) and 6 sectoral (Education, Food, Water and Sanitation, Health and Mine Action) groups met on a monthly basis
	Number of regions with functioning coordination mechanisms (such as IDP committees) facilitated by OCHA	6
Côte d'Ivoire	Percentage of relevant recommendations jointly agreed to by humanitarian actors and key stakeholders that were implemented as planned	95% of the 20 recommendations were implemented by July
Eritrea	Number of functioning coordination forums and degree of satisfaction of key stakeholders with OCHA's coordination services as assessed through surveys	3 (OCHA's coordination services were limited to supporting IASC meetings, preparing/reviewing the CHAP, and inter-agency contingency planning)
Ethiopia	Percentage of decisions taken in humanitarian coordination meetings that were implemented	70%
	Number of regional coordination forums with defined terms of reference	5 (Amhara, Somali, Oromiya, Gambella and Afar)
Haiti	Number of sectors that met at least monthly	3 sectors (Nutrition, Shelter, Protection) started to meet (not yet monthly)
	Degree of satisfaction of key stakeholders with OCHA coordination	United Nations Agencies, NGOs and donors informally expressed their satisfaction with OCHA
Nepal	Percentage of coordination meetings resulting in actionable decisions	80%
	Percentage of agencies/organizations participating in inter-agency assessments	80% of the IASC participated in assessments in response to floods, landslides, political unrest and IDP issues
occupied Palestinian territory	Strategy developed with the Country Team by June in support of the HC's priorities	Strategy was developed and regular operational coordination meetings (for which OCHA acted as Secretariat) were held
Russian Federation	Number of OCHA tools and services transferred to the RC's Office	OCHA tools and services were transferred to the North Caucasus Theme Group instead of the RC's Office
Somalia	Degree of satisfaction among IASC, donors and other key stakeholders with OCHA's services, including identification and prioritization of needs	Moderate to high degree of satisfaction based on informal discussions with stakeholders and client review of information products used for prioritization of humanitarian needs
Sudan	Number and percentage of OCHA functions handed over to the RC's Office	OCHA office in Abyei handed over to the RC in May By 1 June the only OCHA presence in South Sudan was in Juba, focusing on emergency preparedness and response support
Uganda	Percentage of coordination structures properly transitioned from OCHA to UNDP in recovering areas	None; UNDP Uganda will not assume a coordination role in recovery as anticipated
Zimbabwe	Number and percentage of sectoral committees that met at least on a monthly basis (including ad hoc meetings)	11 out of 12 IASC Country Team meetings were held (91%) 10 out of 12 Working Group Chairs meetings were held (83%)

1.5 Improved tools and services (to adapt to humanitarian reform outcomes)

Headquarters

Advocacy and Information Management Branch		
Advocacy and Public Information Section	<i>APIS created a website on humanitarian reform linked to OCHA's intranet. The Section also provided cluster-related advocacy support and guidance to HRSU.</i>	
	Media database for editors/journalists in Middle East functioning by end 2007	Not achieved due to lack of staff resources
ReliefWeb	<i>In 2007, over 32,000 documents were published on ReliefWeb (slightly fewer than in 2006), while the number of maps published increased from 1,766 in 2006 to 2,760 in 2007 in response to the higher number of small-scale emergencies (each represented in a map). The number of French and Spanish documents published increased by 10%. ReliefWeb's technical infrastructure was improved, allowing the inclusion of new search functionality, interface improvements and enhanced tools for measuring productivity and site usership. Preparations were begun for a system overhaul in 2008.</i>	
	Number of content partnerships established	229 (8% increase on 2006)
Field Information Services	<i>FIS began work on adapting and updating its suite of information management tools and services, including Humanitarian Information Centres, on the basis of inter-agency consultations and feedback as well as the outcomes of OCHA's Information Management Review.</i>	
	Number of information management surge staff deployed within 72 hours of a new crisis	FIS deployed 1 information management staff member within 72 hours to the Pakistan floods/Cyclone Yemyin in July/September, the Peru earthquake in August, and the DPRK floods in August; 2 staff members were deployed to the Ghana floods in September
Information Analysis Section	<i>In 2007, the IAS – in collaboration with ITS – undertook an organization-wide review of OCHA's information management products, services, governance practices and systems, resulting in a multi-year strategy and implementation plan for improvements based on the review. The plan includes a phased strategy to improve the quality and consistency of OCHA's core information products and services, including building a more coherent family of websites and enhancing information technology systems, tools and platforms to maximize the potential of the latest technologies.</i>	
Information Technology Services	<i>An HRSU website was developed and launched in March, and a pandemic influenza contingency preparedness website that allows partners around the world to report on national pandemic influenza contingency preparedness was launched in August.</i>	
	Number of OCHA field/regional offices reporting well-functioning telecommunications connectivity	24
Emergency Services Branch		
Civil–Military Coordination Section	<i>There were 8 UN-CMCoord Officer deployments to complex humanitarian emergencies made possible by the newly established roster of UN-CMCoord Officers, through which expertise was sourced and deployed to: Iraq (1 to Jordan), Afghanistan (1 to UNAMA), Sudan (5 to OCHA and UNAMID) and Chad (1 to OCHA). An internal audit of the OCHA Central Register of Disaster Management Capacities was not possible during 2007 due to a shortage of human resources.</i>	
	Number and percentage of MCDA requests issued within three hours of receipt	2 MCDA requests issued within three hours of receipt, or 100%
	Number of additional countries providing MCDA for the disposal of the United Nations through the Central Register of Disaster Management Capacities/MCDA Directory	None; despite continued interest from Member States, expansion of contributing nations to the MCDA Directory was stalled following the decision to undertake a more detailed and externally led review to examine the Central Register
	Number and percentage of UN-CMCoord Officers deployed within 48 hours of request to natural disasters and complex emergencies, as a Humanitarian Common Service	UN-CMCoord Officers deployed in 7 emergency deployments within 48 hours, or 100%
Environmental Emergencies Section	<i>EES, in cooperation with the Ministry of Environment of the Netherlands, developed a methodology to assist emergency responders identify secondary risks after sudden-onset natural disasters.</i>	
	'Flash Environmental Assessment Tool' field tested in at least one disaster and results/lessons learned incorporated into tool design by September 2007	Accomplished, however there was a delay in field testing due to external factors (the first batch of selected experts was trained for field testing to be carried out in 2008)

Field Coordination Support Section	<i>Team leader training was conducted to ensure competent leadership of missions. Capacity-building for disaster-prone countries was emphasized through disaster response preparedness missions (including to Laos and Bolivia). The development of the INSARAG network and promotion of common standards for international search and rescue continued through: the staging of a regional earthquake response exercise in Mongolia; regional meetings and workshops; and five international external classifications of USAR teams.</i>	
	Number and percentage of tools (or services) aligned with humanitarian reform priorities	7, or 100% (UNDAC, IHP, APHP, INSARAG, GDACS, VOSOCC and OSOCC)
	Number of potential UNDAC team leaders who have completed the UNDAC team leader training	20
	Number of international urban search and rescue and humanitarian response actors making use of the VOSOCC for exchange of operational information and coordination of response activities	7,000
	Use of GDACS and the VOSOCC by international responders and affected countries during disasters and online simulation exercises	VOSOCC was modified to serve as a platform for standardized information exchanges, including GDACS GDACS network was strengthened to include 33 stakeholders
Logistics Support Unit	<i>By the end of 2007, the Directory of Emergency Stockpiles contained information about 59 warehouses around the world. To assist in the delivery of emergency consignments, the Unit gathered and disseminated contact information about more than 100 customs posts and cooperated with the UNJLC for the launch, in late 2007, of its comprehensive Customs Information Guide covering around 20 countries.</i>	
	Number of countries aware of the Model Agreement for Customs Facilitation	Contact established with 17 countries
	Number of Model Agreements signed with interested governments	1 (Nepal)
	Number of complaints received from the field or from donors	none (1 case of miscommunication)
	Number of requests for support for logistics issues received (from within or outside OCHA)	An average of 2 during relief operations in Madagascar, Mozambique, Peru and Bangladesh, as well as a few ad hoc requests outside emergencies

External Relations and Support Mobilization Branch

Consolidated Appeals Process Section	Financial Tracking Service (FTS) website offers user-tested advanced features including advanced and keyword searches, personalization options and user aids	Done, however some recommendations from the user testing are yet to be implemented
	FTS database contains, and website displays, funding data for 90% of Official Development Assistance-eligible countries that receive international humanitarian aid per FTS definition	FTS captured information on humanitarian funding to 126 countries (likely to exceed the contents of the OECD database), although some data missing within those countries

Policy Development and Studies Branch

Gender Advisory Team	<i>GAT completed production of the IASC Gender Handbook in 6 languages and managed its broad distribution. Requests for GenCap Advisers exceeded supply, leading GAT to work with the Norwegian Refugee Council to prepare for a second recruitment in 2008, which will seek to double the size of the pool.</i>	
	Establishment of the Gender Roster in 2007	GenCap was established with 17 roster members (a related monitoring and evaluation mechanism was established and a Gender Resource CD-ROM and GenCap Toolkit CD-ROM were also produced)
	Number of gender advisers deployed	9 advisers deployed in response to requests from 13 humanitarian situations
Evaluation and Studies Section	<i>ESS was tasked with managing a 1-year trial of inter-agency real-time evaluations along with UNICEF (with the support of a steering committee composed of NGOs and United Nations Agencies). The ability of the real-time evaluations to feed into emergency decision-making on the ground still needs to be improved.</i>	
	Number and percentage of new CAPs and flash appeals that contained the new standardized monitoring and evaluation component	None; the production of the planned outputs was postponed due to higher priority being placed on supporting humanitarian reform

Displacement and Protection Support Services	Number and percentage of ProCap deployments of Senior Protection Officers against requests from protection-mandated agencies of HC/United Nations Country Teams	ProCap fulfilled 100% of requests for core team deployments which were endorsed by the ProCap Steering Committee (17 deployments to 4 protection-mandated organizations in 14 countries)
	Increase in percentage of stand-by personnel with non-European and non-North American nationality in existing rosters	At least 10% increase in stand-by personnel of non-European and non-North American nationality in existing rosters
IRIN	<i>IRIN focused on improving access to timely, accurate and balanced information by establishing integrated news-gathering, production and editing capabilities across all of its multimedia products.</i>	
	Integrated news production capacity established by end 2007, with a multimedia approach applied to all major humanitarian events and issues	Achieved
Staff Development and Learning Section	<i>Two Emergency Field Coordination Training (EFCT) courses were held in 2007, with 45 OCHA staff members and 11 IASC staff trained in the principles and practice of effective coordination and interpersonal skills. Training in administration was conducted in Bangkok and Nairobi for field staff and in New York for CRD. The materials used in the EFCT were revised to accommodate humanitarian reform principles and priorities – with particular emphasis on clusters and working with HCs. Field staff participated in training courses on internet services, information management and civil–military coordination.</i>	
	Number of changes made to existing staff development training programmes to reflect humanitarian reform priorities	A significant number due to the re-writing of the EFCT
	Number of other e-learning programmes developed in-house using the existing content management authoring tool	In progress for the staff induction course
	Number of staff who have used the orientation CD	None; orientation CD not developed yet

Regional Offices and Regional Disaster Response Advisers

Regional Office for Asia and the Pacific	<i>ROAP strengthened its surge capacity with in-house training for all staff (international and national) in Thailand. Two ROAP staff attended UNDAC training in New Zealand in November. Regional IASC Network partners participated in a humanitarian reform workshop in January and training on use of the CERF in November. ROAP also further strengthened its routines for, and ensured application of, standard operating procedures in all surge capacity deployments.</i>	
	Percentage of deployable staff with adequate training in surge capacity by June 2007	100%
Regional Office for Central and East Africa	<i>ROCEA coordinated the mapping of crisis-affected areas across the region and provided reference maps for key partners. Support to the Data Exchange Platform for the Horn of Africa was critical in ensuring regional data preparedness in cross-border situations.</i>	
	Number of OCHA field offices with strengthened information management and IT capacity	Support for strengthened capacity was provided to 6 OCHA field offices (DRC, Burundi, Somalia, Uganda, Kenya, Sudan)
Regional Office for Latin America and the Caribbean	<i>ROLAC adapted its training on preparedness tools and mechanisms to reflect humanitarian reform issues, and specific targeting of UNETTs and RCs in this training helped agencies to prepare for cluster implementation.</i>	
	Number and percentage of tools or services aligned with humanitarian reform priorities	5 tools (including training kits for RCs, Emergency Response Plans, a UNETT workshop and Rapid Needs Assessments)
Regional Office for the Middle East, North Africa and Central Asia	A plan to roll out OCHA's services and response tools is developed and used successfully by mid 2007	
	<p>The Kingdom of Saudi Arabia, UAE, Qatar, Libya and Kuwait joined and participated in UNDAC and INSARAG events</p> <p>The first ever regional CMCoord training took place in UAE</p> <p>A major regional conference on humanitarian reform was held in Jordan</p>	
Regional Disaster Response Adviser for the Pacific	<i>With support from ROAP and in cooperation with UNICEF, ROAP, UNDP and the Pacific Islands Applied Geoscience Commission, the RDRA Office was one of the co-hosts and organizers of a 5-day workshop on Information Management for Emergencies held in November for teams from 6 Pacific countries. The Office also provided continued support to the development of Pacific Disaster Net, a joint initiative between the Pacific Islands Applied Geoscience Commission, UNDP, the IFRC and OCHA for the development of a Pacific Disaster and Risk Management portal.</i>	
	Number of UNDAC deployments in proportion to disasters	1 of 1

Regional Disaster Response Adviser for Central Asia	<i>Awareness of UNDAC and INSARAG increased in the region, demonstrated by United Nations contingency plans in Tajikistan, Kyrgyzstan and Turkmenistan that make provisions for activating these services. Regional emergency preparedness priorities were identified at a high-level meeting for Central Asia in Delhi, where the governments of Tajikistan, Uzbekistan, Kyrgyzstan and Kazakhstan agreed to explore the possibility of establishing a regional centre for disaster management. Turkmenistan did not participate at the meeting, but was informed of its outcome.</i>
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Field Offices

Burundi	Number of sectors for which the 'Who Does What Where' database incorporated data from major development partners	All sectors except refugees included data from partners involved in humanitarian and development programmes
Chad	Number and percentage of IASC Country Team members having agreed to use standardized information management methodology	All 25 members of the IASC Country Team (100%) accepted the Information Management Centre's products
Colombia	Number and percentage of tools or services aligned with humanitarian reform priorities	6 tools, services ('Who Does What Where' database, humanitarian coordination intranet) and products (weekly situation reports, humanitarian briefing kits, monthly reports, IASC bulletins)
Côte d'Ivoire	Number of priority inter-agency humanitarian actions supported with appropriate data and information tools	Matrices of actions and recommendations were developed and monitored by sub-offices and the Abidjan office
Nepal	Percentage increase in United Nations and NGO projects designed using the data preparedness kit	80% (including the use of P-codes, reference maps, base GIS layers and other GIS data)
	Percentage of satisfied users of OCHA's tools and services	Estimated at 90%
Papua New Guinea	Establishment of the Emergency IT and Telecommunications Committee and Emergency Response Team by June 2007	As membership of the Emergency IT and Telecommunications Committee overlapped with that of the IASC Disaster Management Team Working Group, the latter convened in its place and covered many of the same topics
Somalia	Number of days between the onset of a natural disaster and deployment of staff and resources	Estimated at 5–7 days; there were some delays in staff deployment partly due to the limited flight schedule to and within Somalia
Sri Lanka	Number of updated information products received by counterparts at the central and local levels	Over 400 maps were distributed; more than 60 agencies and 3,500 projects were included in the 'Who Does What Where' database
	Degree of satisfaction with tools and services provided by OCHA Information Management Unit as reported through surveys	Increased reference to and demands for OCHA information products indicated a high level of satisfaction

1.6 Strengthened Consolidated Appeals Process

Headquarters

External Relations and Support Mobilization Branch

External Relations and Support Mobilization Branch	<i>NGO participation in CAPs was measurably better in 2007 and in the 2008 CAPs published late in the year. More NGOs and greater numbers of NGO projects featured in consolidated and flash appeals, and the proportion of NGO projects increased. The CAP Section's messaging and outreach to clusters, field offices and NGOs, and support for the cluster approach from OCHA in general, directly contributed to these improvements.</i>
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Consolidated Appeals Process Section	Percentage of CAP countries that publish needs analyses (separately or as part of CAP documents)	44%
	Percentage of appeals that include NGO projects	100%
	Percentage of CAP guideline documents that provide information on the interaction between CAP and humanitarian reform elements	Revision of Flash Appeal Guidelines complete (another revision due in 2008); CAP Technical Guidelines revised for 2008; IASC CAP Guidelines not revised
	Desks, CAP Section and the IASC CAP sub-working group identify 'quasi-CAP' countries by means of field reports, humanitarian funding data and early warning analysis, and familiarize the OCHA field office on how to proceed with CAP methods	'Quasi-CAPs' were developed successfully for 2007 or 2008 for Sri Lanka, Nepal, North Caucasus, and Iraq (countries that could still benefit from a 'quasi-CAP' include Colombia, Afghanistan and Eritrea)

Field Offices

Burundi	Number of development actors engaging in CHAP	None; it was decided to focus the 2007 CHAP/CAP on emergency projects only as other plans/frameworks for development programmes were available through bilateral or multilateral mechanisms
occupied Palestinian territory	Percentage of CAP funded	61% (US\$ 260.7 million)
Zimbabwe	Percentage of funding for CAP	56% (US\$ 220 million received against revised requirements of US\$ 395 million)

Goal 2 Recognized Leadership Role in Humanitarian Advocacy and Policy

2.1 Improved, and publicly profiled, analysis of global and country humanitarian trends and issues

Headquarters

Advocacy and Information Management Branch		
Advocacy and Information Management Branch	<i>AIMB supported field missions to OCHA offices in the Middle East (the oPt office, the Amman-based office for Iraq and the regional office in Dubai) to develop information-related strategies and support advocacy and public information activities.</i>	
Advocacy and Public Information Section	Number of op-eds, press releases, success stories and other public information products produced	470 press releases, talking points and statements on humanitarian issues 340 interviews (arranged for senior management and others) 4 op-eds appeared in more than 24 key newspapers and were reprinted in 52 other papers 12 speeches and 3 articles

ReliefWeb	<i>Humanitarian trends and patterns were better highlighted through the inclusion of Humanitarian Profile Maps and information graphics. A 'Latest Natural Disasters' section was introduced, giving greater visibility to emergencies and allowing chronological viewing and easier identification of common trends.</i>	
	Number of days for which site functioned at optimum level	365 (some site interruptions were experienced, but only for a maximum of a few hours)

Emergency Services Branch

Environmental Emergencies Section	<i>In June, EES organized the 7th meeting of the Advisory Group on Environmental Emergencies, at which governments, national and international NGOs, environmental scientists, emergency responders and international organizations, as well as large industrial companies, engaged in a critical review of the needs and challenges facing the environmental emergencies governance system. A key result of this meeting was an agreement to launch a new multi-stakeholder undertaking, known as the 'Rosersberg Initiative', to act on many of the identified issues. EES was requested to act as Secretariat to this initiative.</i>	
	Level of satisfaction as expressed through a survey with tools and services provided by EES	100% satisfaction

External Relations and Support Mobilization Branch

External Relations and Support Mobilization Branch	Number of analytical papers drafted on chronically underfunded crises and global trends in humanitarian financing	Papers on the overhaul of flash appeals and underfunded emergencies paper were initiated The Global Humanitarian Overview Matrix was developed and shared internally on a weekly basis from August onwards
	Extent to which media products based on OCHA inputs reflect key OCHA concerns	100 interviews and notes for the press on OCHA's response to emergencies
OCHA Liaison Office in Brussels	Frequency of discussions on key humanitarian issues	Discussions held on a weekly basis with the EU, NATO, the Council of Europe, the OSCE and United Nations Agencies and NGOs based in Brussels Discussions with the incoming Slovenian European Union Presidency were held twice a month to ensure that humanitarian affairs were kept on the European Union agenda

Policy Development and Studies Branch

Protection of Civilians Section	<i>In order to more systematically monitor and analyse global protection trends and to advance work on developing an enhanced information mechanism, focus was placed specifically on the issue of constraints to humanitarian access. In collaboration with field offices POC developed an initial typology of constraints to humanitarian access, and a rigorous methodology for data collection and reporting on access restrictions was also under development.</i>	
	Number of OCHA field offices with established protection of civilians reporting mechanisms	6
Emergency Preparedness Section	<i>To promote understanding of cyclical disasters and to alert field offices to upcoming risks, EPS initiated the quarterly electronic dissemination of 'Disaster Risk Trends', which provides an in-depth analysis of projected natural hazards, climate-related events, locust plagues and epidemics. EPS also coordinated OCHA's contribution to the establishment of a Tsunami Early Warning System in the Indian Ocean.</i>	
	Number of up-to-date disaster risk profiles maintained in database	None (2 quarterly issues were disseminated in electronic form, but no database was established)

IRIN	<i>IRIN promoted well-informed humanitarian decision-making by providing contextual information and analysis about humanitarian issues and events, highlighting neglected emergencies and using film and photography to raise awareness of key humanitarian issues. Its films were increasingly able to be screened by major broadcasters and online partners (OneWorld, YouTube) because of IRIN's adoption of new technology in film production.</i>	
	Number of high-quality reports and analyses produced that contributed to improved understanding of global and humanitarian trends and issues, particularly in relation to sudden-onset and neglected crises	6,076 news and analysis reports, 12 publications and in-depth reports, 58 updated country profiles Rapid coverage of Bangladesh floods and ongoing reporting on neglected crises including the Central African Republic
	Number of photographs and films made available	1,260 photos made available online (8,155 photo downloads were recorded in six months) 5 documentary films (9,000 DVDs distributed as well as online access) and 17 video shorts (in English and Arabic) were produced
	Ad hoc and systematic feedback	Short online surveys were undertaken and extensive preparations were made for audience research to be conducted in 2008
	Website results	Google Search linked 370,000 pages to IRIN website; 1.5 million pages cited IRIN as a source; RSS feeds were accessed 12 million times (100% growth on 2006) Use of IRIN sites rose 13% to an average of 222,000 visits per month (compared to 196,000 in 2006)
Pandemic Influenza Contingency	<i>Regional planning officers reviewed most United Nations Country Teams' plans within their region, providing assistance to key staff involved (often through support missions). PIC developed an online database for tracking readiness and populated it with information on the degree of pandemic preparedness of United Nations Country Teams and national governments – in order to track progress and support the prioritization of action by PIC and its partners.</i>	
	Number of pandemic contingency plans reviewed and updated	140 United Nations Country Team plans and 143 national government plans were reviewed

Regional Offices

Regional Office for Central and East Africa	<i>The expansion and restructuring of the Information Management and Analysis Unit strengthened regional analysis and contributed to the development of public information products. In 2007, ROCEA produced 5 periodical information and analysis products, and additional ad hoc reporting in response to new developments.</i>	
	Percentage of increased funding levels for neglected emergencies in the region	Overall CAP funding for emergencies in the region increased from 63% in 2006 to 79% in 2007 5 countries received proportionately increased CERF underfunded funding against requirements compared to 2006
Regional Office for the Middle East, North Africa and Central Asia	<i>A media strategy was developed for the Secretary-General's Special Humanitarian Envoy, including the production of op-eds, organization of interviews and plans for media training. Partner agencies' appeals were promoted to donors and the media in the region, generating increased interest by private corporations. An Arabic language briefing pack for the 2008 Humanitarian Appeals was produced and distributed to media and donors.</i>	
	Percentage increase in the number of requests for information from, and references to, OCHA and its services in various media	Requests for information from regional media and the public increased dramatically due to the recruitment of a public information officer and the consequent enhanced visibility
Regional Office for Southern Africa	<i>ROSA supported improved information management and assessment during 4 emergencies; however, the lack of dedicated information management capacities hindered progress in this area. ROSA provided support to RCs in 5 countries to coordinate the response to floods and cyclones. Given that the region had not faced a rapid-onset crisis since 2001, OCHA's role in providing early warning, triggering a response and then supporting its implementation was critical.</i>	
	Number of country-based preparedness and response information platforms established and supported	2 regional online discussion forums were launched for disaster preparedness and contingency planning (specifically for AHI)
	Number and percentage of emergency situations flagged by early warning reports	Threats in countries at most risk routinely flagged – 9 times (100%) for Zimbabwe, Madagascar, Zambia, Swaziland, Lesotho, Namibia, Comoros, Mozambique and Angola

Regional Office for West Africa	Number of country Early Warning and Background Analysis Notes submitted in accordance with guidelines	Quarterly early warning analysis submitted, situation reports and public information bulletins issued monthly, monitoring media reports issued weekly 1 regional briefing kit was made available
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Field Offices

Chad	Number of situation reports and maps on key issues (security incidents, movement populations, access) produced	36 situation reports and approximately 130 maps were produced by the Information Management Centre
Côte d'Ivoire	Number of analytical documents produced to raise public awareness on humanitarian challenges	A comprehensive study on IDPs was undertaken to assess immediate priorities and an IDP strategy based on the Guiding Principles on Internal Displacement was developed A study on the formulation of strategies for western Côte d'Ivoire was undertaken
Democratic Republic of the Congo	Number of public information and analysis products	300 products distributed through websites, email and the print media
	Number of press releases issued	10 press releases; 12 Humanitarian Focus articles on major issues; weekly telephone interviews with major media organizations; at least 1 monthly briefing at the press conference held by MONUC
Ethiopia	Number of OCHA press releases and reports reflected in local newspapers and on public broadcast	80 (both local and international media)
occupied Palestinian territory	Percentage increase in number of requests for information from and references to OCHA and its services in various media	While the number of requests for information was not systematically tracked, awareness of OCHA in oPt, its availability to respond and its reputation as a reliable source of information can be measured by the quality and number of delegations briefed: 123, an increase of 65% on 2006 (international and local NGOs up 300%, media up 175%, diplomatic/parliamentary missions up 60%, and academic institutions up 200%)
Russian Federation	Number and percentage of vulnerable civilians in Chechnya identified and referred to assistance and protection by third quarter	As of 31 October, the total number of IDPs in Chechnya was 10,720, and a total of 14,172 IDPs from Chechnya were registered for assistance in Ingushetia

2.3 More coherent and sharpened advocacy on humanitarian issues and principles

Headquarters

Advocacy and Information Management Branch		
Field Information Services	<i>FIS worked with ReliefWeb and external partners in organizing the Global Symposium+5 on Information for Humanitarian Action, held in October. FIS supported regional and field offices to ensure that information management tools, systems and products effectively supported local humanitarian advocacy strategies, including the integration of ReliefWeb, the IRIN and the FTS into field office websites.</i>	
	Number and percentage of international humanitarian organizations participating in the Humanitarian Information Network and submitting outputs to OCHA's information dissemination portals	With more than 300 participants from over 100 entities (governments, United Nations Agencies, the Red Cross movement, NGOs, scientific and research institutes, academia, the media and the private sector), the Global Symposium+5 was the largest and most diverse gathering of humanitarian information professionals to have taken place

Information Technology Section	<i>ITS helped increase support for the ratification of the Tampere Convention on the Provision of Telecommunication Resources for Disaster Mitigation and Relief Operations. The Section also organized a special meeting of the Working Group on Emergency Telecommunications to address spectrum frequency management during humanitarian response.</i>	
	Number of emergencies in which Tampere Convention was invoked/applied	12
	Percentage increase in number of references to humanitarian aspects in ICT initiatives	References to the humanitarian aspects of ICT initiatives were documented in NetHope publications, in ITU resolutions and recommendations, and by the Business Council for International Understanding The importance of C-band Satellite Communications to the humanitarian community was mentioned at the ITU World Radio Conference
ReliefWeb	Degree of satisfaction recorded in feedback from user testing sessions on accessibility and utility for decision-making	4,560 survey responses were received containing primarily positive comments, with suggestions for improvements integrated into work plans for 2008

External Relations and Support Mobilization Branch

Geographical Coordination Monitoring Section	Number of OCHA-initiated country- or region-specific discussions with interested Humanitarian Liaison Working Group and IASC members held quarterly or more often as required	55 Humanitarian Liaison Network meetings 14 IASC briefings 11 Humanitarian Liaison Working Group meetings 21 Member State briefings, including 7 appeal launches
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Policy Development and Studies Branch

Evaluation and Studies Section	Number of agencies that have agreed to implement Tsunami Evaluation Coalition recommendations	At least 7 United Nations Agencies along with national Red Cross societies continued to address and promote the Coalition's recommendations
Protection of Civilians Section	<i>A study on the implementation of peacekeeping operations' protection mandates was identified as the first essential step in developing clear guidance on the protection role of peacekeepers. A framework was developed for this study which will be undertaken in partnership with the United Nations Department of Peacekeeping Operations in 2008.</i>	
	Number of advocacy events on the protection of civilians in armed conflict held in collaboration with NGOs and Member States	8

Emergency Preparedness Section	<i>EPS undertook awareness-raising activities on a number of key humanitarian issues and presented a paper on Disaster Risk Reduction in the Context of Humanitarian Action at the IASC Working Group meeting in November. EPS also co-organized several meetings on the humanitarian impact of climate change with its key partners and participated in the drafting of an OCHA strategic position paper on climate change.</i>	
	Number and percentage of EPS recommendations translated into action	9 discussion papers and tools posted online, including the Disaster Response Preparedness Toolkit

IRIN	<i>IRIN improved the delivery of all of its products to an expanding readership by upgrading its technology, expanding internet-based delivery and undertaking systematic outreach to ensure information reaches key end users.</i>	
	Percentage rise in readership level	Total email subscriptions up 27% (to 46,000); Middle East email subscriptions up 174% (from 2,478 to 6,796); Asia email subscriptions up 66% (from 6,580 to 10,953)
	Percentage of IRIN information products that are available directly via the internet	90% of IRIN products were available online (most radio content was not posted)

Regional Offices

Regional Office for Asia and the Pacific	<i>Advocacy for humanitarian issues and IASC-endorsed principles was improved with the establishment of the regional IASC Network, which benefited from the broad participation of NGO partners. ROAP provided operational briefs on 13 priority countries, as well as situation reports in response to disasters such as the flooding in Pakistan and DPRK and the cyclone in Bangladesh.</i>	
	Number of key stakeholders among regional military and civil defence staff and humanitarian actors familiarized with IASC-endorsed guidelines	More than 2,000 regional military and civil defence staff and humanitarian actors familiarized
Regional Office for Latin America and the Caribbean	<i>ROLAC promoted humanitarian principles in common inter-agency advocacy activities during its participation in a number of events and forums – a Sphere (Humanitarian Charter and Minimum Standards in Response) workshop, FAHUM and a GHP exercise.</i>	
	Number of countries where national authorities, the United Nations system and other relevant partners' staff were trained in basic humanitarian principles	None; training package in progress
	Number of OCHA articles, press briefing and op-eds published covering humanitarian issues and principles	Development of weekly notes on humanitarian crises, monthly updates, alert notes, an IASC REDLAC Newsletter, communiqués – all posted on both ROLAC's website and RedHum
Regional Office for Southern Africa	<i>ROSA re-formed the regional IASC Advocacy Working Group under the leadership of Oxfam to ensure a more coordinated and common approach to raising awareness of humanitarian issues in the region. The Advocacy Working Group began defining a framework for collaboration, and United Nations Agencies conducted joint messaging on key humanitarian crises in the region.</i>	

Field Offices

Central African Republic	Number of international media articles on the Central African Republic	7,700
Côte d'Ivoire	Number and frequency of situation reports and press releases, number of advocacy activities targeting local communities, and percentage of key local media disseminating OCHA information products	50 (out of 52 expected) weekly situation reports were released, emailed and posted online; 500 bi-daily press monitoring handouts emailed; 6 press releases issued
Eritrea	Number of common advocacy strategies/platforms developed and implemented	No common advocacy strategy was developed
Haiti	Number of joint needs assessment missions conducted by United Nations Agencies, government counterparts and NGOs	More than 6
Iran	Number of common advocacy platforms established	3 organizations participated in systematic humanitarian advocacy
	Number of interviews with the media	4
	Number of recipients of OCHA's newsletter	230
	Number of articles published	20
Nepal	Number of clearances for agencies and NGOs working in controlled areas	OCHA negotiated for access and the release of NGO staff in at least 6 abduction incidents
	Percentage decrease in occurrences of Basic Operating Guidelines violations	5% (this does not necessarily reflect an improvement in operational space, as some agencies made programmatic adjustments in 'high security risk areas' and some staff or projects were relocated to more accessible areas)
occupied Palestinian territory	Percentage of vulnerable population accessible for humanitarian assistance	100% – however the full implementation of humanitarian programmes was severely hampered by increasing restrictions on access, particularly in the Gaza Strip
Russian Federation	Endorsement of the Protection Strategy for Transition by the IASC Field Team by the end of the second quarter	Protection activities were increasingly scrutinized by authorities and significantly restricted in scope, eliminating the possibility of developing a broad protection strategy

Somalia	Degree of implementation of IASC advocacy strategy and strategic framework on IDPs and amount of resources raised	IASC advocacy group was formed and chaired by OCHA; development of IASC policy position papers was supported by OCHA Development of Joint Operating Principles was facilitated, field-level consultations were held, implementation on some components started
	Increased funding levels for recovery activities	Funding levels for recovery activities did not increase; CERF applications linking life-saving activities with early recovery were not funded
	Number of community development projects with a protection and gender dimension	Protection and Gender-Based Violence Working Groups were developed in 3 new locations IDP Working Group and IASC Protection Cluster co-chaired by OCHA at the national level Mixed migration taskforce was chaired by OCHA in the field, the development of a mixed migration strategy was facilitated, and emergency programme implementation was monitored
Sri Lanka	OCHA Liaison Desk fully functional in the Ministry of Disaster Management and Human Rights by end 2007	Achieved
Sudan	Number of inter-agency advocacy strategies and platforms	A draft advocacy strategy was discussed and developed, then expanded into a number of more focused strategies responding to evolving needs Advocacy platforms were established through the Inter-Agency Working Group on Communications and daily liaison with UNMIS and UNAMID
	Number of humanitarians and/or peacekeepers and national authorities participating in workshops and trainings	Weekly CMCoord induction presentations were made to UNMIS Military Observers 2 OCHA-run CMCoord workshops were attended by a total of 58 participants (approximately half humanitarian, half military), plus approximately 40 through participation in the UNMIS civil–military cooperation workshop

2.4 Shared policy positions (in pursuit of a common humanitarian understanding and messaging)

Headquarters

Emergency Services Branch		
Civil Military Coordination Section	<i>CMCS disseminated and promoted the use of the Oslo Guidelines and MCDA Guidelines, conducting presentations at conferences, seminars, workshops and meetings. This work was supplemented by the training of around 320 civilian and military actors at UN-CMCoord training events along with a significant number of NATO military personnel in pre-deployment training for Afghanistan and readiness training for the NATO Response Force/Combined Joint Task Force. Training support was also provided to the military staff colleges of NATO member and partner states.</i>	
	Number and percentage of deployed UN-CMCoord Officers fully conversant in the use of existing UN-CMCoord guidelines, handbooks and reference documents	15 UN-CMCoord fully conversant in the use of existing UN-CMCoord guidelines, handbooks and reference documents, or 100%
Logistics Support Unit	<i>In March, as part of phase I of a cooperation project with IFRC and Care, OCHA published a scoping study on the use of timber in construction during humanitarian relief operations. It also contributed to guidelines on the use of plastic sheeting, published during mid 2007 by IFRC and Oxfam. Eight peer review meetings were held in connection with the revision of the Shelter after Disaster Guidelines in order to consider proposed changes and agree on the final text.</i>	
	Number of policies agreed upon in the revision of the Shelter after Disaster Guidelines	100%

Policy Development and Studies Branch

Policy Development and Studies Branch	<i>In close consultation with the Civil–Military Coordination Section and the relevant CRD desk, PDSB contributed to several context- and country-specific sets of civil–military guidelines (Afghanistan, the Democratic Republic of the Congo and Sudan) and provided field offices with the necessary background material.</i>	
	Number and percentage of partners agreeing to adopt proposed policy positions	<p>75% of OCHA's suggestions and recommendations on the humanitarian impact of sanctions were reflected in debates/decisions of United Nations Sanctions Committees and the Security Council</p> <p>Report on the DRC recommended against the imposition of sanctions on the fragile exploitation industry, to which the Security Council agreed</p> <p>100% of policy positions on interaction with armed personnel were endorsed by relevant entities (Country Teams, ECHA, IASC)</p>
Gender Advisory Team	<i>GAT assisted in revitalizing a taskforce on sexual exploitation and abuse by United Nations and related personnel, for which it undertook a co-chairing function. New priorities were set and an inventory of sexual exploitation and abuse incidents were uploaded to a revamped website. An awareness-raising and training film, To Serve with Pride: Zero Tolerance for Sexual Exploitation and Abuse, was produced with GAT, and a Facilitator's Guide to the film was made available.</i>	
	United Nations system-wide action to address Sexual Exploitation and Abuse by United Nations Staff and Related Personnel revitalized	<p>ECHA/ECPS Sexual Exploitation and Abuse Taskforce was revamped and a work plan established; sexual exploitation and abuse tools and materials were made more widely accessible to all actors</p> <p>The General Assembly issued a resolution providing the mandate for support to victims of sexual exploitation and abuse, to be piloted over the next 2 years</p>
Protection of Civilians Section	<i>The POC Section provided guidance to OCHA's field offices (including Sri Lanka, Somalia and Chad) to strengthen their protection response. More formalized support was provided through a workshop in Afghanistan on the protection of civilians in armed conflict, however plans for a similar workshop in Somalia were postponed due to security issues. In support of their growing protection role, the POC Section convened a workshop for 6 regional organizations in West Africa. Support for a number of specific projects was provided to the African Union, including negotiation of the African Union Convention for the Protection and Assistance of IDPs in Africa and integrated mission planning for the African Union Mission to Somalia.</i>	
	Number of regional organizations engaged in the Protection of Civilians Consultative Network	24
Displacement and Protection Support Services	Adoption of inter-agency road map by the IASC	<p>DPSS supported the Protection Cluster Working Group Chair in convening a retreat to determine its vision and plan of action</p> <p>As a way of developing shared inter-agency policy positions related to displacement and protection, DPSS supported the development of the IDP Protection Handbook, the IDP Profiling Guidelines and the guidelines on durable solutions for IDPs (these tools were endorsed by the IASC or the Working Group)</p>
IASC Secretariat	Percentage of IASC and ECHA action points acted upon and monitored	<p>100% of action points agreed in the IASC and ECHA were monitored</p> <p>88% of action points agreed to in the IASC and 62% in ECHA were implemented</p>
	Number of IASC-developed tools (or services) aligned with humanitarian reform priorities that have a dissemination strategy	3: IASC Gender Handbook; the IASC Guidelines on Mental Health and Psychosocial Support in Emergency Settings; and the revised IASC Contingency Planning Guidelines
	Percentage of ECHA meetings attended by senior-level executives	All ECHA meetings were attended by Principals or their Deputies

Regional Offices

Regional Office for West Africa	<i>The Regional Inter-Agency Protection and Population Movements Working Group and ROWA identified 3 major protection issues: gender-based violence; youth and youth violence; and population movements. Background papers were prepared and disseminated on the protection breaches identified, covering the contexts and institutional gaps and making recommendations for new strategies to address the issues. These papers were endorsed during a regional and sub-regional organizations meeting on the protection of civilians in West Africa, paving the way for a regional protection strategy for West Africa.</i>	
	Number and percentage of protection breaches	3 main protection breaches identified, considered as cross-cutting with all other protection issues in the region

Field Offices

Uganda	Number of briefing notes on each cluster issue circulated	OCHA facilitated the drafting of 4 inter-agency briefing papers
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2.5 Greater incorporation of risk reduction objectives into humanitarian (including recovery and transition) strategies

Headquarters

Emergency Services Branch		
Environmental Emergency Section	<i>EES developed a self-assessment tool for governments involved in environmental emergency response, which is made available on the request of national authorities. In February, at the request of the Turkish authorities, an environmental response preparedness mission to Turkey was deployed, and the tool was applied with success.</i>	
	Number of countries in which the tool for response preparedness was tested by June 2007	1
	Number of additional environmental experts nominated by governments for UNDAC roster who have received induction training	1
Policy Development and Studies Branch		
Policy Development and Studies Branch	Adoption of disaster preparedness indicators by IASC by end 2007	Version 1 of Hyogo Framework for Action disaster preparedness indicator package completed (to be piloted in at least 3 field locations before becoming a core component of the EPS preparedness toolkit in 2008)
Coordination and Response Division	<i>CRD focused on mainstreaming the principles of risk reduction throughout OCHA through the establishment of the inter-branch Early Warning Contingency Planning Working Group in collaboration with the Emergency Preparedness Section. The group developed a multi-risk prioritization mechanism, the 'Global Focus Model' (based on tool developed by ROAP), and an agreed set of minimum preparedness actions, and produced the quarterly IASC Early Warning–Early Action Report.</i> <i>The Emergency Directors Meeting, an inter-agency body recommended by the Humanitarian Response Review, was convened at the beginning of 2007 and met three times during the year to agree on early actions in response to potential high-risk national and regional scenarios. CRD provided input to the United Nations Inter-Agency Framework for Coordination on Preventative Action – an internal United Nations mechanism that provides coordinated support to the Resident Coordinator/United Nations Country Team to take early action for conflict prevention.</i>	
	Progress on the IASC Inter-Agency Contingency Planning Guidelines for Humanitarian Assistance	Endorsed by the IASC and tested in Haiti and the Philippines
	Percentage of regional offices that contributed to the Global Focus Model	100%

Emergency Preparedness Section	<i>EPS was active in increasing donors' awareness of preparedness projects, at the same time as gathering information on funding sources and their guidelines and application criteria for organizations seeking preparedness funding. EPS was also involved in developing and launching the new Inter-Agency Contingency Planning Guidelines for Humanitarian Assistance and in producing an indicators package on preparedness in support of the Hyogo Framework for Action.</i>	
	Number of staff trained in disaster risk reduction issues	11 OCHA staff in Côte d'Ivoire, 1 in ROWA 15 OCHA staff also attended needs assessment workshops
Pandemic Influenza Contingency	<i>PIC promoted the 'convergence' of pandemic planning into other initiatives, including contingency planning for scenarios such as natural hazards and complex emergencies. Through the production of publications and undertaking of direct advocacy, PIC lobbied for the incorporation of pandemic preparedness into existing disaster management structures, plans and frameworks in Zimbabwe, Malawi, Indonesia, Cambodia, Cape Verde, Egypt and Morocco. A guidance note entitled '75 Things Governments and their Partners Should Do to Prepare for Influenza Pandemic' was produced and disseminated, while work on a follow-up 'Vital Infrastructure Readiness Framework' advocacy document for governments was initiated.</i>	
	Number of simulations organized/supported at regional/country level	17 (at least one priority country per region)

Regional Offices and Regional Disaster Response Advisers

Regional Office for Asia and the Pacific	Number of countries in the Asia-Pacific region where planning support was provided	6 (Bangladesh, Bhutan, Fiji, Indonesia, Papua New Guinea and Timor-Leste)
	Number of countries where data preparedness assessments were undertaken	6 (Indonesia, Maldives, Nepal, Pakistan, Papua New Guinea and Timor-Leste)
	Number of countries with AHI preparedness plans	11 (Bangladesh, Bhutan, Cambodia, DPRK, Lao PDR, Malaysia, Myanmar, Mongolia, Pakistan, Thailand and Vietnam)
	Number of countries with revised terms of reference for United Nations Disaster Management Teams	6 (Bhutan, China, Fiji, Pakistan, Papua New Guinea and Thailand)
Regional Office for Latin America and the Caribbean	<i>ROLAC reinforced REDLAC by developing standard operating procedures for common action and facilitating joint projects on rapid assessment and information management. It also assisted CEPREDENAC in promoting the Coordination Centre for Humanitarian Action.</i>	
	Number of countries where the United Nations Disaster Management Team/UNETT was using an updated inter-agency preparedness plan	7 (all countries where a disaster occurred)
	Number of emergency preparedness and response activities conducted with REDLAC and other regional partners	24 meetings with United Nations Agencies, NGO partners and some donors Ad hoc meetings on emergencies and on specific REDLAC projects (RedHum, Panorama and Rapid Needs Assessments)
Regional Office for the Middle East, North Africa and Central Asia	<i>ROMENACA identified vulnerable countries in need of support for emergency and disaster response preparedness, analysis and planning. Internal disaster management systems were bolstered by support to disaster preparedness activities and the establishment of in-country contingency plans.</i>	
	Number of days for Regional Office response to sudden-onset disasters and conflicts	No major sudden-onset crises in the region
	Number of countries provided with support for in-country contingency planning exercises	4 (Algeria, Morocco, Lebanon and Syria)
Regional Office for Southern Africa	<i>ROSA, in close cooperation with the BCPR, ensured greater incorporation of humanitarian principles and disaster risk reduction within 8 contingency plans and 5 common humanitarian actions plans. Lack of capacity hindered the Office from participating as much as it could have in national development planning; however, some concerns were addressed by other partners.</i>	
	Number and percentage of plans incorporating humanitarian principles and disaster risk reduction	7 contingency plans (Angola, Zambia, Mozambique, Madagascar, Comoros, Malawi, Zimbabwe, provincial-level South Africa) 5 common humanitarian action plans (Madagascar, Mozambique, Zambia, Swaziland, Lesotho) 1 national development plan (Madagascar)

Regional Office for West Africa	<i>ROWA facilitated contingency planning workshops in Burkina Faso, Mauritania, Senegal and Guinea Bissau and provided technical support to Togo and Cape Verde in the developing and updating of their contingency plans. In May, emergency focal points from the regional offices of OCHA, UNICEF and WFP developed an inter-agency emergency simulation exercise package. ROWA, in cooperation with the Pandemic Influenza Contingency project, identified where support was required in terms of each country's AHI preparedness and response plan. It also reviewed the region's overall response capacities in order to update the AHI contingency plans for the United Nations system.</i>	
	Inter-agency contingency plans, including regional plans, regularly updated	12 out of 17 countries regularly updated their contingency plans 2 regional inter-agency contingency plans (Guinea+6 and Côte d'Ivoire+5) were regularly updated
Regional Disaster Response Adviser for the Pacific	<i>In 2007, the Office of the RDRA led Disaster Management Team (DMT) meetings and participated in PENTAG. OCHA participated as an observer in the National Disaster Response Exercise in the Cook Islands in April, which tested the coordination and response capacities of government agencies following a sudden-onset disaster (cyclone). In cooperation with UNICEF and the DMT, a 2-day Disaster Preparedness Workshop was held in Vanuatu in March to discuss the rollout of DMT preparedness and coordination activities at the country level.</i>	
	Number of countries finalizing disaster response standard operating procedures/plans	3 (Fiji, Cook Islands, Samoa); plan for Solomon Islands ongoing
	Percentage of requests for disaster preparedness and response consultations fulfilled	100%
	Number of United Nations Country Teams with joint preparedness activities with NDMOs	The 2 United Nations Country Teams (Fiji and Samoa) have a finalized preparedness plan and a DMT in place
Regional Disaster Response Adviser for Central Asia	<i>The strengthening of partnerships for disaster risk reduction in the region got underway as a result of strong donor programmes (particularly ECHO's disaster preparedness programme [DIPECHO] and the Swiss Agency for Development and Cooperation) and the activities of the ISDR office in Dushanbe. Due to the late opening of the RDRA Office, OCHA's involvement with this was limited in 2007.</i>	

Field Offices

Iran	Number of community-based disaster preparedness pilot projects designed and implemented	2
	Number of national partner organizations trained in humanitarian preparedness	12
Nepal	Percentage of contingency plans finalized and endorsed by participants of contingency plan review	Contingency plans were still being finalized Preparedness activities began (incorporating standard rapid assessment formats, response capacity mapping)
Papua New Guinea	Development of integrated, multi-sectoral AHI contingency plans at the central and provincial levels by end 2007	National Influenza Preparedness Pandemic Plan was approved and began to be operationalized at the national level
	Number of United Nations staff trained on the updated pandemic contingency plan	7 staff members (from UNDP, UNICEF, WHO, OCHA and UNHCR) attended 1 contingency planning workshop and 1 national contingency planning exercise
Sri Lanka	Detailed work plan on facilitation on disaster preparedness implemented by IASC Country Team members led by UNDP and OCHA	Staffing limitations and competing priorities with the escalation conflict limited progress in this area
Sudan	Number of national authority personnel trained to better respond to disasters and emergencies	10 state Emergency Response Teams were trained in Southern Sudan from the Government of South Sudan, the United Nations and NGOs
	Number and coverage of contingency planning exercises	10 state contingency plans were developed with the Government of South Sudan, the United Nations and NGOs

2.6 Improved coordination and monitoring of IDP issues

Headquarters

Displacement and Protection Support Services	Percentage of recommendations on how to deal with remaining gaps addressed in the inter-agency response to internal displacement addressed by IASC	With the establishment of the Protection Cluster Working Group, this task was transferred to the work of the cluster DPSS assisted OCHA staff from the Eastern and Central Africa region, as well as Iraq, oPt, Chad and the Central African Republic to identify solutions to address remaining IDP response gaps
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Field Offices

Central African Republic	IDP protection monitoring frameworks developed	UNHCR (as cluster lead) developed and implemented an IDP protection and monitoring strategy, together with other relevant organizations
Chad	Number and percentage of IASC Country Team members having agreed to implement the strategy proposed to address the needs of the IDPs	All 25 members (100%) of the IASC Country Team members agreed to implement the strategy (scheduled for 2008)
Democratic Republic of the Congo	Number of provinces utilizing standardized procedures and tools	4
	Draft national legislation on IDPs initiated	Discussions began with Congolese authorities on the development of national IDP legislation
Nepal	National IDP Policy established by the beginning of 2007	National IDP Policy established in February, awaiting Cabinet approval

2.7 Increased and strengthened partnerships for humanitarian action

Headquarters

Advocacy and Information Management Branch		
Advocacy and Public Information Section	Number of requests for advocacy meetings with the IASC and other NGO forums and organizations	12 OCHA/United Nations/InterAction meetings held Key NGOs, including World Vision, consulted 3 campaigns participated in with partners (2 on sexual violence, 1 on cluster munitions)
ReliefWeb	<i>ReliefWeb continued to build relationships with partners at a range of conferences, seminars and meetings. Training sessions were conducted with the New York Times, United Nations News, OCHA entities and PreventionWeb. ReliefWeb also took part in public information trainings, deployment training for the OSOCC, GDACS stakeholders meetings and Humanitarian Information Centre trainings. Missions to Nairobi, Kinshasa and Bangkok included training sessions for staff in OCHA regional offices. Support to the United Nations Geographic Information Working Group Secretariat was provided through the Map Centre.</i>	
	Number of editorial policies updated and published online	A handbook of ReliefWeb's editorial policies, guidelines and standard operating procedures was released in December
Information Technology Services	<i>ITS prepared a document for the International Telecommunications Union Study Group 2 for the assignment of special United Nations country codes for United Nations disaster relief activities – which was approved.</i>	
	Percentage increase in the number of agreements with telecommunications service providers (agencies, private sector, NGOs)	1 United Nations long-term agreement was signed for satellite communications services

Emergency Services Branch

Civil–Military Coordination Section	<i>CMCS convened 18 CMCoord training courses and participated in the planning and execution of 18 large-scale military-sponsored simulation exercises involving military, humanitarian and regional actors prior to operational deployment, targeting senior military leaders and headquarters staff. CMCS, in cooperation with the Malaysian Ministry of Defence, organized and facilitated the second Asia-Pacific Conference on Military Assistance to Disaster Relief Operations. A UN-CMCoord Officer was deployed to Nairobi to identify and form linkages with humanitarian and military stakeholders in the region.</i>	
	Number and percentage of regional and national partners participating in UN-CMCoord training courses and military exercises	More than 80 Member States
Field Coordination and Support Section	<i>Awareness of the UNDAC/INSARAG systems was increased through a workshop for francophone West African countries. Relations and cooperation with governmental and technical support partners were further developed and the availability of support modules for UNDAC missions was increased.</i>	
	Number and percentage of developing countries that are members of UNDAC and ISARAG mechanisms	51, or 41%
	Number of IHP/APHP support modules and staff deployed in support of OCHA	IHP supported 7 UNDAC missions; the Americas Support Module supported 1 mission; Telecoms sans Frontières supported 6 missions; MapAction supported 4 missions; DHL supported 1 mission; UNOSAT supported all missions
Humanitarian Reform Support Unit	<i>A core achievement of 2007 was the development and broad endorsement of the Principles of Partnership – which include equality, transparency, a result-oriented approach, responsibility and complementarity. Partners in the GHP have committed to adopting these principles in their operations and actions both at headquarters and in the field, and some have started rolling out the Principles at the field level (starting with Indonesia, Zimbabwe and Panama) to complement efforts already taking place as part of the humanitarian reform process.</i>	
	Number of agreements achieved during 2007 GHP	3
OCHA Liaison Office in Brussels	<i>The Liaison Office facilitated discussions between NATO and OCHA about future cooperation on mission planning and training on humanitarian principles. It also discussed ways to cooperate in the response to disasters in order to avoid duplication with other relevant partners. Finally, the Office disseminated information on the revised Oslo and Military and Civil Defence Assets Guidelines as well as OCHA's policies on the protection of civilians, disaster preparedness and response, and needs assessments.</i>	
	Observer status at the Council of Europe in Strasbourg achieved	The Office was in the process of submitting a request to participate in relevant sessions of the parliamentary assembly in Strasbourg
	Crisis coordination mechanisms implemented	The Office liaised with the European Union regarding preparations for a meeting on Crisis Coordination Arrangements

Regional Offices and Regional Disaster Response Advisers

Regional Office for Latin America and the Caribbean	<i>ROLAC ensured the greater participation of humanitarian partners in inter-agency projects, which allowed for better information-sharing, joint action and humanitarian advocacy.</i>	
	Number of active partners in the humanitarian information-sharing network (RedHum)	More than 60 regional organization
	Number of journalists trained on humanitarian principles in inter-agency workshops (including the Red Cross movement and NGOs)	Organization of workshops was reassessed; instead, material was presented during other journalists' workshops and an information management workshop was held in Nicaragua with participants from the United Nations and NGOs

Regional Office for the Middle East, North Africa and Central Asia	<i>ROMENACA strengthened humanitarian partnerships between organizations across the region, including: the OIC in Saudi Arabia; the League of Arab States in Egypt; and the regional Humanitarian Forum headed by Islamic Relief. Robust contacts were made with the Qatar Authority for Charitable Activities and the Libyan Agency for Relief and Humanitarian Assistance. Regional initiatives and workshops were conducted and supported in collaboration with Red Crescent societies. The Middle East and North African Disaster Preparedness and Response Advisory Group also held 2 retreats in 2007 to further consolidate United Nations Agencies' activities, and for the first time these were attended by representatives of the IFRC and the broader NGO community.</i>	
	Number of new partnership agreements and affiliations by end 2007	No formal agreements; however, significant progress was made in strengthening existing partnerships and developing new contacts
Regional Disaster Response Adviser for the Pacific	<i>The RDRA Office facilitated the development of an Inter-Agency Contingency Plan for Pandemic Preparedness, and held a 1-day simulation exercise in collaboration with ROAP and the UNICEF Regional Office at which United Nations Heads of Agencies and administrative and operational staff had the opportunity to discuss preparedness and response measures in a pandemic situation and test the contingency plan. OCHA participated in a FRANZ simulation exercise in Wellington, New Zealand, in September which aimed at strengthening cooperation and clarifying the roles of partners in the event of an emergency response in the Pacific.</i>	
	Number of inter-agency coordination groups functioning	4 (Pandemic Preparedness, Disaster Management Team, Information Management, PENTAG)

Goal 3 A More Effective and Efficient Organization

3.1 Improved management practices

Headquarters

Advocacy and Information Management Branch		
Field Information Services	<i>Improved management and internal communication was demonstrated by FIS's adherence to performance appraisal cycles, the development of policy materials and standard operational procedures, and its proactive participation in intranet developments to improve internal communications.</i>	
	Number of standard operating procedures, policies and guidelines developed, and percentage approved by the branch chief/senior management team	'Operational Guidance on Responsibilities of Cluster/Sector Leads and OCHA in Information Management' were produced Consultations with humanitarian partners on Humanitarian Information Centres (HICs) led to revised terms of reference for HICs in October 2 organization-wide policies and standards on information management were approved
ReliefWeb	<i>ReliefWeb formalized its internal policies, guidelines and standard operating procedures in 2007. It also strengthened its early response capacity by establishing a standard operating procedure for weekend monitoring of emergencies. Staff turnover was 64%, creating a significant challenge in ReliefWeb's recruitment and training of new staff.</i>	
	Percentage increase in email subscriptions and in postings of trainings and vacancies	Email subscriptions were up by 20%, vacancy notices up by 30%, notification of training events up by 500%
External Relations and Support Mobilization Branch		
Donor and External Relations Section	<i>Progress was made in consolidating the development of the OCHA Contributions Tracking (OCT) system, which is designed to make information on donor pledges and contributions available online, and improve timely reporting to donors. In 2007, DERS completed Phase I of the system and granted access to it to a number of staff to elicit feedback on its usability. A number of training events were organized to brief Administrative Office staff and OCHA staff in New York on its use, and a user manual was produced.</i>	
	Number of OCHA staff who have accessed the OCT system in the first half of 2007	Access was limited because of technical complications in the start-up phase

Pandemic Influenza Contingency	<i>Although an OCHA 'global' pandemic contingency plan was not in place by the end of the year, contingency plans for business continuity were completed for United Nations headquarters in New York and Geneva, and a draft OCHA New York business continuity plan was prepared (work on a similar plan for OCHA in Geneva was begun but not completed). While all 7 PIC regional planning officers were deployed by early 2007 (with most integrated into OCHA regional offices), 2 moved to other positions and new recruitments were only completed at the end of the year.</i>	
	Number and percentage of OCHA offices in compliance with United Nations Pandemic Preparedness Guidelines	Contingency plans for pandemics were established in 19 OCHA field offices
Staff Development and Learning Section	<i>Staff shortages meant that the enhancement of management skills and development of a specialized training programme for OCHA heads of offices was delayed (to be further explored in 2008). However, SDLS identified United Nations-required management development training courses and will invite staff to participate in 2008.</i>	
	Number of staff surveyed six months post workshop that confirmed learning is being applied effectively in their day-to-day work	None

3.4 Effective human resource planning and management

Headquarters

Executive Office/ Administrative Office	<i>Guidelines were provided on completing cost plans, which assisted headquarters and field offices to estimate costs more accurately for staff and non-staff components. Although progress was made with the cost plan process, improvement is still needed. OCHA's recruitment processes remain labor-intensive; however, the time taken for the initial screening process was improved and some staff were deployed by reassignment. EO/AO faced a number of external problems that caused delays in staff deployment, including the procurement of visas, security clearances and releases from their employers. As the multiple duty station vacancies system moves to roster vacancy management, the number of days it takes to deploy staff is expected to decrease, meeting the target time frame.</i>	
	Percentage of recruitments completed within three months of closing of vacancy announcement	Approximately 32% at 3 months; approximately 30% at 6 months
	Number of field offices with access to United Nations regulations, rules and practices	100%; all field offices now have access to the Office for Human Resources Management Handbook and other relevant guidelines on the Intranet
Staff Development and Learning Section	<i>Learning focal points were established in OCHA headquarters and field offices to liaise with SDLS on learning needs and communicate learning activities and opportunities to staff in their respective locations. A training group was also established at headquarters for sharing learning resources, providing technical support and coordinating learning components across OCHA.</i>	
	Number of learning managers identified, established and trained	Focal points in each unit established
IRIN	<i>IRIN restructured its operations to achieve greater flexibility and efficiency, scaled down offices where required, and made better use of human resources.</i>	
	Greater editorial direction from Nairobi office and an integrated news room	The Nairobi newsroom was restructured and an editor-in-chief appointed in October

3.5 Strengthened accountability mechanisms based on measurable indicators and results

Headquarters

Executive Office/ Administrative Office	<i>A team made up of staff from AO and ITS evaluated several field offices' systems (as well as that of other United Nations Agencies for comparison). The team recommended adoption of the ProFi system (developed by UNODC). Although still under discussion, it is envisaged that implementation of the ProFi system or another similar system will contribute to raising OCHA's compliance rate.</i>	
	Percentage compliance rate and audit reports reflecting improved administrative controls and practices	A mechanism to track the compliance rate was not implemented due to a lack of resources (a number of key positions were vacant) in administration

3.7 More predictable and adequate funding

Headquarters

External Relations and Support Mobilization Branch		
Donor and External Relations Section	<i>The revised requirements for voluntary donor contributions for activities detailed in OCHA in 2007 were US\$ 169 million. US\$ 139 million was received from donors, covering 83 per cent of revised requirements.</i>	
	Target for Budgetary Cash Reserve Fund (BCRF) reached early in the year; funds allocated as advances in 2006 replenished	Target of US\$ 30 million for BCRF was not reached; by end 2007 the Fund amounted to US\$ 17 million with an additional contribution from Sweden and two allocations from unearmarked donor contributions (the US\$ 12 million advanced in 2006 was fully replenished)
	Amount and percentage of contributions received from new donors and private partners	US\$ 784,073
	Number of countries meeting requirements for OCHA Donor Support Group (ODSG) membership	1 donor (the Government of Spain) was requested to join the ODSG after having met the criteria for several years in a row

Annex II: Headquarters and Field Expenditures

	Requirements	Income from Contributions	Expenditures		Total
			Staff Costs	Non-Staff Costs	
Headquarters Activities					
Office of the Under-Secretary-General/ Emergency Relief Coordinator	12,412,288		6,781,897	1,527,174	8,309,071
Executive Office/Administrative Office	12,404,121		8,221,262	1,004,472	9,225,734
Coordination and Response Division/ External Relations and Support Mobilization Branch	12,329,705		7,194,691	1,774,271	8,968,962
Emergency Services Branch	7,039,857		4,847,098	1,591,810	6,438,908
Policy Development and Studies Branch	5,405,965		3,443,744	2,177,041	5,620,785
Advocacy and Information Management Branch	12,656,468		8,371,830	2,657,985	11,029,815
Other Special Account for Programme Support Expenditures	–		6,328,116	771,781	7,099,897
Total Headquarters Activities	62,248,404	57,194,275	45,188,638	11,504,534	56,693,172
Field Activities					
Integrated Regional Information Networks	11,189,912	8,721,110	5,333,035	4,945,650	10,278,685
REGIONAL OFFICES					
Regional Office for Central and East Africa	3,911,278	2,865,246	2,806,407	894,916	3,701,323
Regional Office for Southern Africa	2,292,671	1,012,005	1,318,896	622,390	1,941,286
Regional Office for West Africa	4,453,237	2,170,217	2,584,362	2,206,600	4,790,962
Regional Office for the Middle East, North Africa and Central Asia	1,784,556	428,875	830,364	338,699	1,169,063
Regional Disaster Response Adviser for Central Asia	674,052	–	212,650	152,840	365,490
Regional Office for Asia and the Pacific	4,421,258	2,488,303	2,076,308	960,167	3,036,475
Regional Disaster Response Adviser for the Pacific	638,244	757,121	416,481	136,271	552,752
Regional Office for Latin America and the Caribbean	2,231,825	347,138	1,086,398	666,146	1,752,544
Sub-Total for Regional Offices	20,407,121	10,068,905	11,331,866	5,978,029	17,309,895

	Requirements	Income from Contributions	Expenditures		Total
			Staff Costs	Non-Staff Costs	
AFRICA					
Burundi	1,494,503	907,794	1,179,100	310,514	1,489,614
Central African Republic	1,555,141	1,781,355	519,590	646,133	1,165,723
Chad	3,993,431	3,630,649	1,491,768	1,503,529	2,995,297
Côte d'Ivoire	4,811,973	1,839,161	2,807,477	2,293,770	5,101,247
Democratic Republic of the Congo	10,626,463	9,274,975	5,177,241	3,514,536	8,691,777
Eritrea	619,761	490,500	400,343	201,417	601,760
Ethiopia	1,972,650	1,469,339	1,217,184	449,092	1,666,276
Guinea	602,350	46,000	243,356	168,114	411,470
Somalia	4,206,036	3,803,534	1,902,979	1,244,831	3,147,810
Sudan	18,935,932	17,614,042	12,052,921	7,033,406	19,086,327
Uganda	3,552,630	2,831,255	2,264,570	1,258,141	3,522,711
Zimbabwe	2,597,305	2,601,087	1,375,314	315,574	1,690,888
Sub-Total for Africa	54,968,175	46,289,691	30,631,842	18,939,058	49,570,900
MIDDLE EAST					
Iraq	2,910,586	2,397,645	724,789	648,012	1,372,801
occupied Palestinian territory	3,764,880	5,538,979	1,917,604	668,653	2,586,257
Sub-Total for the Middle East	6,675,466	7,936,624	2,642,393	1,316,665	3,959,058
ASIA					
Indonesia	1,018,930	1,306,467	558,800	367,880	926,680
Islamic Republic of Iran	244,607	11,000	91,661	89,879	181,540
Nepal	1,831,142	1,228,425	1,032,460	377,833	1,410,293
Papua New Guinea	362,415	245,966	180,353	78,606	258,959
Sri Lanka	3,109,996	2,927,791	1,534,993	679,928	2,214,921
Timor-Leste	964,258	250,000	397,333	149,103	546,436
Sub-Total for Asia	7,531,348	5,969,649	3,795,599	1,743,230	5,538,829
EUROPE					
Russian Federation	1,227,117	1,057,272	924,399	206,742	1,131,141
Sub-Total for Europe	1,227,117	1,057,272	924,399	206,742	1,131,141
LATIN AMERICA AND THE CARIBBEAN					
Colombia	2,893,407	1,028,404	1,957,516	634,745	2,592,261
Haiti	655,617	68,500	340,211	194,824	535,035
Sub-Total for Latin America and the Caribbean	3,549,024	1,096,904	2,297,727	829,569	3,127,296
Total Field Activities	105,548,163	81,140,155	56,956,861	33,958,943	90,915,804
Total Headquarters and Field Activities	167,796,567	138,334,430	102,145,499	45,463,477	147,608,976

Annex III: In-Kind and Other Contributions

Activities and events financed by governments in 2007

Australia	Asia-Pacific Humanitarian Partnership INSARAG Training Advisory Group Workshop (Sydney), February
Austria	GDACS Stakeholders Meeting (Graz, Austria), April FCSS Consultants and Train the Trainers Workshop (Graz), September
Canada	Use of national UNDAC Mission Account to deploy up to 10 developing country UNDAC team members per year on UNDAC missions (in 2007, 3 deployments to Peru earthquake)
China	Asia-Pacific Humanitarian Partnership
Denmark	International Humanitarian Partnership IHP Technical Working Group Meeting (Aalborg), February IHP Review Conference (Copenhagen), April UNDAC Africa-Europe Refresher Course (Aabenraa), November
Estonia	International Humanitarian Partnership IHP Camp Managers Course (Vaike Maarja), June
Finland	International Humanitarian Partnership OSOCC Course (Kuopio), March
France	Translation of UNDAC Handbook into French
Germany	UNDAC Team Leaders and OSOCC Managers Course (Neuhausen), June
India	INSARAG Urban Search and Rescue Team Leaders' Meeting (New Delhi), March
Japan	Asia-Pacific Humanitarian Partnership
Korea	Asia-Pacific Humanitarian Partnership INSARAG Asia-Pacific Regional Meeting (Seoul), October
Malaysia	UNDAC Asia-Pacific Refresher Course (Port Dickson), July
Mongolia	INSARAG Asia-Pacific Regional Earthquake Response Exercise (Ulaan Bataar), July–August
Netherlands	International Humanitarian Partnership
New Zealand	Asia-Pacific Humanitarian Partnership OSOCC Course (Christchurch), October UNDAC Asia-Pacific Induction Course (Christchurch), October
Norway	International Humanitarian Partnership Use of national UNDAC Mission Account to deploy developing country UNDAC team members on UNDAC missions (in 2007, 6 deployments: 3 to Peru earthquake, 3 to Dominican Republic floods)

Singapore	Asia-Pacific Humanitarian Partnership
Sweden	Funding of insurance cover for UNDAC members on mission International Humanitarian Partnership
Switzerland	UNDAC Advisory Board Official Dinner (Geneva), February UNDAC Africa-Europe Induction Course (Lausanne), April–May Offer of provision of Swiss plane to transport UNDAC team to disaster-affected country
Tunisia	INSARAG Workshop on Urban Search and Rescue Capacity Building (Tunis), November INSARAG Africa-Europe Regional Meeting (Tunis), November INSARAG Awareness Course (Tunis), December
United Kingdom	International Humanitarian Partnership Offer of use of national UNDAC Mission Account to sponsor developing country UNDAC members on mission
United States of America	Americas Support Module OSOCC Course (Los Angeles), January INSARAG Americas Regional Meeting (Dominican Republic), May INSARAG Steering Committee Meeting (Dominican Republic), May INSARAG Americas Work Plan Meeting (San Jose, Costa Rica), August

Corporate support

Vodafone Group Foundation and the United Nations Foundation: emergency telecommunications services provided by Télécoms sans Frontières to the United Nations through a multi-year grant by the two foundations to Télécoms sans Frontières.

United Nations Foundation: an online donation facility was managed for the CERF; in 2007 it raised US\$ 117,959 in private individual donations to the CERF and provided a grant from its own funds of US\$ 100,000 to the CERF following the Bangladesh cyclone.

Western Union Foundation: announced a US\$ 100,000 grant to the CERF in 2007.

Ericsson: emergency telecommunications equipment and services provided.

DHL: Disaster Response Teams ready to provide airport logistics management in emergencies.

Worldcheck: industrial intelligence provided for screening purposes.

Microsoft: software (Groove) donated.

World Economic Forum: joint advocacy undertaken to improve the impact of private sector engagement in humanitarian relief.

In addition, discussions were initiated with Veolia, Google, Nestlé, Sony and Volkswagen.

Associated Experts Programme (JPOs)

Country	Headquarters New York	Headquarters Geneva	Field Offices	TOTAL
Germany	1	1	–	2
Australia	1	1	1 Thailand	3
Sweden	1	1	1 ISDR Thailand	3
Switzerland	1	–	–	1
Denmark	–	1	1 Belgium	2
Canada	1	–	–	1
Belgium	–	–	1 South Africa	1
Norway	2	1	–	3
The Netherlands	–	–	4 Colombia, Kenya, South Africa, Senegal	4
Liechtenstein	1	–	–	1
Japan	1	–	1 Thailand	2
Italy	–	1	– ISDR	1
Finland	1	–	– ISDR	1
France	1	–	–	1
TOTAL	11	6	9	26

Annex IV: Other Trust Funds

Afghanistan Emergency Trust Fund

The original Afghanistan Emergency Trust Fund was set up in 1988 to support emergency response and early recovery projects to be administered by OCHA and implemented by United Nations Agencies.

Following the signing of the Bonn Agreement in December 2001 and the subsequent establishment of the United Nations Assistance Mission in Afghanistan (UNAMA), OCHA ceased its activities in the country; however, there was US\$ 20 million remaining in the fund at that time. Of this amount, a USAID contribution of US\$ 800,000 was immediately withdrawn, US\$ 3 million was transferred to United Nations Mine Action Services, US\$ 1 million was transferred to the Office of the United Nations Security Coordinator (the precursor to the United Nations Department of Safety and Security) and US\$ 400,000 was transferred to the United Nations Office for Project Services under the Disaster Relief Response Fund. The remaining US\$ 14.8 million was made available to UNAMA in 2002 through a reconfigured Afghanistan Emergency Trust Fund to implement emergency response and early recovery projects.

In 2007, taking into consideration the fact that the security situation and related lack of access had continued to adversely impact upon the implementation of projects, the timeframe for implementation of activities funded by the remaining amount in the Trust Fund was extended to 30 June 2008.

To date, the reconfigured Afghanistan Emergency Trust Fund has supported 97 projects with more than US\$ 15.5 million (105 per cent of the initially available US\$ 14.8 million). In addition, US\$ 2.4 million of the Fund was used in 2007 by OCHA to strengthen the capacity of the newly created Humanitarian Affairs Unit within UNAMA. The growth in funds in comparison to the initially available amount is due to the reprogramming of previously closed projects that had been implemented under the original Trust Fund. Additional savings are expected following the closure of some other existing projects.

Statement of Income and Expenditure 2007 (US\$)

1	Opening Balance	10,482,168
2	Adjustments	–
3	Income from Contributions	–
4	Transfers, Refunds, Savings	–
5	Other Funds Available	278,174
6	Total Funds Available	10,760,342
7	Expenditure	2,762,871
8	Closing Balance	7,997,471

Income and Expenditure Breakdown (US\$)

Income from Voluntary Contributions	–
EXPENDITURES	
Staff Costs	910,517
Consultant Fees and Travel	–
Travel	79,155
Operating Expenses	671,482
Contractual Services	17,247
Supplies, Materials, Furniture and Equipment	894,433
Fellowships, Grants and Contributions	79,496
Programme Support Costs	110,541
Total Expenditure	2,762,871

Reserves and Fund Balances as at 31 December 2007	7,997,471
Outstanding Advances and Commitments against MOU I with UNAMA	–
Outstanding Advances and Commitments against MOU II with UNAMA	4,432,891
Outstanding Advances and Commitments against MOU with UNOPS	–
Outstanding Advances with Mine Action NGOs	–
Unallocated Mine Action Funds to be transferred to UNMAS	–
Other Outstanding Advances	116,279
Balance of Funds for Other Activities in 2008	3,448,301

Tsunami Trust Fund

In 2007, the Emergency Preparedness Section coordinated OCHA's contribution to the 'Strengthening National Capacities for Tsunami Early Warning and Response Systems in the Indian Ocean' initiative, which was launched in March 2006 by the United Nations Special Envoy for Tsunami Recovery. Through a consortium of International Strategy for Disaster Reduction partners (the UNESCO Intergovernmental Oceanographic Commission, the World Meteorological Organization, UNDP, UNEP, the World Bank, the International Federation of Red Cross and OCHA), efforts were made to enhance tsunami early warning systems in Indian Ocean countries.

In response to a number of government requests during the year, projects were implemented in seven countries (Sri Lanka, the Maldives, Thailand, Comoros, Madagascar, Seychelles and Tanzania) with the support of three OCHA regional offices (Asia and the Pacific, Central and East Africa and Southern Africa). A total of US\$ 560,000 from the Tsunami Trust Fund was disbursed to support these projects aimed at building sustainable capacity among national authorities and communities in tsunami preparedness.

Statement of Income and Expenditure 2007 (US\$)

1	Opening Balance	4,444,847
2	Adjustments	(276,847)
3	Income from Contributions	–
4	Transfers, Refunds, Savings	264,901
5	Other Funds Available	2,815,723
6	Total Funds Available	7,248,624
7	Expenditure	3,528,400
8	Closing Balance	3,720,224

*All figures are subject to audit.

1. The Opening Balance reflects the situation of the Trust Fund as of 1 January 2007.
2. Includes adjustments to the prior period's income and expenditure.
3. Includes contributions from donors for 2007.
4. Includes transfers between Trust Funds, refunds to donors and savings on the prior period's obligations.
5. Consists of interest, miscellaneous income and exchange adjustments for 2007.
6. Consists of the opening balance and income (1+2+3+4+5).
7. Includes disbursements and unliquidated obligations as of 31 December 2007.
8. Includes operating cash reserves and fund balances as of 31 December 2007.

Annex V: Definitions and Acronyms

The **opening balance** is the total amount of funds on 1 January. It is also the carry-over balance from the previous year.

The **closing balance** is the balance at the end of one year which is carried over to the next. Closing balances are reflected in 'end-of-year' financial statements, but the total amounts can only be determined after the previous year's accounting is closed on 31 March.

Adjustments refer to accounting adjustments made to income (reflecting changes in contributions or other miscellaneous income) or expenditure incorrectly or incompletely reported in the previous year.

Income comprises amounts that have been credited to OCHA's trust funds as well as unpaid pledges.

A **pledge** is a written commitment by a donor to provide a monetary contribution to OCHA's activities. It is recorded as income at the time of receipt of the written commitment; however, funds associated with the pledge cannot be allocated until the actual cash is received. If the pledge is in a currency other than the United States dollar, its value is converted according to the prevailing United Nations rate of exchange at the time of receipt of the pledge. The United States dollar value of the pledge varies with the rate of exchange for as long as the pledge remains unpaid, and foreign exchange gains or losses may arise at the time of receipt of cash.

Transfers, refunds and savings include: transfers between projects; allocations from the FCRF to underfunded field offices; transfers to and from the unearmarked sub-account; transfers between trust funds; refunds to donors; and savings from the prior period's unused obligations.

Other funds available include interest, foreign exchange gains and losses, and miscellaneous income.

The **total funds available** are the sum of the year's opening balance, adjustments, total voluntary donor contributions and other income.

The **unearmarked sub-account** consists of accumulated interest and miscellaneous income/losses (including foreign exchange gains/losses). It is used to: finance mandatory reserve accounts; provide loans to activities with pledged contributions pending the receipt of cash, at which time the loan is repaid; and cover unforeseen costs such as those incurred in closing a field office.

Expenditure refers to the disbursements and obligations recorded for the year.

Headquarters core activities describe those activities that are undertaken in fulfilling OCHA's mandate – primarily humanitarian coordination, advocacy and policy development.

Headquarters projects generally address limited-duration needs associated with emergency response or other activities in support of the international humanitarian community (for example, projects that support humanitarian reform).

Field activities refer to coordination activities undertaken by regional and field offices.

Non-staff costs include: consultants' fees and travel; staff travel and related expenses; costs of outsourcing activities; operating costs such as office furniture, equipment and supplies; and programme support costs.

Programme support costs are used to pay for overheads and are sourced through a levy of 3–13 percent of the expenditures of trust funds administered by OCHA.

Reserves are amounts set aside for contingent liabilities and final costs in the event of closure of a trust fund or special account, as in the case of the Special Account for Programme Support.

Acronyms

ACE	Assessment and Classification in Emergencies (Project) (OCHA)	ECHA	Executive Committee on Humanitarian Affairs
AHI	avian and human influenza	ECHO	European Commission Humanitarian Aid Office
AIMB	Advocacy and Information Management Branch (OCHA)	EES	Environmental Emergencies Section (OCHA)
AO	Administrative Office (OCHA)	EFCT	Emergency Field Coordination Training
APHP	Asia-Pacific Humanitarian Partnership	EO	Executive Office (OCHA)
APIS	Advocacy and Public Information Section (OCHA)	EPS	Emergency Preparedness Section (OCHA)
ARPD	Armée Populaire pour la Restauration de la Démocratie (Central African Republic)	ERF	Emergency Response Fund
BCPR	Bureau for Crisis Prevention and Recovery (UNDP)	ERR	Emergency Response Roster
BCRF	Budgetary Cash Reserve Fund	ERSMB	External Relations and Support Mobilization Branch
CAP	Consolidated Appeals Process	ESB	Emergency Services Branch (OCHA)
CAR	Central African Republic	ESS	Evaluation and Studies Section (OCHA)
CEPREDENAC	Centro de Coordinación para la Prevención de los Desastres (Central America)	EU	European Union
CERF	Central Emergency Response Fund	FAHUM	Fuerzas Aliadas Humanitarian (Latin America)
CHAP	Common Humanitarian Action Plan	FCRF	Field Coordination Reserve Fund
CMCS	Civil–Military Coordination Section (OCHA)	FCSS	Field Coordination Support Section (OCHA)
CMCoord	civil–military coordination	FIS	Field Information Services (OCHA)
CRD	Coordination and Response Division (OCHA)	FNL	Forces Nationales de Libération (Burundi)
DERS	Donor and External Relations Section (OCHA)	FRANZ	France, Australia and New Zealand (Pacific)
DIPECHO	European Commission Humanitarian Aid Office – Disaster Preparedness	FTS	Financial Tracking Service
DMT	Disaster Management Team	GAP	Gender Action Plan
DPA	Department of Political Affairs (United Nations)	GAT	Gender Advisory Team (OCHA)
DPKO	Department of Peacekeeping Operations (United Nations)	GCMS	Geographical Coordination and Monitoring Section (OCHA)
DPRK	Democratic People’s Republic of Korea	GDACS	Global Disaster Alert and Coordination System
DPSS	Displacement and Protection Support Section (OCHA)	GenCap	Gender Standby Capacity
DRC	Democratic Republic of the Congo	GHD	Good Humanitarian Donorship
DVPS	Disaster and Vulnerability Policy Section (OCHA)	GHP	Global Humanitarian Platform
		GIS	geographic information systems
		GMP	Guidance Management Project
		HAC	Humanitarian Aid Commission (Sudan)
		HAP	Humanitarian Action Plan (DRC)

HC	Humanitarian Coordinator	oPt	occupied Palestinian territory
HCSP	Humanitarian Coordination Strengthening Project (OCHA)	OSCE	Organization for Security and Cooperation in Europe
HDPT	Humanitarian and Development Partnership Team (Central African Republic)	OSOCC	On-Site Operations Coordination Centre
HIC	Humanitarian Information Centre	PDSB	Policy Development and Studies Branch (OCHA)
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome	PEMTAG	Pacific Emergency Management Training Advisory Group
HRF	Humanitarian Response Fund	PIC	Pandemic Influenza Contingency (OCHA)
HRSU	Humanitarian Reform Support Unit (OCHA)	PNG	Papua New Guinea
IAHCC	Inter-Agency Humanitarian Coordination Committee (Côte d'Ivoire)	POCS	Protection of Civilians Section (OCHA)
IAS	Information Analysis Section	PPAS	Policy Planning and Analysis Section (OCHA)
IASC	Inter-Agency Standing Committee	ProCap	Protection Standby Capacity
IAWG	Inter-Agency Working Group	RC	Resident Coordinator
ICT	information and communications technology	RC/HC	Resident Coordinator / Humanitarian Coordinator
IDP	internally displaced person	RDRA	Regional Disaster Response Adviser
IFRC	International Federation of Red Cross and Red Crescent Societies	RedHum	Red Humanitaria
IGSS	Intergovernmental Support Section (OCHA)	REDLAC	Regional Risk, Emergency and Disaster Task Force (Latin America)
IHP	International Humanitarian Partnership	RHPT	Regional Humanitarian Partnership Team
INSARAG	International Search and Rescue Advisory Group	ROAP	Regional Office for Asia and the Pacific (OCHA)
IOM	International Organization for Migration	ROCEA	Regional Office for Central and East Africa (OCHA)
IRIN	Integrated Regional Information Networks	ROLAC	Regional Office for Latin America and the Caribbean (OCHA)
ISDR	International Strategy for Disaster Reduction	ROMENACA	Regional Office for the Middle East, North Africa and Central Asia (OCHA)
IT	information technology	ROSA	Regional Office for Southern Africa (OCHA)
ITS	Information Technology Section (OCHA)	ROWA	Regional Office for West Africa (OCHA)
ITU	International Telecommunications Union (United Nations)	SCS	Surge Capacity Section (OCHA)
Lao PDR	Lao People's Democratic Republic	SDLS	Staff Development and Learning Section (OCHA)
LSU	Logistics Support Unit (OCHA)	SPLM	Sudan Peoples' Liberation Movement
MCDA	Military and Civil Defence Assets	UAE	United Arab Emirates
MOSS	minimum operating security standards	UNAMA	United Nations Assistance Mission in Afghanistan
MORSS	minimum operating residential security standards	UNAMID	African Union-United Nations Hybrid Operation in Darfur
NAF	Needs Analysis Framework	UN-CMCoord	United Nations Civil-Military Coordination
NATO	North Atlantic Treaty Organization	UNDAC	United Nations Disaster Assessment and Coordination
NDC	National Disaster Centre (Papua New Guinea)	UNDGO	United Nations Development Group Office
NGO	non-government organization	UNDP	United Nations Development Programme
OCT	OCHA Contributions Tracking (System)	UNETT	United Nations Emergency Technical Team
ODSG	OCHA Donor Support Group		
OIC	Organization of Islamic Conference		

UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIFEM	United Nations Development Fund for Women
UNJLC	United Nations Joint Logistics Centre
UNMAS	United Nations Mine Action Service
UNMIS	United Nations Mission in the Sudan
UNMIT	United Nations Integrated Mission in Timor-Leste
UNODC	United Nations Office on Drugs and Crime
UNOPS	United Nations Office for Project Services
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
VOSOCC	Virtual On-Site Operations Coordination Centre
WEF	World Economic Forum
WFP	World Food Programme
WHO	World Health Organization

