

OCHA

2011
OFFICE FOR THE COORDINATION OF HUMANITARIAN AFFAIRS



United Nations

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OCHA Annual Report 2011

This publication provides an overview of the activities of the Office for the Coordination of Humanitarian Affairs (OCHA) in 2011.

For more details on headquarters and field-level performance, and funding and financial analysis, please visit:

www.unocha.org/annualreport/2011



United Nations



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*Young boys wade through floodwaters in a steel pot to get to their family's makeshift camp in Nihalbaladi village, Khairpur District, Sindh Province of Pakistan.
© UNICEF/Asad Zaidi*

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FOREWORD

2011 was an important year for the humanitarian community and for OCHA. There was barely a moment when our community was not faced with a relentless series of natural disasters, political crises and chronic emergencies.

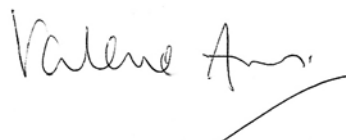
But in the midst of this, we achieved something quite remarkable. At the end of December, humanitarian response partners, UN agencies, NGOs and the International Red Cross/Red Crescent Movement agreed on a series of reforms that focused on making our response efforts faster and more effective.

The timing was right. 2011 marked the twentieth anniversary of General Assembly resolution 46/182, which created the modern humanitarian system.

It was also a period of significant international change. Many of our traditional donor countries were affected by the global economic crisis. Political protests evolved into a year-long, region-wide series of uprisings in North Africa and the Middle East, with significant humanitarian consequences in Libya, Yemen and Syria. And persistent conflict continued in Sudan, South Sudan, Somalia, the Democratic Republic of the Congo, Afghanistan and elsewhere, affecting millions of people.

This report shows how OCHA responded to these significant challenges. We sought to establish stronger leadership more quickly. We worked with new partners, and stronger relationships were built worldwide between international agencies and national and regional authorities, which are increasingly taking the lead in preparedness-and-response efforts.

The progress made in 2011 and OCHA's continued internal reforms offer hope that the goal of a rational, coordinated and effective aid system is within our reach.



Valerie Amos

Under-Secretary-General for Humanitarian Affairs and
Emergency Relief Coordinator
May 2012



Valerie Amos visits drought-affected refugees in Dadaab Refugee Camp, Kenya.
© OCHA



2011 YEAR IN REVIEW

*A transit camp near the Tunisia-Libya border.
© OCHA/David Ohana*

In 2011, the Emergency Relief Coordinator (ERC) led an ambitious process to strengthen and restructure the international humanitarian system in an era of larger-scale and more-complex global emergencies.

A wave of natural disasters and political upheaval in 2011 threatened tens of millions of lives, not only in developing countries but also in some of the richest and most prepared societies. This included a devastating earthquake and tsunami in Japan, and disasters in Australia, New Zealand and the United States. Globally, natural disasters killed almost 26,000 people. The cumulative economic cost was US\$380 billion, making 2011 the most expensive year in history.¹

Record droughts and flooding in Latin America, Africa, South Asia and South-East Asia appeared to confirm the trend of more frequent and extreme weather events. This underlined the need to boost national preparedness mechanisms and the resilience of crisis-affected communities.

Tight financial constraints and increasing donor scrutiny put growing pressure on aid organizations to demonstrate the positive impact of their work and value for money, not only in their response to sudden-onset disasters, but in addressing the underlying causes of chronic emergencies.

OCHA successfully brought together the efforts of a wide range of partners to bring the food-and-nutrition crisis in the Horn of Africa to global attention. It coordinated the activities of a diverse group of organizations in the deeply insecure environment of Somalia, where the UN declared a famine for the first time in over 20 years. The lessons learned from this response prompted a quick increase in

“OCHA Somalia’s contribution during the famine was vital in bringing all NGO and UN actors together and sharing information on humanitarian needs in Somalia. Thanks to OCHA we were able to mobilize resources to quickly deliver aid to the population in need.”

– Hassan Khaire, Regional Director
Horn of Africa and Yemen,
Norwegian Refugee Council

advocacy and planning after warnings of a new food crisis in the Sahel region of Western Africa.

Issues of humanitarian access and the protection of civilians also came to the fore in 2011. The crises in Somalia, Sudan, South Sudan, Syria and Yemen highlighted the ongoing challenge of working in environments where crises have political, human rights, conflict and humanitarian dimensions.

OCHA continued to work to make the international humanitarian system more inclusive, strengthening coordination among existing partners, deepening relationships with national and regional authorities and collaborating with a wider set of actors. This culminated in the adoption of the Inter-Agency Standing Committee (IASC) Transformative Agenda in December, designed to improve the quality of response across the humanitarian system through stronger leadership, greater accountability, better preparedness and improved advocacy.

Throughout 2011, humanitarian partners focused on providing greater international support for regional, national and local action. A new understanding was reached among international aid agencies to respond faster, to

¹The Year That Shook the Rich: A review of natural disasters in 2011. The Brookings Institution – London School of Economics Project on Internal Displacement, March 2012.



A Japanese Red Cross volunteer surveys the damage in Iwate Prefecture, one week after the 11 March earthquake and tsunami. © Japanese Red Cross Society

ASIA AND THE PACIFIC: Tailoring assistance to governments' needs

2011 was unusual for Asia and the Pacific. It remained the world's most disaster-prone region, but its deadliest disasters occurred in wealthy countries, such as Japan, New Zealand and Thailand.

These countries opted not to appeal for international assistance, despite offers of support from governments around the world. Instead, they requested targeted assistance based on needs. This represents an important shift in how some countries are interacting with the international humanitarian community.

The Great East Japan earthquake and tsunami was the year's deadliest disaster. It killed almost 20,000 people and caused around \$210 billion in damages. Despite Japan being one of the world's best disaster-prepared countries, the devastation was so severe that offers of assistance demanded coordination on an international scale. Those offers came from more than 160 countries and 43 international organizations. Nearly 30 international search-and-rescue teams responded and 63 countries sent relief goods. OCHA's Financial Tracking Service shows that Japan received over \$722 million, mostly through individual donations.

Japan carefully selected the assistance it needed to support national response efforts. In the hours following the disaster on 11 March, the Government requested a joint OCHA/UN Disaster Assessment and Coordination (UNDAC) team to be dispatched to Tokyo. The team immediately set up a coordination cell, which provided a humanitarian overview of the crisis through daily situation reports and information management services. The team also advised the Government on how best to coordinate international offers of humanitarian assistance, and it provided remote support from Tokyo to the urban search-and-rescue efforts in the Tohoku region.

Japan's Director for Humanitarian Assistance and Emergency Relief Division in the Ministry of Foreign Affairs, Mr. Yutaka Aoki, said: "The OCHA/UNDAC team played a vital role in assisting the Government to manage the incoming life-saving international assistance. OCHA also effectively complemented Government efforts in disseminating humanitarian analysis and communicating with international humanitarian actors by issuing situation reports."

Japan's strategy is being adopted by other countries in the region, some of which have strengthened their disaster management capacity in recent years.

OCHA is shifting its focus in the region accordingly. It is working with partners on redefining humanitarian response, and helping governments and regional organizations to understand how and where they can use international preparedness-and-response tools and services. It is also developing a guide for governments on how international assistance works—a clear and simple overview on how to access knowledge, humanitarian response tools and services.

work together more cohesively and to measure the collective impact of their work.

To support that agenda, OCHA worked to strengthen humanitarian leadership and staffing, created better information tools to guide decision makers, and promoted more collaboration through pooled funds and common strategic plans in its countries of operation. It also increased its awareness-raising activities across a range of online and offline platforms.

HUMANITARIAN CRISES

A Year of Political Change

2011 saw dramatic shifts in the political landscape of many countries in Africa and the Middle East, with significant humanitarian consequences. Contested elections in Côte d'Ivoire in 2010 plunged that country into a protracted period of armed violence. To coordinate the humanitarian response, OCHA reopened its office and rapidly increased the number of staff. At the peak of the crisis, more than 1 million people had fled their homes to locations within Côte d'Ivoire and in neighbouring countries. As the year ended and security returned, many still needed help to return home and rebuild their lives.

In Libya, civil unrest in February evolved into a civil war that lasted until October. It cost tens of thousands of lives and forced more than 700,000 third-party nationals to flee. At the height of the conflict, many social services broke down, leading to widespread deprivation. A relief effort was established to help those who left and to assist those who remained. In a complex and uncertain environment, OCHA coordinated the response, first from Cairo and Tunisia and later from Benghazi and Tripoli. It provided essential information and secured access to conflict-affected areas through coordination with the Government, opposition forces and NATO.

Political unrest and conflict in Yemen, a country already suffering from many long-running crises, led to displacement and rising malnutrition. One UN agency warned that half a million Yemeni children were at risk of dying during 2012. Despite insecurity, highlighted by the kidnapping of six staff in January 2012, OCHA developed a joint response plan to tackle the humanitarian crisis. It also led efforts to negotiate access and raise the profile of the crisis, leading to a significant increase in NGOs establishing programmes, even as international attention remained focused on political transition in the country.

OCHA also spearheaded efforts to improve humanitarian access to conflict-affected areas in Syria, working with the Syrian Arab Red Crescent. It spoke out on the challenges surrounding calls for a humanitarian corridor and establishing safe zones, and advised on international humanitarian law concerning the protection of civilians. The ERC made a high-profile visit to Syria in March 2012 to draw attention to the worsening humanitarian situation, and to negotiate access for humanitarian organizations.

She also visited the occupied Palestinian territory (oPt) to highlight the displacement affecting its 4 million people.

In Sudan and South Sudan, OCHA led one of the world's largest humanitarian operations against the backdrop of historic political change. It successfully organized inter-agency contingency planning ahead of the independence referendum for South Sudan. This ensured the humanitarian community was fully prepared and could respond rapidly to post-independence fighting in Abyei, South Kordofan and Blue Nile. OCHA also helped coordinate the safe return of more than 200,000 Southern Sudanese, and led the response to violent clashes in Jonglei at the end of the year.

During the second half of the year, OCHA worked hard to persuade the Sudanese Government to grant humanitarian organizations greater access to areas of conflict, including Blue Nile, South Kordofan and Darfur, but with mixed success. Securing unhindered access to people in need in Sudan remains one of the most pressing challenges on the humanitarian agenda in 2012.

By contrast, OCHA negotiations achieved significant success in Myanmar, securing humanitarian access for the first time to conflict-affected areas in Kachin state, where more than 50,000 people had been displaced by violence.

OCHA also raised awareness of a severe food crisis in the Democratic People's Republic of Korea (DPRK) through the ERC's historic five-day visit to Pyongyang, and to the province of South Hamgyong and Kangwon in October. Her trip bolstered efforts to improve access and find longer-term solutions to chronic food insecurity in the country.

Droughts, earthquakes and floods—a year of natural disasters

A series of devastating natural disasters took place in 2011. Some were in situations of chronic poverty and conflict (Somalia), and others in countries with highly evolved national response systems (Japan, Thailand and

New Zealand). OCHA tailored its response to each crisis, depending on the context and scale of the needs.

The earthquake and tsunami in Japan in March was the year's deadliest disaster, with more than 20,000 lives lost. In the hours following the disaster, OCHA was asked to establish a coordination cell to provide coordinated information about the crisis. It also advised the Government on how best to manage international offers of humanitarian assistance. Japan received more than \$722 million in aid, which accounted for a large percentage of all international humanitarian disaster funding in 2011.

The world's largest humanitarian crisis of 2011 took place in the Horn of Africa. A combination of severe drought, chronic poverty and persistent conflict left more than 13 million people across five countries in need of help. Hundreds of thousands of Somalis were forced to seek refuge in neighbouring countries, adding to the hardship faced by people in those countries.

“The development of the regional Sahel strategy initiated as early as October 2011, following the first indications of a potential crisis, demonstrated the relevance of [OCHA-led mechanisms] and their positive impact on well-coordinated and timely response to humanitarian needs.”

– Claude Jibidar,
Deputy Director of the
World Food Programme
in West Africa

OCHA warned of the impending emergency in 2010 and continued drawing attention to this in early 2011. The OCHA-managed Central Emergency Response Fund (CERF) disbursed \$35 million to help combat drought in the Horn of Africa in the first half of the year. By the end of 2011, CERF had provided more than \$107 million to kick-start critical and underfunded relief programmes. But the overall response was slow, and world attention was only fully galvanized by the declaration of famine in parts of Somalia in July. This underlined the particular challenge of highlighting slow-onset and highly complex crises in places that are difficult to access.

OCHA declared a corporate emergency, requiring significant human resources from OCHA offices around the world to support the response. It established a regional leadership structure in Nairobi, deployed surge staff, and enhanced the quality and frequency of its information products, ensuring it had the coordination capacity in place to lead the required large-scale regional response. A large advocacy effort from July onwards had considerable success, with Somalia moving from one of the worst-funded to one of the best-funded crises of the year.

OCHA also worked to improve collaboration between Western and Islamic aid organizations. This was part of OCHA's longer-term goal to build a more inclusive humanitarian community. It helped achieve the more immediate goal of improving access to areas in Somalia where Western actors were banned. OCHA built relationships with the African Union (AU), the Gulf Cooperation Council (GCC) and the Organization of Islamic Cooperation (OIC). This led to a massive increase in assistance in the second half of 2011 and contributed to an eventual end to the famine, although the situation remained severe for many millions of people.

Towards the end of 2011, warnings began about a potentially serious food crisis in the Sahel, including Niger, Chad and Mali. Learning from the Horn of Africa experience, aid agencies pursued a high-profile campaign to raise awareness and secure funds for early international action in line with established national response plans. By the beginning of 2012, the Sahel situation was firmly on the international and regional agenda. With chronic poverty and lack of development at the heart of this recurrent crisis, humanitarian and development organizations worked together from the start to find long-term strategies aimed at strengthening the resilience of people at risk.

Massive flooding posed severe challenges to many countries in 2011. In Asia and the Pacific, the world's most disaster-prone region, OCHA supported national-led efforts to tackle storms and flooding in the Philippines, Cambodia, Lao People's Democratic Republic, Thailand and Viet Nam.

In Latin America, OCHA supported national efforts in Colombia, including the development of innovative information management products such as a new crisis-mapping platform to monitor floods. In November, the Deputy ERC visited flood-affected countries in Central America to attract more international attention to the situation.

The people of Pakistan suffered their second flood emergency in as many years. While the crisis in 2011 was not on the same scale as the historic flooding of 2010, it had a devastating impact on people who had not fully recovered from the previous year. OCHA helped ensure the Government response targeted the most vulnerable people and worked with partners to prioritize the available resources for the communities most in need.

The advance of cholera

Even as world attention was drawn to countries with large natural catastrophes and political upheaval, the spread

VIET NAM:

Floating backpacks keep children safe

In October 2011, OCHA approved a UNDP request for a \$100,000 Emergency Cash Grant for Save the Children to buy floating backpacks for schoolchildren in Viet Nam's flood-affected southern Mekong Delta region.

A child in northern Viet Nam designed the backpack as a schoolbag and a life jacket. The backpacks are essential items in each school and treasured by schoolchildren: they protect them from drowning and prevent damage to their school supplies.

Nguyen Hong Son, the Head of Thuong Thoi Hau A primary school said: "All students in our school have floating backpacks now. For a place with so many rivers and channels, they are really helpful in reducing the risk when travelling across rivers to schools, particularly in the annual flood season."

Seven-year-old Nghia now feels much more secure. "I'm so happy," he said. "If I fall into the water now, the bag will help me float, just like a life vest would."

Every year, OCHA pre-positions funds to provide small Emergency Cash Grants for life-saving items and logistical support in crisis response. Allocations are made within 10 days at a maximum of \$100,000 per emergency.

Seven-year-old Nghia with a new floating backpack.
© Save the Children Vietnam



of cholera in several countries underlined the serious humanitarian consequences of disease outbreaks and the need for rapid intervention.

One year after an earthquake destroyed much of Haiti's capital, Port-au-Prince, and surrounding areas, millions of Haitians continued to face a daily struggle for survival. OCHA's fundraising and awareness-raising efforts helped keep the spotlight on the situation facing hundreds of thousands of people still in camps, and in particular on the resurgence of cholera in a poor island nation that had not seen an outbreak for more than a century.

Cholera also spread across West and Central Africa. This included the Democratic Republic of the Congo (DRC), which, while garnering less global attention than in previous years, still constitutes one of the world's largest humanitarian emergencies. The response to the DRC crisis was made more difficult by persistent insecurity in the east of the country, and uncertainty around the outcome of the presidential election in late November. Localized cholera

outbreaks continued in 2011 in Zimbabwe, where the humanitarian situation remained fragile despite signs of growing stability.

STRENGTHENING THE SYSTEM

Building a more inclusive humanitarian community

2011 saw OCHA senior management make an intense effort to build broader and deeper national, regional and international partnerships, including with a range of new resource partners, and an extensive outreach programme to the AU and the OIC, and to countries in the Asia-Pacific region, Latin America, and Central and Eastern Europe.

OCHA established a new office in Abu Dhabi to enhance dialogue with GCC countries and Islamic NGOs, and signed a memorandum of understanding with the OIC. These relationships helped to foster closer cooperation between Western and Islamic humanitarian responders to the Somalia famine.

OCHA supported initiatives to strengthen principled engagement on humanitarian civil-military coordination. OCHA's strategic dialogue with NATO during the Libya conflict was essential to ensuring the safe delivery of aid. It supported the HOPEFOR initiative, co-sponsored by Qatar, Turkey and the Dominican Republic, which aims to improve the effectiveness and coordination of military and civil-defence assets for natural disaster response. In its discussions with Member States, OCHA asserted the importance of maintaining a clear distinction between military and humanitarian operations—a principle seen to be under increasing pressure.

The rapid expansion of communication technologies led to new forms of cooperation. During the 2010 Haiti response, hundreds of volunteer information management experts demonstrated new ways of gathering and presenting information during crises. OCHA analysed this progress in a seminal study titled *Disaster Relief 2.0*. In Libya, OCHA put its lessons learned into practice by working with volunteer communities to produce a Libya crisis map—an online map that showed live information relevant to relief efforts such as health needs, security threats or refugee movements.

OCHA also built on its relationship with the business community, co-launching the new UN-Business partnership gateway business.un.org. It maintained pro-bono relation-

ships with Ericsson to provide emergency telecommunications services, and with Deutsche Post DHL to support logistics. OCHA worked with the music industry to widen the scope and impact of its awareness-raising work and reach new audiences. To promote the annual World Humanitarian Day, OCHA laid the groundwork for a global partnership with Warner Music.

Preparing for crisis

The importance of effective preparedness measures in reducing the loss of life and promoting faster recovery was again highlighted in 2011. Through the work of its country and regional offices, OCHA helped communities around the world to draft laws, establish early warning systems and enhance national response structures.

In September, OCHA regional offices agreed on a Minimum Preparedness Package, comprising essential tools for effective risk analysis, contingency planning and coordination mechanisms. OCHA supported inter-agency partners in developing best practice and common approaches to national emergency preparedness through a five-country pilot initiative in Ghana, Uganda, Nepal, Haiti and the Philippines.

This work, as well as other forms of cooperation in 2011, demonstrated the increasing capacity and readiness of national and regional authorities to lead prevention-and-response operations. Increasingly, the international humanitarian system will play a primarily supportive and advisory role to national and regional initiatives.

Learning from experience, managing information and planning

OCHA strengthened its leading role in humanitarian policy development by intensifying its collaboration with IASC partners and a global network of policy and research partners. It held its first partner-policy conference in December 2011, and laid the groundwork for a new publication on humanitarian policy, which will be released in 2012.

In April, OCHA launched the report *To Stay and Deliver*, which captures the best practices that have enabled aid organizations to work in high-risk areas, maintain operations, and provide protection and life-saving assistance to people in need. OCHA also supported the production of "UN Integration and Humanitarian Space", which is an independent study commissioned by the UN Integration Steering Group. OCHA also published a number of policy briefing papers, for example on peacebuilding and slow-onset emergencies, and a synthesis of evaluations of humanitarian operations.

OCHA also reviewed its approach to information management, starting with a data audit supported by the Economist Intelligence Unit. The audit identified a lack of consistency in data collection and storage across OCHA offices, which was a significant impediment to in-depth analysis and consistent reporting. The foundations for better inter-agency humanitarian data management were put in place. This included developing a common-request format for easier cluster data collection and improved system-wide data sharing. Both will form the basis of an enhanced information management system in 2012, and will put OCHA on a path towards the provision of open data and increased aid transparency.

An access-monitoring system was implemented in 12 countries to provide better data on access constraints in conflict situations, enabling, for example, 125 NGOs operating in the oPt to overcome checkpoint, visa and travel-permit issues.

OCHA also managed a number of Inter-Agency Real Time Evaluations, including in Pakistan, the Philippines, Kenya and Haiti. They provided rapid feedback on coordination and operational challenges in the midst of humanitarian operations.

OCHA continued to produce a large number of information products to support its coordination and advocacy efforts. Situation reports, maps and ERC key messages were issued for all major crises. Reflecting the increasing importance of social media, OCHA launched an ERC and OCHA Twitter account, enabling regular engagement with about 7,250 followers. This is in addition to OCHA's 11,250 Facebook followers. OCHA films, such as the World Humanitarian Day music video, were viewed over 290,000 times on video-sharing platforms such as YouTube.

IRIN, the humanitarian news service, deepened its analytical coverage of humanitarian policy issues and attracted 12.3 million unique page views (31 per cent more than in 2010). It also expanded its reach and exposure through a partnership with the UK-based Guardian Development Network. An improved corporate website (www.unocha.org) increased traffic and content, including the addition of regular stories to highlight the impact of the work done by OCHA staff and partners.

Financing humanitarian response

OCHA continued to focus on improving the effectiveness of humanitarian planning and financing through consolidated appeals and pooled funds. Throughout its country offices, OCHA led common humanitarian programming by improving needs assessments, ensuring projects complement each other, avoiding duplication and focusing on agreed priorities. In 2011, the combined value of coordinated humanitarian programming reached \$9.4 billion. In comparison, OCHA's total programme expenditure in 2011 was \$215.3 million, a little over 2 per cent of the funds requested through coordinated humanitarian plans.

LIKE, FOLLOW, SHARE, TWEET: OCHA's online advocacy

Since OCHA first added "share" buttons to its websites in 2010, the organization has significantly expanded its social media activities. Platforms such as Facebook, Twitter and YouTube are now major outlets for OCHA's humanitarian information products, and its awareness campaigns have reached millions of people worldwide.

In 2011, OCHA launched two Twitter profiles: a corporate profile (@UNOCHA) and a dedicated profile for the ERC (@ValerieAmos). Both give OCHA a new way to engage with a diverse audience, including humanitarian partners, journalists, academics and the public.

OCHA also stepped up activities on Facebook and YouTube. In 2011, the number of OCHA's Facebook followers reached 11,250, and OCHA films were viewed more than 290,000 times on OCHA and partner YouTube channels.

In early 2011, OCHA tapped into its social networks to help sound the alarm on the drought-and-nutrition crisis that threatened millions of people across the Horn of Africa. It posted over 200

messages about the crisis on Twitter throughout the year. It also liaised with UN and NGO partners to cover the OCHA-managed Horn of Africa ministerial-level mini-summit in September in New York, and live-Tweeted the event. According to Tweetreach, nearly 1.3 million people were reached.

Social media also played a major role in the 2011 World Humanitarian Day (WHD) campaign: more than 11.2 million people were reached via Twitter. The popular singer Justin Bieber also promoted the day to his 13 million Twitter followers, who in turn tweeted to millions more. Actress Charlize Theron and singer Craig David added their voices through their personal Twitter accounts. The most popular tweets during the campaign were related to humanitarian workers' safety. For example, there were more than 700 re-tweets of a tweet that read: "In 2010, 242 aid workers were killed, injured or kidnapped helping people. Please RT & raise awareness. #WHD2011".

The WHD music video "If I Could Change" and other campaign films were seen over 100,000 times on video-sharing platforms such as YouTube. The United Nations Citizen Ambassadors social media contest, co-organized by OCHA in observance of WHD, received 649 video entries on how to change the world.

OCHA and the Office of the Spokesperson for the Secretary-General collaborated on "The World In A Day" film, which tells the story of a day in the life of the Secretary-General. It has been seen over 33,000 times and remains the top-rated UN YouTube film of all time. Originally a social media product, it has now also been screened at dozens of international events.

"Anybody remotely interested in humanitarian affairs should follow @UNOCHA"

Tweet from a Lebanese student in December 2011

REVAMPED RELIEFWEB

ReliefWeb is an award-winning website that provides around-the-clock coverage of disasters and crises for the international aid community. Based in multiple time zones, its editorial team scans thousands of sources daily for the most relevant humanitarian news, reports, maps, analysis and other content. ReliefWeb also offers a jobs-and-training marketplace and is a gateway to partner sites.

In 2011, ReliefWeb overhauled its web service in two phases. Phase I saw the development and launch of a new web platform in April, using the latest open-source technology. A new business model was also adopted. This reduced costs and generated savings for future web innovation, but with zero growth to the budget. This was achieved by outsourcing to web-technology firms, redefining core team roles, contracting expertise for content management, and relocating offices from Kobe and Geneva to the less costly humanitarian hubs of Bangkok and Nairobi.

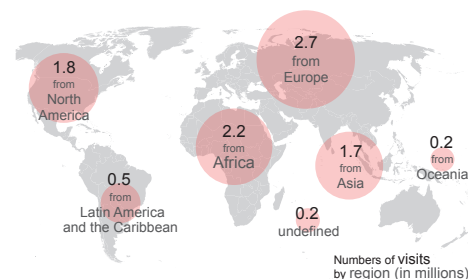
By the end of 2011, ReliefWeb was ready to expand its web platform and deliver new online services. As part of Phase II, a ReliefWeb mobile service is being developed and planned for release in late 2012. This will deliver customized content to smart phones and other mobile devices. It will also serve as a contacts network for people engaged in crisis response. Other initiatives underway include interactive mapping and a number of improvements to content presentation and navigation. ReliefWeb will also make its entire 16 years of content machine-readable so that it is more accessible to partners.

A communications-and-outreach plan will also be launched to ensure that users' views guide future direction. ReliefWeb continues to serve an active humanitarian community, with over 55,000 reports published and over 9.3 million unique visits to the site in 2011.

Website: <http://reliefweb.int>

Global Reach

9.3 million visits to ReliefWeb



CERF, managed by OCHA, is a key element in UN efforts to deliver aid more quickly and equitably. It raised a record \$465 million in 2011—the highest level since it was established in 2006. OCHA also broadened support for pooled funds, such as the Emergency Response Funds (ERFs) and Common Humanitarian Funds (CHF). It also developed new ways of donating in 2011, allowing private-sector and individual contributions to the ERFs.

“The ERF was a great success, as it helped cushion pastoralists against the loss of lives and livelihoods, reduced mortality and morbidity in humans and livestock through targeted interventions in key areas, and reduced incidents of conflict over water among local communities.”

– Jarso Mokku, Programmes Manager of Northern Aid, a national NGO working in northern Kenya

To support strategic humanitarian planning and financing, OCHA introduced a new inter-agency agreement on coordinated needs assessments to help Humanitarian Country Teams (HCTs) base their programmatic and funding decisions on thorough analysis and prioritization. OCHA initiated a training programme to improve assessment skills among its own staff. It also piloted a programme for cluster coordinators, which will be revised in 2012. The IASC Gender Marker was successfully included in all Consolidated Appeals (CAPs) in 2011, allowing donors to target funds towards gender-sensitive projects.

LOOKING FORWARD

The first months of 2012 saw the continuation of many of the crises that dominated 2011. They included Somalia, Sudan and South Sudan, as well as worsening emergencies in Syria and the Sahel. OCHA will continue to lead efforts to draw international attention to the humanitarian consequences of these crises, and to secure unhindered access for humanitarian agencies.

Financial uncertainty for the humanitarian aid sector's traditional donor countries will continue to create pressure to secure new sources of financing. OCHA will increase efforts to support that process through high-level outreach to non-traditional donors. However, OCHA recognizes that to win broader support, it must do more to demonstrate the impact of its work and that of its partners.



FIELD PERFORMANCE

*Two girls carry firewood during a dust storm in an area for new arrivals in the Dagahaley Refugee Camp near the Kenya-Somalia border.
© UNICEF/Kate Holt*

With humanitarian crises increasing in number and intensity, OCHA built on the experience of responding to the Haiti earthquake and Pakistan floods in 2010 to get its basic coordination functions right. Lines of accountability between field operations and headquarters were streamlined and strengthened, and rapid response capacity was enhanced and deployed. Reducing the field vacancy rate was prioritized, and all field operations focused on delivering high-quality results in OCHA's three core areas: operational coordination, information management and humanitarian financing.

Pursuing a flexible, responsive and accountable approach to field operations

At the beginning of 2011, OCHA was present in 47 countries, including 22 country offices, five regional offices, three sub-regional offices, three liaison units and 14 humanitarian support units. Throughout the year, OCHA adjusted its presence in response to the evolving global humanitarian situation. It re-opened an office in Côte d'Ivoire; opened a new office in Libya; created sub-offices in areas most affected by crises, including the Horn of Africa, Myanmar and the Philippines; and established small presences in countries with increasing humanitarian challenges, such as Nigeria and Syria.

At the same time, OCHA gradually downsized its operations in countries where the humanitarian situation was improving, including Haiti, Iraq and Uganda. OCHA's teams in Nairobi, servicing Kenya and the region, were merged and co-located with IRIN, sharing administrative services.

At the end of 2011, OCHA's largest humanitarian operations continued to be in countries with long-standing and highly

complex humanitarian crises, including Afghanistan, DRC, Pakistan, oPt, Somalia, South Sudan and Sudan. OCHA also maintained offices in countries with "forgotten" humanitarian crises, such as the Central African Republic (CAR), Colombia, Myanmar and the Philippines, where serious humanitarian challenges are compounded by poor funding.

Throughout the year, OCHA carried out 264 surge deployments to support an increase in humanitarian operations in 37 countries experiencing new or escalating emergencies (see page 12). During the corporate emergency in the Horn of Africa, OCHA implemented a sustained and phased surge plan, deploying experienced and knowledgeable staff from its Regional Office for Southern Africa, the OCHA Eastern Africa Office and from headquarters. Other surge recipients included emergency operations in Libya, Côte d'Ivoire, Sudan and South Sudan.

OCHA also enhanced the accountability of its field operations by creating a direct reporting line between all OCHA heads of country offices and regional offices and the Coordination and Response Division at headquarters. This increased coherence across OCHA's field operations and facilitated the sharing of best practices.

Leading the response and investing in field staff

One lesson that emerged from the Haiti response was the need for more effective leadership of major emergency situations. The Humanitarian Coordinator (HC) Pool, managed by OCHA on behalf of the IASC, has been expanded to include 39 members from 14 UN agencies

(continues on page 14)

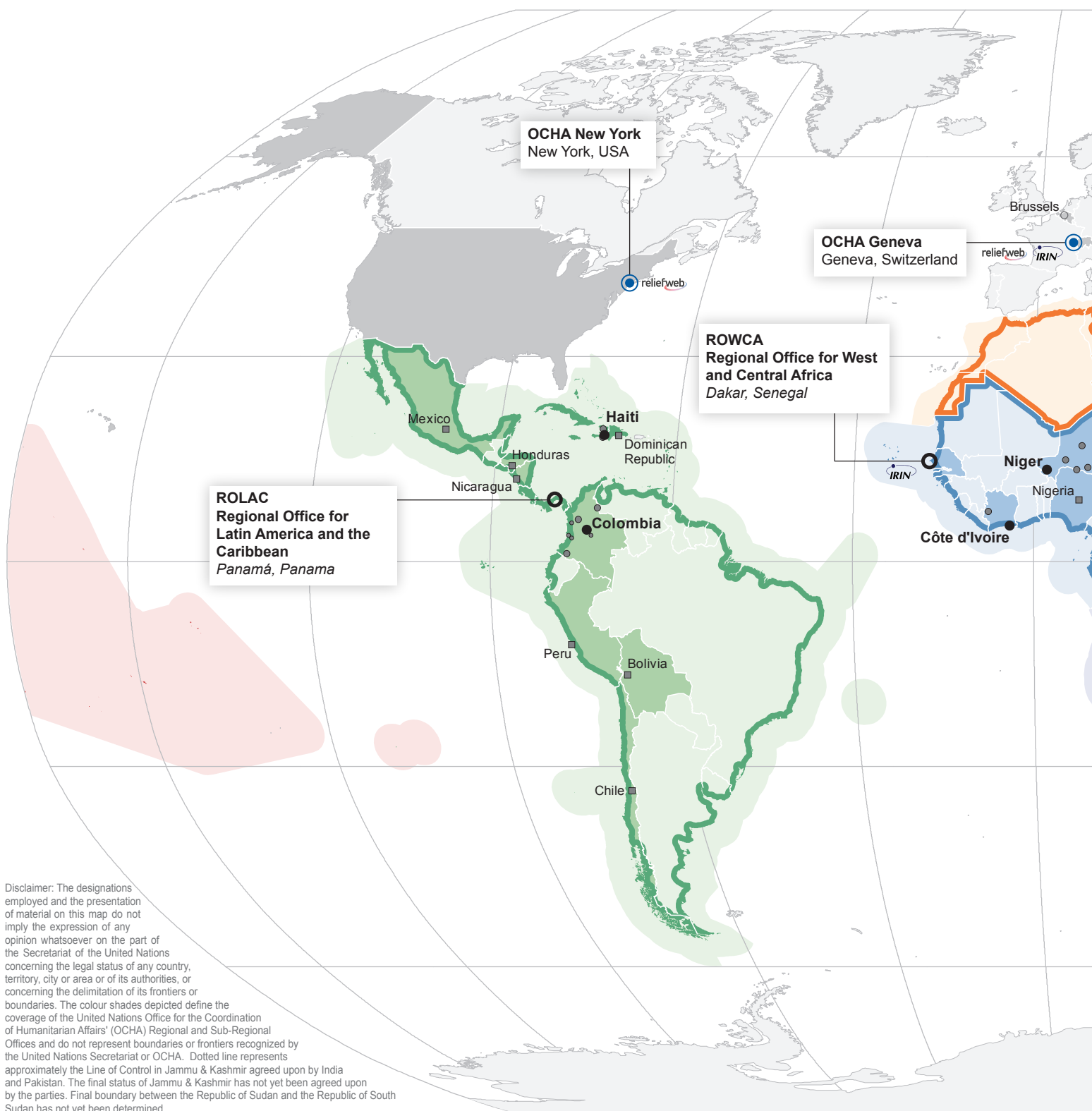
OCHA'S GLOBAL PRESENCE IN 2011

● Country Office

● Sub-Office

● Antenna Office

■ Humanitarian Support Unit

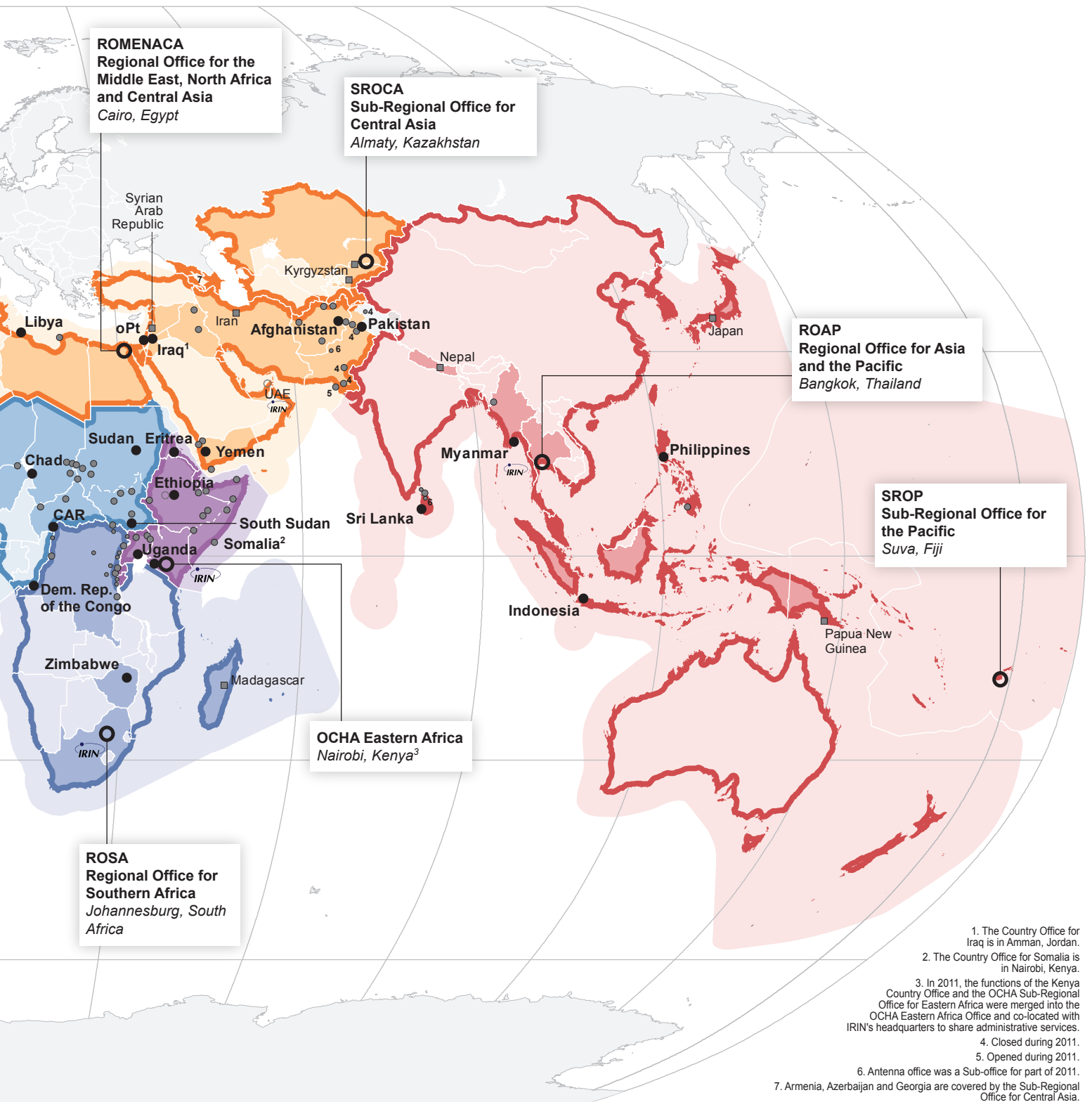


○ Liaison Office

IRIN IRIN location

reliefweb ReliefWeb location

Regional and Sub-Regional Office coverage limits



OCHA SURGE DEPLOYMENTS IN 2011

Emergency Response Roster (ERR): 42 Deployments

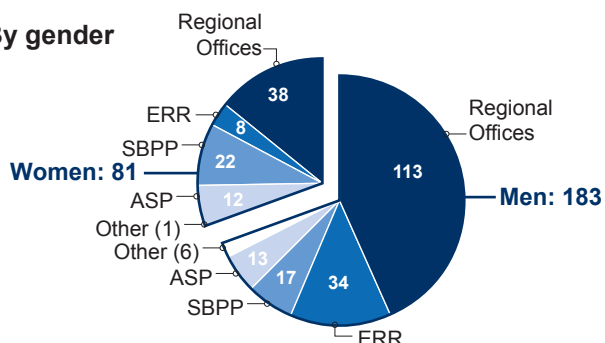
OCHA's internal surge mechanism, the ERR, consists of 35 staff from a range of professional categories and duty stations, placed on standby for six-month rotations. In 2011 there were 42 ERR deployments to 15 countries, of which 88 per cent were deployed within a week of the initial request.

→ Represents one ERR deployment

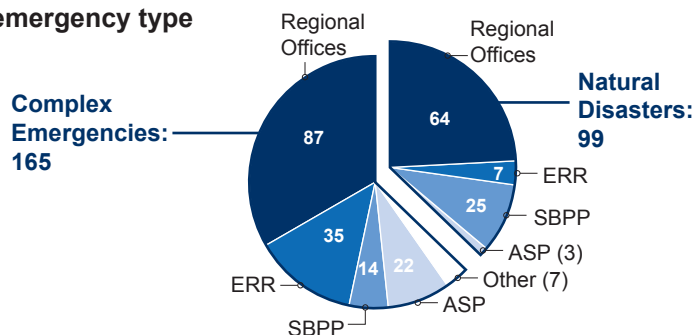


All Surge Mechanisms: 264 Deployments

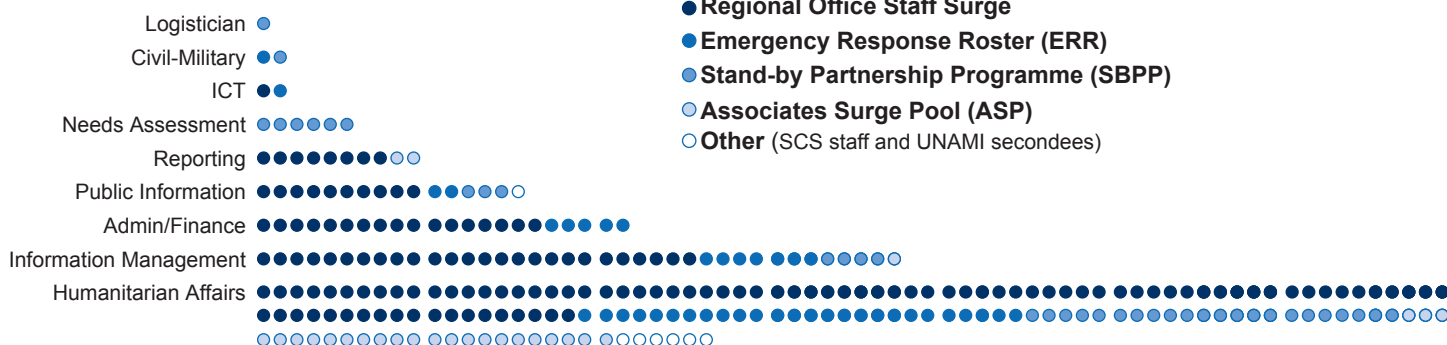
By gender



By emergency type



By function



- Regional Office Staff Surge
- Emergency Response Roster (ERR)
- Stand-by Partnership Programme (SBPP)
- Associates Surge Pool (ASP)
- Other (SCS staff and UNAMI secondees)

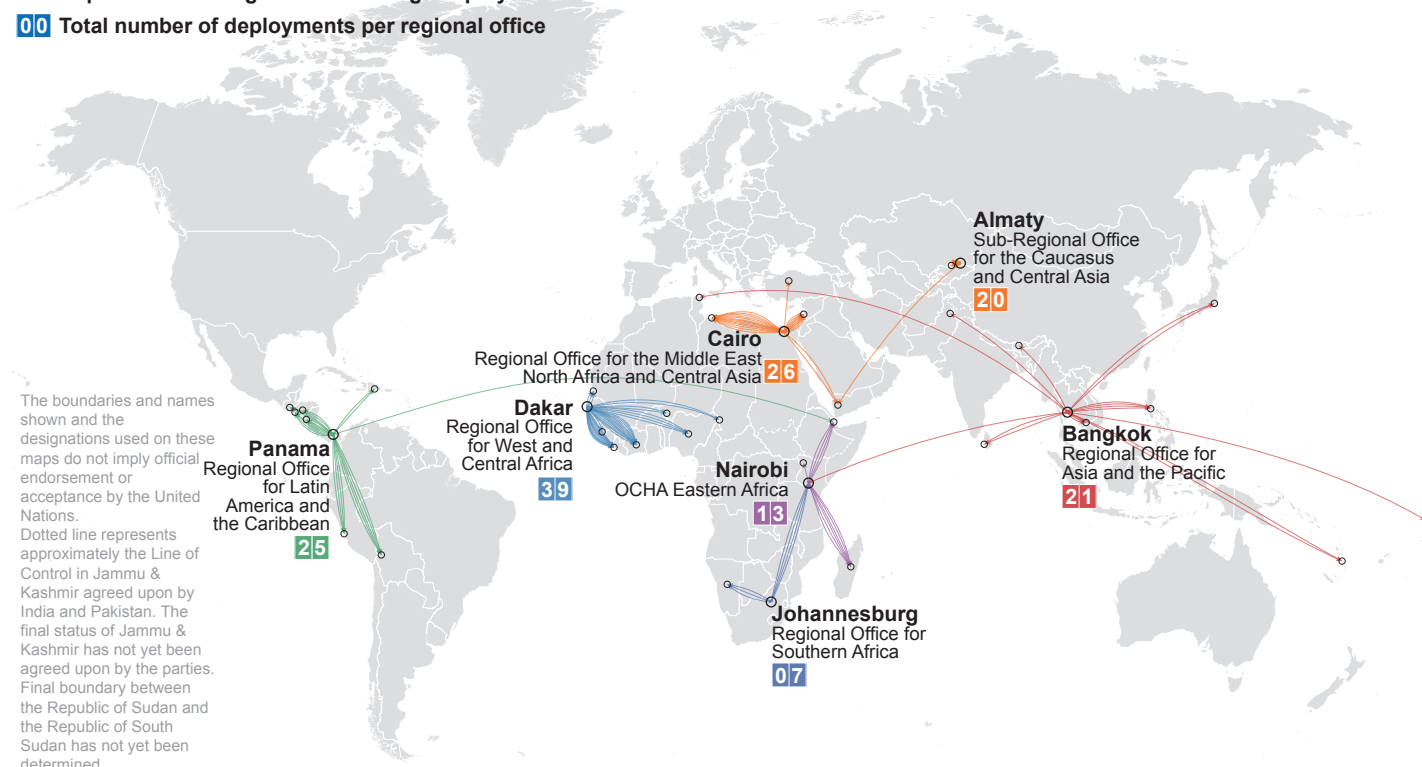
THE RIGHT STAFF AT THE RIGHT TIME

Regional Office Surge: 151 Deployments

When emergencies require new offices or additional support for an existing office, staff at OCHA regional offices are the first to deploy. In 2011, regional office staff members deployed on surge capacity 151 times in 37 countries.

→ Represents one regional office surge deployment

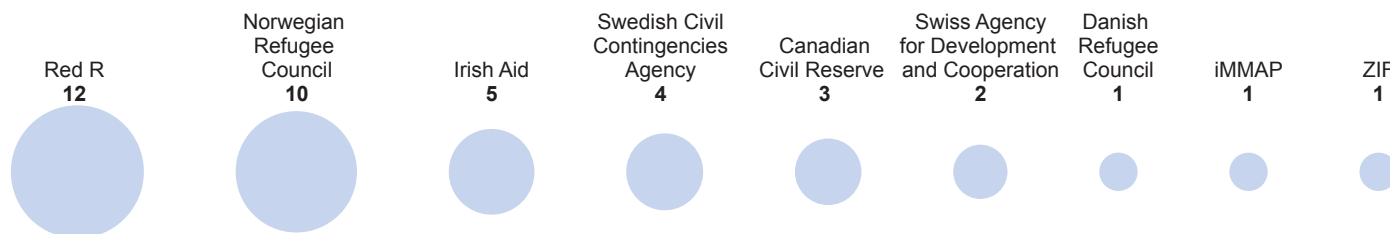
00 Total number of deployments per regional office



Stand-By Partnership Programme (SBPP): 39 Deployments

OCHA maintains agreements with 12 standby partner agencies for the provision of highly skilled external personnel in emergencies to be deployed at short notice.

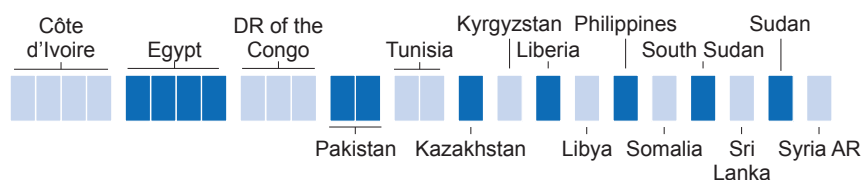
SBPP contributing partners by number of deployments



Associates Surge Pool (ASP): 25 Deployments

In October 2010, OCHA deployed the first ASP member. The mechanism was developed to ensure a pool of highly qualified candidates for deployments of three to six months. Members are pre-tested and cleared, and are often former OCHA staff.

By destination: Associates deployed to 15 countries in 2011



and NGOs. In addition, IASC Principals have established a roster of senior personnel who can be deployed on short notice to manage the overall response in a major emergency. To better support the work in the field, a new mentoring programme has been designed to provide tailored assistance to incoming HCs.

OCHA recognizes that recruiting and retaining the right highly qualified and capable staff are crucial to its success. Therefore, in 2011 it prioritized stabilizing its field staffing, particularly in non-family duty stations. By the end of the year, OCHA had reduced its field vacancy rate (which had reached highs of more than 30 per cent in 2009) to an average of 15 per cent. Ten per cent of this vacancy rate was generated by posts established to respond to new or escalating emergencies. OCHA's workforce has grown by 40 per cent over the past five years, creating a larger and more mobile staffing base for its operations. New strategies have been developed to encourage and manage internal mobility, particularly for staff serving in non-family and hardship duty stations.

Diversifying partnerships to strengthen operational response

In 2011, OCHA strengthened its strategic engagement and operational coordination with national authorities, regional organizations and local NGOs. This enabled more effective humanitarian action with a broad support base. For example, in Japan, a joint OCHA/UN Disaster Assessment and Coordination (UNDAC) team was deployed to support the Government's response to the earthquake and tsunami. In Indonesia, OCHA supported national authorities to incorporate international best practice on coordinated assessments into their domestic law. In Sudan, OCHA worked with the League of Arab States and the AU on negotiations for access to South Kordofan and Blue Nile. During the drought and famine in the Horn of Africa, OCHA facilitated coordination among actors across the humanitarian spectrum, including the OIC and the multitude of Islamic NGOs operating under its umbrella.

Enhancing impact and efficiency through operational coordination

Throughout the year, the importance of OCHA's core work in operational coordination remained clear. Following South Sudan's independence, the cluster approach was implemented in all 10 states, with support from OCHA. Through the clusters, humanitarian partners—including 21 UN agencies, more than 150 INGOs and many

local NGOs—responded efficiently to the immense humanitarian challenges facing the world's newest country.

OCHA focused on enhancing inter-cluster and cross-border coordination in 2011. During Haiti's cholera epidemic, OCHA gathered all relevant actors, including the Water, Sanitation and Hygiene (WASH) and Health clusters and national authorities, to respond rapidly and comprehensively. In the aftermath of the crisis in Côte d'Ivoire, OCHA convened joint meetings of the Liberia and Côte d'Ivoire HCTs to support information flow and operational coordination, particularly regarding returns. OCHA also supported a regional response to the two-year cholera epidemic in West and Central Africa, bringing together humanitarian partners and national authorities from Cameroon, Chad, Niger and Nigeria.

Building resilience and enhancing preparedness

Based on lessons learned during the Horn of Africa crisis in 2011, OCHA and partners moved from the traditional progression of assistance, in which humanitarian response, early recovery and development are seen as distinct phases. With the United Nations Development Programme (UNDP) and other development partners, OCHA started to promote a more comprehensive approach, in which long-term development and the underlying causes of a crisis are tackled alongside immediate life-saving needs. In 2012, OCHA field offices will ensure that building the resilience of people and communities is at the forefront of humanitarian response.

OCHA field offices made significant progress in planning and preparing for crises. At the country level, OCHA worked with HCTs and governments to bolster contingency planning and early warning systems. In southern Africa, OCHA facilitated planning consultations between Southern Africa Development Community disaster managers and their international cooperating partners in preparing for the flood-and-cyclone season. These investments have already shown significant dividends. In Mozambique and Madagascar, early action resulted in less damage following heavy storms and floods in early 2012. In Indonesia, the Government now recognizes disaster management as one of 11 national priority areas. It has improved legal and institutional structures to give local authorities greater roles and responsibilities in preparing for and responding to disasters.

MADAGASCAR: Ready for cyclone season

Paul Desire is a fisherman from Andovoranto—the remote community on Madagascar's east coast where Tropical Cyclone Giovanna made landfall in February 2012. For Desire, just a few hours' warning and knowing what to do made all the difference.

"I was told the cyclone was coming, so I took my family to a safe place," he said. His mother, wife and four children found shelter in one of the few brick-and-mortar structures in the village.

Desire's mud-and-thatch house was flattened. But he was confident he could rebuild, as he had saved his family's main source of income: "I had time to bury my fishing nets in plastic bags."

The cyclone warning came from Madagascar's Disaster Management Office (BNGRC) in the capital, Antananarivo, more than 250 kilometres from Andovoranto.

According to Rakotonirainy Louis de Gonzague, BNGRC's Executive Secretary, Madagascar is battered by cyclones almost every year, but functional early warning systems are a novelty to rural areas. Isolated villages such as Andovoranto would be reached on foot through an organized network of Government structures, relief agencies and volunteer groups.

Getting the message out to those in a cyclone's path was one of several emergency preparedness and response measures that had improved immeasurably in recent years, said Gonzague. OCHA had been instrumental in this, "offering support before, during and after emergencies."

OCHA and humanitarian partners have worked on real-time communication with those in need. Madagascar's new mobile-phone reporting system allows disaster-affected communities to relay post-flood and cyclone information directly via SMS for free. OCHA has also helped BNGRC develop detailed national- and regional-level contingency plans, and it revises them annually. Lessons-learned workshops organized by OCHA at the end of the 2011 cyclone season allowed for a frank review of successes and failures.

BNGRC had also learned valuable lessons from regional counterparts. "Every year OCHA facilitates regional training workshops with Southern African Development Community colleagues and we share our experience," Gonzague said.

OCHA also leads an annual emergency-simulation exercise with real-time scenarios, based on genuine threats, to test response techniques and tactics. The 2011 scenario pitted Government and UN agencies, civil society groups and NGOs against an imaginary cyclone similar to Giovanna.

The Malagasy Meteorological Service compared Giovanna's strength and path across the island with Tropical Cyclone Geralda, which killed 200 people and displaced 40,000 in 1994. Giovanna displaced almost as many people, but fewer lives were lost. Gonzague is reluctant to draw comparisons, but said: "Thirty-five dead is still too many."

*Paul Desire and his mother in Andovoranto, Madagascar.
© OCHA/Tomas de Mul*

Mapping and communicating the humanitarian response

OCHA's operational and resource partners rely on the organization's information products for practical and consolidated information on humanitarian crises. Throughout 2011, OCHA improved the scope and quality of its products, enabling people and partners worldwide to receive comprehensive and up-to-date information. At the height of the Libyan crisis, OCHA produced daily updates that were widely read. In the Horn of Africa, OCHA's situation reports and humanitarian snapshots provided an authoritative source of information and analysis.

OCHA also streamlined the way it collects and collates information. In Afghanistan, an HCT Information Cell was established, and the humanitarian community's online web platform (afg.humanitarianresponse.info) provides comprehensive information on the humanitarian response. OCHA also supported clusters to collect data on key indicators at national and district levels, enabling humanitarian actors to better target their activities. In 2012, similar inter-agency humanitarian response websites will be set up for the largest humanitarian emergencies to help HCTs better manage complex cluster information.

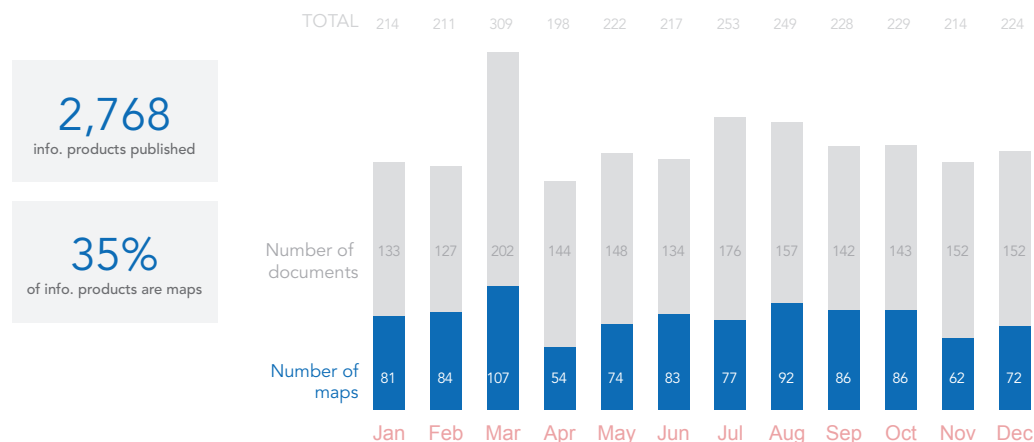
Increasing transparency and efficiency in field-level financing

Humanitarian financing mechanisms managed by OCHA in the field provide a key source of funding for partners. In 2011, 15 OCHA-managed ERFs disbursed \$100 million to humanitarian partners. In countries such as DRC, Somalia and Sudan, CHFs enabled a flexible and timely response to sudden or emerging needs, while also providing a core funding source for activities identified in CAPs. Diversifying funding recipients to ensure that those on the frontline (primarily NGOs) receive sufficient resources was a top priority in 2011.

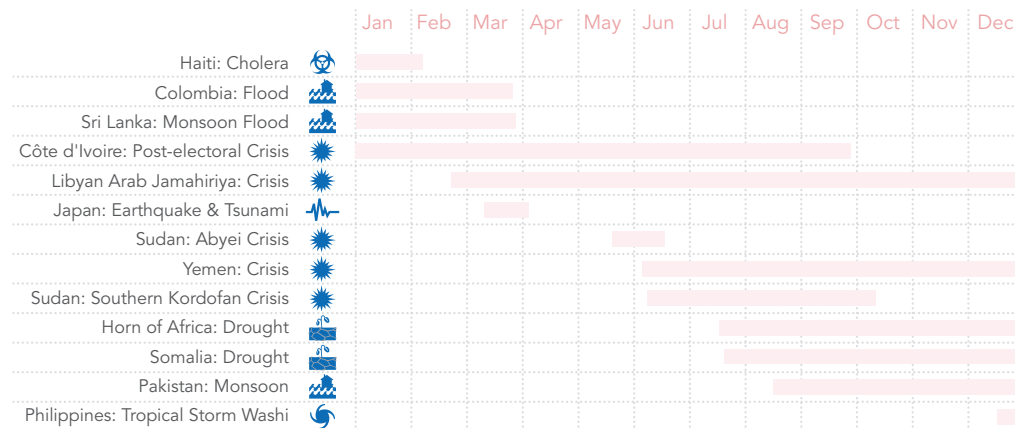
Throughout the year, OCHA increased the transparency and efficiency of the pooled funds managed by its offices. Country offices took immediate action, including increasing the number of site visits to cover 10 per cent of CHF-funded projects. Work also began on developing a Global Pooled Fund Monitoring and Evaluation Framework, which will provide guidance to OCHA offices on how to track and report on the use of pooled funds.



Number of information products released by OCHA in 2011



Major emergencies covered by OCHA situation reports in 2011



This graph shows the major emergencies covered by OCHA situation reports. As the crisis phase stabilized, situation reports mostly transitioned into regular weekly or monthly humanitarian bulletins. The graph's timeline does not reflect the overall length of the emergency.

SOURCE: ReliefWeb

Paving the way for improved humanitarian action in 2012

In line with the IASC Transformative Agenda, OCHA's field operations in 2012 will focus on enhancing humanitarian leadership, coordination and accountability. OCHA offices will strengthen and streamline the cluster system, including through the first annual review of the activation and deactivation of clusters; redouble support to operational coordination, ensuring that it is inclusive and strategic; enhance information management and coordinated assessment efforts to develop common and agreed-upon reliable data; and make humanitarian financing more effective and accountable, including by supporting HCTs to develop CAPs that contain clear and achievable priorities.

"I fully support the work of the Emergency Relief Coordinator and the efforts underway in the IASC on a set of transformative actions to the humanitarian response system. We really see the need for stronger humanitarian leadership at country level and a better coordinated response capacity, building on the cluster system."

– Kristalina Georgieva, European Union
Commissioner for International Cooperation,
Humanitarian Aid and Crisis Response

2011 HUMANITARIAN FINANCING

Humanitarian actors on the ground generally organize priority life-saving activities into two types of appeals: Consolidated Appeals, developed annually, and Flash Appeals, developed following a sudden-onset emergency. In addition, three types of pooled funds (CERF, CHF and ERF) provide rapid funding for urgent life-saving activities. All funding information is recorded in the Financial Tracking Service (FTS) database. OCHA coordinates all Consolidated and Flash Appeals and manages FTS (<http://fts.unocha.org>).



TYPES OF APPEALS

Consolidated Appeals (CAP)

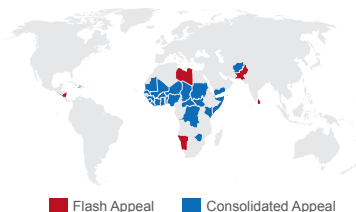
CAPs comprise a common action plan by aid organizations that jointly plan, coordinate, implement and monitor their response to emergencies, and thus appeal for funds cohesively.

- Open to UN organizations, IOM, NGOs, national Red Cross or Red Crescent Societies.
- Developed annually.
- Revised at midyear or as conditions require.

Flash Appeals (FA)

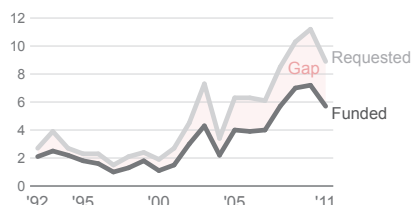
FAs structure an initial, rapid, coordinated humanitarian response and are ideally issued within one week of a sudden-onset emergency.

- Intended to cover the first three to six months of an emergency.



\$9 billion requested in 2011
21 appeals, **64%** funded

CAP & Flash Appeal
Funding requested and received in billion US\$



POOLED FUNDS

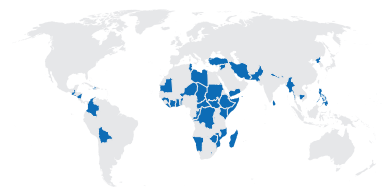
Worldwide fund

Central Emergency Response Fund (CERF)

CERF provides rapid initial funding for life-saving assistance at the onset of humanitarian crises, and critical support for underfunded emergencies.

- Open to UN and its funds, programmes, specialized agencies and IOM.
- Allocations are normally limited to \$30 million per emergency.

\$426m allocated to **45** countries



Country-based funds

Common Humanitarian Funds (CHFs)

CHFs provide early and predictable funding to the most critical humanitarian needs as identified and formulated in a CAP.

- Fund CAP projects and/or non-CAP activities in response to sudden emergencies.
- Generally much larger than ERFs.

\$356m allocated in **5** countries

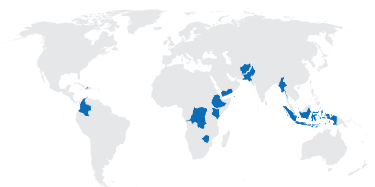


Emergency Response Funds (ERFs)

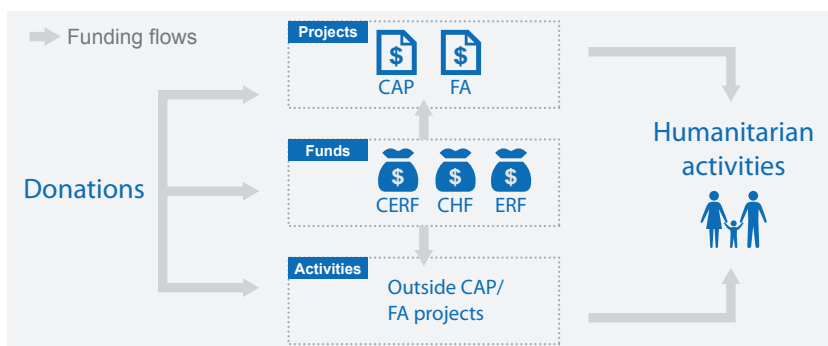
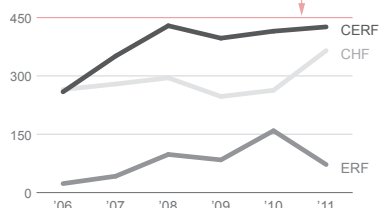
ERFs provide initial funding for sudden-onset emergencies not included in CAPs to enable humanitarian partners to rapidly respond to these crises.

- Predominantly fund NGOs.
- Small- to medium-sized grants (less than \$500,000).

\$100m allocated in **12** countries



Pooled fund allocations in million US\$



The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the United Nations.

Creation date: 2 May 2012 Sources: FTS, CERF, CHF, ERF Feedback: ochaavmu@un.org www.unocha.org www.reliefweb.int



STRATEGIC OBJECTIVES

A Somali refugee in Malkadiida Refugee Camp, Ethiopia.
© UN Photo/Eskinder Debebe

The OCHA Strategic Framework 2010-2013 details OCHA priorities for a four-year period. It ensures that the organization delivers on its core mandate while responding to contemporary global challenges and their implications for humanitarian coordination.²

Annex I contains a summary of OCHA's performance according to its three goals: a more enabling environment

for humanitarian action, a more effective humanitarian coordination system, and strengthened OCHA management and administration.

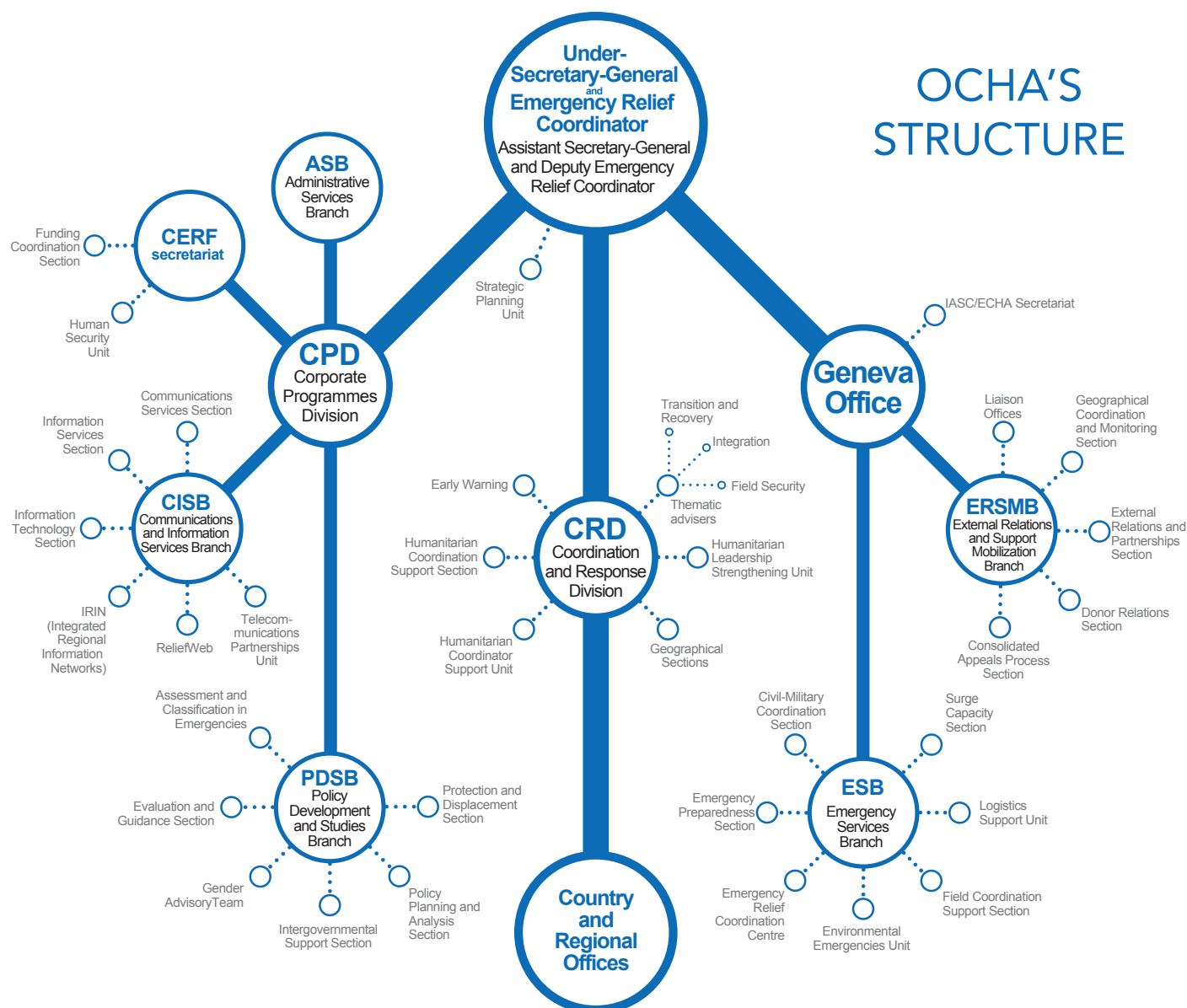
For a detailed account of the performance of OCHA's objectives, please visit: www.unocha.org/annualreport/2011

OCHA STRATEGIC FRAMEWORK



² OCHA's mandate is derived from General Assembly resolution 46/182, and subsequent GA, Economic and Social Council and Security Council resolutions.

OCHA'S STRUCTURE



Accountability and OCHA

Over the past five years, OCHA has created an increasingly rigorous and comprehensive system to focus on strategic planning and resource allocation, improve monitoring and ensure accountability. The Strategic Framework 2010-13 builds on evaluation findings, consolidates core deliverables, and provides a clear basis for reporting on OCHA's achievements at the corporate level and in the field. During the same period, OCHA established a robust system to ensure accountability for implementing all evaluations and audit recommendations on its performance.

OCHA is committed to learning from previous emergencies and programme implementation. Independent reviews at the country level and on key thematic areas provide a useful roadmap for improvements. In the past year, these have become an integral part of institutional learning, and OCHA can already point to a clear record of systematically monitoring and addressing recurrent findings. The Senior Management Team reviews audit and evaluation findings upon completion, and every six months an action matrix recording all outstanding agreed recommendations is presented to senior management. Agreed recommendations are fed into OCHA's planning and reporting systems at branch, division and field levels. OCHA has also launched an initiative to set up an Enterprise Risk Management Framework. The goal is to reduce the organization's risk exposure, and to improve its ability to deliver effective humanitarian coordination by embedding risk management aspects into existing work practices and raising the standard of accountability.



FUNDING AND FINANCIAL ANALYSIS

Evacuation centre in Mindanao, the Philippines, overflowing with people affected by Tropical Storm Washi.
© OCHA/Kirsten Mildren

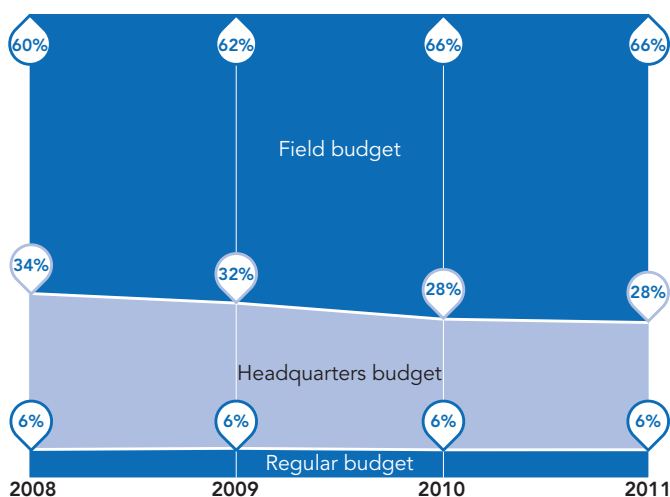
The objectives in OCHA's Strategic Framework form the basis of budgetary decisions.

OCHA relies almost exclusively on voluntary contributions from governments. A small amount—about 5 per cent—comes from the United Nations regular budget. Predictable funding is therefore essential to enable OCHA to prioritize and remain confident that underfunding will not inhibit its capacity to fulfil its mandate.

Over the past two years, OCHA has put greater emphasis on aligning its anticipated expenditure to projected donor income. It has also ensured that crisis-driven budget growth at the field level is coupled with budget reprioritization exercises. This has resulted in net budget reductions in some areas and zero or modest growth in others. These measures have ensured that OCHA's budget is sustainable and cash liquidity is restored to a healthy position.

In 2011, donors increased their funding to OCHA by \$26.6 million to \$213.3 million. They also made more funding available in flexible, predictable and early contributions (see page 24). As a result, OCHA generated slightly more donor income than it spent on activities. It was able to replenish its reserves to cover field-level expenditure ahead of receiving the actual cash. This, combined with careful budget planning, meant that OCHA began 2012 in a healthy financial position. It advanced funds in December 2011 to cover staff and operating costs for the first four months of 2012.

Field proportion of OCHA's programme budget



Budget and income in 2011

In its *Annual Plan and Budget 2011*, OCHA published a global budget of \$250 million, which was revised upwards during the year. This was mainly in response to crises in Côte d'Ivoire, Libya, Sudan, Yemen and the Horn of Africa. The final global budget for 2011 was \$278.2 million.

Of this total, OCHA sought \$230 million in voluntary contributions. The remainder was covered by the regular budget (\$13.5 million) and the Programme Support Account (\$34.7 million). A detailed budget breakdown is in annex II.

Budget Total for 2011	Original	Midyear	Final
Regular budget activities	13,826,950	13,517,600	13,517,600
Programme budget to be covered from voluntary contributions	207,710,136	228,883,641	230,053,217
Programme budget to be covered from Programme Support Account	28,465,877	32,955,770	34,669,171
Total budget 2011 (US\$)	250,002,963	275,357,011	278,239,988

Elements of OCHA's budget

OCHA's budget has two elements: the programme budget, which covers all programme activities necessary to achieve OCHA's mandate, and the administrative budget, which covers OCHA's administrative and financial management activities.

The programme budget is funded from the United Nations regular budget and from extrabudgetary income (donor contributions). The regular budget covers 70 staff posts at headquarters, plus non-staff costs. This is paid for by the assessed contributions of Member States to the United Nations Secretariat. There is no PSC applied to the regular budget.

The extrabudgetary (XB) programme budget covers 95 per cent of OCHA's requirements. This budget includes a mandatory PSC levy of 13 per cent on most activities and is set by the General Assembly. The XB programme budget is exclusively funded through voluntary contributions.

The administrative budget is paid for out of the above-mentioned PSCs. OCHA does not raise funds for this budget since PSCs are automatically transferred into a separate account.

OCHA's global budget includes programme and administrative elements in line with UN financial accounting procedures.

In 2011, donor funding increased to \$213.3 million (\$26.6 million more than 2010). This was a continued sign of confidence in OCHA's strategic direction and prudent financial management.

In addition to the \$13.5 million from the regular budget, \$6.9 million was received in miscellaneous programme income. Total programme income was therefore \$233.7 million. Total programme expenditure amounted to \$215.3 million. The difference was invested in OCHA's reserves.

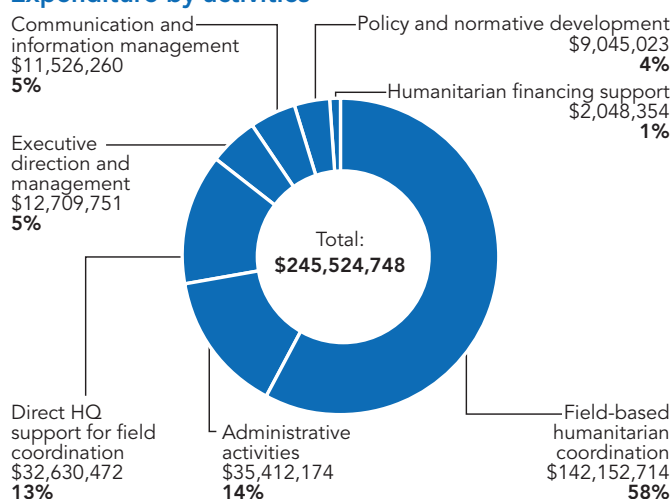
On the administrative side, OCHA's direct expenditure on programme activities generated \$22.9 million in programme support cost (PSC) levies. This was transferred to the Programme Support Account. It was supplemented by \$5.3 million in other income and adjustments,³ bringing total administrative income to \$28.2 million. A total of \$30.2 million was spent on administrative activities, including central human resources, finance, procurement, resource mobilization and field-level administrative support.

How and where OCHA spent its budget in 2011

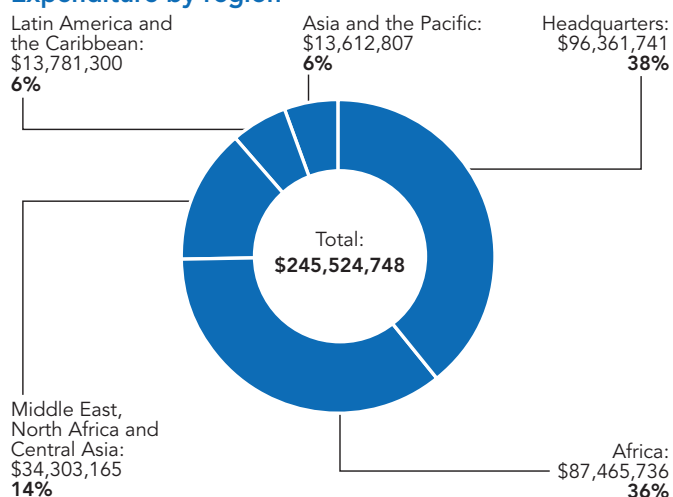
Total expenditure charged against the budget was \$245.5 million (compared with \$224.3 million in 2010). Seventy-one per cent of OCHA's expenditure was on activities supporting field-based humanitarian coordination and advocacy, with 58 per cent spent directly in the field. Ten per cent of the spending was on OCHA's other core functions: policy development, humanitarian planning and financing, and communications and information management. Five per cent covered OCHA's executive management and 14 per cent went to administrative activities mainly funded from programme support charges. Expenditure by thematic area and region is outlined in the charts below.

As a coordinating agency, OCHA's mandated operations are delivered through its staff. In 2011, 71 per cent of

Expenditure by activities



Expenditure by region



³ This is the sum of interest and miscellaneous income, prior period adjustments, transfers of PSC from other trust funds, Specially Designated Contributions and excludes \$4.3 million in UN International Strategy for Disaster Reduction administrative expenditure.

OCHA's total expenditure was on staff costs and 29 per cent on non-staff costs.

The average expenditure rate during 2011 was 88 per cent (in 2010 it was 85.5 per cent). The table on page 30 shows a detailed breakdown of expenditure.

Cash management and closing balance 2011

The table below reflects the financial status at 31 December 2011. It shows the resources available to fund the OCHA budget during 2011.

The closing balance across OCHA's budgeted programme activities was \$155.5 million, representing a net increase of \$18.7 million. Of this total, 40 per cent consisted of unearmarked funds received late in 2011 and advanced to cover headquarters and field activities from January to April in 2012. Twenty-six per cent consisted of earmarked funds carried forward for spending in the early part of 2012, and 12 per cent was set aside for mandatory operating reserves. The balance, or 22 per cent, remained in OCHA's cash reserves, which are used to support emergency scale-

up and other priority operations in between disbursements of donor funding. These reserves were drawn on during the first quarter of 2012 to respond to evolving crises.

OCHA aims to have enough cash in its reserves at any one time to cover six months of staff costs and three months of operating costs.

The closing balance across OCHA's administrative activities decreased by \$2 million to \$50 million. OCHA spent \$7.3 million more on these activities than it generated in PSC income. This was in line with the organization's strategy to reduce the closing balance in the Programme Support Account to match expected annual administrative expenditure.

Funding trends in 2011

As in previous years, the overwhelming majority of voluntary contributions came from Member States. They provided \$193.4 million, or 91 per cent of all contributions. The European Commission contributed a further \$17.4 million or 8 per cent. Multi-Donor Funds channelled \$2.4 million. Private individuals provided the remaining \$1,218. The table overleaf lists all donors to OCHA in 2011.

OCHA Financial Status as at 31 December 2011				
OCHA-Mandated Programme and Administrative Activities	Programme Activities	Administrative Activities	Regular Budget	Total
Opening Balance - 1 Jan 2011¹	136,756,216	52,001,736	-	188,757,952
2011 Donor Contributions ²	213,264,180	-	13,517,600	226,781,780
Available funds ³	350,020,396	52,001,736	13,517,600	415,539,732
Transfer of PSC ⁴	(22,913,924)	22,913,924	-	-
Direct Expenditure ⁵	(178,516,112)	(30,184,720)	(13,909,992)	(222,610,824)
Total Expenditure Charged against Budget⁶	(201,430,036)	(30,184,720)	(13,909,992)	(245,524,748)
Net available funds before other income, adjustments, transfers, refunds and ISDR costs ⁷	148,590,360	44,730,940	-	193,321,299
Other income, adjustments, transfers, refunds and ISDR costs ⁸	6,899,518	5,296,136	-	12,195,655
Closing Balance⁹	155,489,878	50,027,076	-	205,516,954
Increase/(Decrease) in opening balance ¹⁰	18,733,662	(1,974,660)	-	16,759,002
Mandatory Reserves¹¹	19,233,751	5,715,814	-	24,949,565
Available Balance for Spending¹²	136,256,127	44,311,262	-	180,567,389

Notes:

- 1) The opening balance reflects the situation as at 1 January 2011.
- 2) For programme activities, includes paid contributions and unpaid pledges of \$6 million.
- 3) = 1 + 2
- 4) PSC levied on programme expenditure and transferred to the Administrative Account to cover cost of administrative activities.
- 5) (1) Includes disbursements and unliquidated obligations as at 31 December 2011. (2) Excludes \$4.3 million for International Strategy for Disaster Reduction (ISDR) activities.
- 6) = 4 + 5. For programme activities, expenditure charged against budget is the direct programme expenditure plus programme support transfers. For administrative and regular budget activities, it is the direct expenditure only.

- 7) = 3 + 4 + 5. Regular budget balances are not carried forward to the next biennium.
- 8) Transfers of PSC from other trust funds and transfers from dormant account, Specially Designated Contributions and ISDR; interest and miscellaneous income; foreign-exchange adjustments; transfers, refunds and savings on prior period unliquidated obligations.
- 9) 7 + 8. Includes mandatory reserves of \$19.2 million for programme activities and \$5.7 million for administrative activities, which were not available for spending in 2011. Regular budget balances are not carried forward to the next biennium.
- 10) Closing balance (9) less opening balance (1).
- 11) Reserves mandated under the UN Financial Regulations and Rules for extrabudgetary activities (programme and administrative activities).
- 12) Closing balance (9) less mandatory reserves (11). Regular budget balances are not carried forward to the next biennium.

2009-2011 Donor Income

2009	
Donor	Amount
Sweden	22,382,211
United Kingdom	19,548,414
United States	17,752,596
European Commission	17,695,237
Norway	10,477,963
Netherlands	7,308,499
Canada	6,647,560
Finland	6,000,255
Australia	5,665,048
Ireland	4,896,149
Switzerland	3,747,064
New Zealand	3,487,070
Spain	3,330,540
Germany	3,021,605
Belgium	2,804,876
Italy *	2,532,533
Denmark	2,491,973
Japan	2,487,933
France	1,278,772
Luxembourg	924,394
Turkey	700,000
Republic of Korea	300,000
United Arab Emirates	299,975
Iceland	171,000
Austria	162,923
Singapore	70,000
Monaco	39,683
Estonia	32,372
Greece	28,860
Slovenia	27,924
Philippines	20,000
China	20,000
Andorra	11,095
Slovakia	10,538
Nicaragua	5,000
Bahamas	2,000
Multi-Donor Funds	10,174,490

2010	
Donor	Amount
Sweden	27,685,299
United States	21,680,000
Norway	19,928,462
European Commission	19,904,561
United Kingdom	14,281,521
Australia	10,406,843
Netherlands	6,998,231
Canada	6,936,537
Japan	4,987,931
Switzerland	4,779,946
Ireland	4,699,934
Germany	4,643,775
New Zealand	4,312,800
Finland	4,258,667
Denmark	3,953,378
Austria	3,038,088
Spain	2,460,069
Russian Federation **	2,139,000
Belgium	1,868,370
Italy *	1,415,945
France	1,368,222
Luxembourg	1,077,085
Republic of Korea	800,000
United Arab Emirates	749,950
Brazil	545,000
Timor - Leste	500,000
Turkmenistan	500,000
Iceland	300,000
Turkey	250,000
Greece	174,966
Poland	103,000
Malaysia	100,000
Kuwait	100,000
Azerbaijan	99,978
Singapore	70,000
Portugal	50,000
Philippines	50,000
Republic of Congo	50,000
Monaco	46,748
Estonia	38,243
China	20,000
Bahamas	2,000
Afghanistan	100
Multi-Donor Funds	9,244,069

2011	
Donor	Amount
United Kingdom	40,338,955
Sweden	32,018,829
United States	27,045,704
Norway	24,229,729
European Commission	17,420,837
Australia	8,081,717
Canada	6,990,993
Netherlands	6,250,000
Spain	5,633,803
Switzerland	5,245,402
Japan	4,739,138
New Zealand	4,574,400
Finland	4,120,879
Germany	3,921,539
Ireland	3,835,631
Denmark	3,674,135
Belgium	2,849,471
Russian Federation	1,900,000
France	1,470,492
United Arab Emirates	1,272,330
India	1,000,000
Luxembourg	993,964
Italy	666,667
Poland	550,233
Korea	500,000
Austria	445,627
South Africa	136,240
Congo	125,949
Czech Republic	112,568
Iceland	103,212
Chile	100,000
Hungary	60,667
Liechtenstein	56,561
Andorra	56,532
Qatar	55,000
Monaco	52,356
Estonia	35,506
Argentina ***	35,000
China	30,000
Guyana	25,000
Kazakhstan	24,964
Singapore	20,000
Greece	19,711
Slovenia	14,306
Afghanistan	1,000
Multi-Donor Funds	2,427,918

Subtotal	156,556,553
UN and Other Agencies	188,138
Private Donations	40,338
Subtotal	228,476
Total 2009	156,785,029

Subtotal	186,618,719
UN and Other Agencies	
Private Donations	50,646
Subtotal	50,646
Total 2010	186,669,365

Subtotal	213,262,964
UN and Other Agencies	
Private Donations	1,218
Subtotal	1,218
Total 2011	213,264,181

Totals include paid and pledged contributions.

* Includes the transfer from the Italian pre-positioned Bilateral Emergencies Fund to various OCHA projects.

** Includes \$1.6 million transfer from the pre-positioned Russian Federation UNDAC Air Support account to various OCHA-budgeted activities.

*** \$35,000 pledge from Argentina to ROLAC, which was cancelled and replaced in 2012.

Donor Ranking 2011

Top 20 Donors			
Donor	Earmarked	Unearmarked	Grand Total
United Kingdom	2,812,541	37,526,414	40,338,955
Sweden	13,226,750	18,792,079	32,018,829
United States	23,105,704	3,940,000	27,045,704
Norway	8,502,939	15,726,790	24,229,729
European Commission	17,420,837	-	17,420,837
Australia	1,067,732	7,013,985	8,081,717
Canada	5,977,368	1,013,625	6,990,993
Netherlands	-	6,250,000	6,250,000
Spain	5,633,803	-	5,633,803
Switzerland	4,193,877	1,051,525	5,245,402
Japan	2,820,000	1,919,138	4,739,138
New Zealand	-	4,574,400	4,574,400
Finland	-	4,120,879	4,120,879
Germany	2,556,338	1,365,201	3,921,539
Ireland	1,620,940	2,214,690	3,835,631
Denmark	-	3,674,135	3,674,135
Belgium	1,367,989	1,481,481	2,849,471
Russian Federation	1,100,000	800,000	1,900,000
France	285,307	1,185,185	1,470,492
United Arab Emirates	1,252,330	20,000	1,272,330
Other Donors			
Multi-Donor Funds	2,427,918	-	2,427,918
India	1,000,000	-	1,000,000
Luxembourg	-	993,964	993,964
Italy	666,667	-	666,667
Poland	437,025	113,208	550,233
Korea	-	500,000	500,000
Austria	290,698	154,930	445,627
South Africa	136,240	-	136,240
Congo	125,949	-	125,949
Czech Republic	-	112,568	112,568
Iceland	-	103,212	103,212
Chile	100,000	-	100,000
Hungary	50,000	10,667	60,667
Liechtenstein	56,561	-	56,561
Andorra	56,532	-	56,532
Qatar	55,000	-	55,000
Monaco	-	52,356	52,356
Estonia	-	35,506	35,506
Argentina*	35,000	-	35,000
China	-	30,000	30,000
Guyana	25,000	-	25,000
Kazakhstan	24,964	-	24,964
Singapore	-	20,000	20,000
Greece	-	19,711	19,711
Slovenia	14,306	-	14,306
Afghanistan	-	1,000	1,000
Private Donations	1,218	-	1,218
Total Earmarked	98,447,533		
Total Unearmarked		114,816,648	
Grand Total			213,264,181

Totals include paid and pledged contributions.

* \$35,000 pledge from Argentina to ROLAC, which was cancelled and replaced in 2012.

In 2011, OCHA's miscellaneous income primarily comprised investment income (\$3.5 million) and other net adjustments (\$2.3 million). It also included \$1.1 million in foreign-exchange gains/losses.

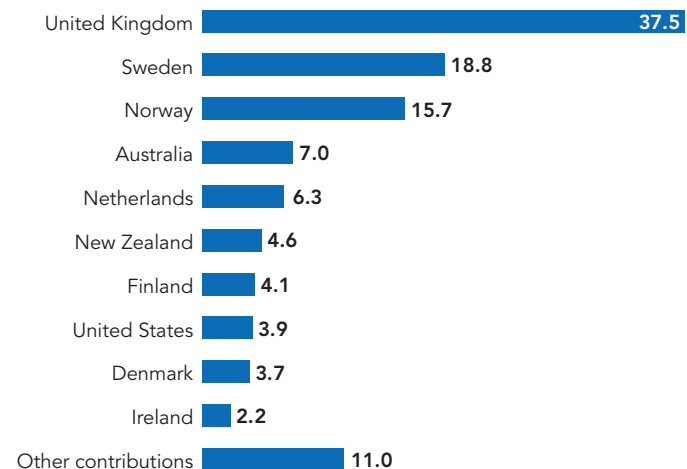
Flexibility

Unearmarked funds give OCHA flexibility in allocating its resources. A key element of the organization's resource mobilization strategy is to secure increases in unearmarked funding from donors and, where possible, secure those commitments on a multi-year basis.

In 2011, several donors either increased their unearmarked contributions or provided fully unearmarked contributions. As a result, and for the first time, unearmarked funding (54 per cent) exceeded earmarked funding (46 per cent). OCHA achieved an overall net increase of \$32.2 million in fully unearmarked funding compared with 2010.

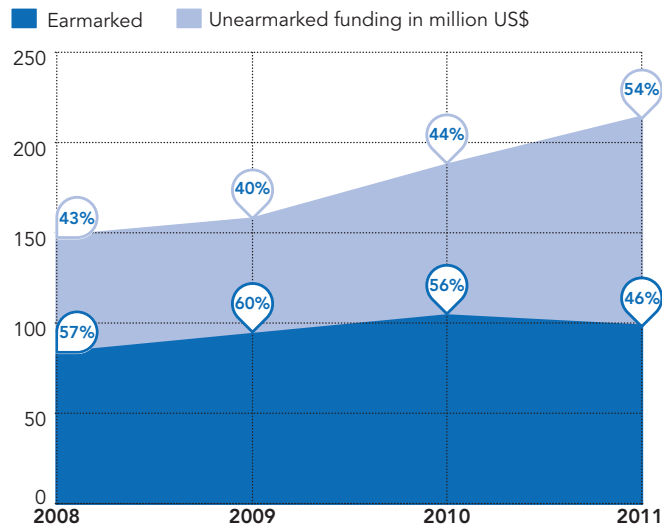
In addition, Canada and the Swedish International Development Cooperation Agency provided flexible earmarked funding. This gave OCHA freedom to allocate funds earmarked loosely for the field in line with cash requirements.

Unearmarked contributions by country in million US\$



Earmarked funds decreased by \$5.6 million in comparison with 2010. Ninety-four per cent of OCHA's earmarked income was for country offices and regional offices, and 6 per cent was for headquarters.

Earmarking trends 2008-2011



How and why OCHA seeks earmarked funds

Despite the recent upward trend in unearmarked funding, such fully flexible contributions only cover on average between 45 to 55 per cent of total income in a given year. This is why continued earmarked support is also vital to enable OCHA to cover its planned expenditure. Knowing that some donors cannot provide unearmarked funds, and that other donors have highly specific targets for their earmarking, OCHA seeks to mobilize earmarked funds for those parts of the organization that are most likely to attract such support, as well as for sudden-onset emergency response. The remainder of the budget is covered from unearmarked funding.

In 2011, 94 per cent of donor earmarking was for the field. The most popular recipients of earmarked funding were OCHA offices in high-visibility crises and new emergencies. When targeting donors for earmarked funds, OCHA considers each donor's funding mechanisms and the potential alignment of interest between a specific donor and a specific country office, regional office or headquarters activity. OCHA values donors' efforts to consult prior to making earmarking decisions, to ensure that there is an even spread of funds. OCHA does not fundraise for earmarked grants where these are not required.

To ensure full coverage of its planned expenditure, OCHA will continue to ask relevant donors to provide earmarked support for its priority activities and response to sudden-onset emergencies. This will complement the sustained and predictable unearmarked support also provided to OCHA.

Predictability

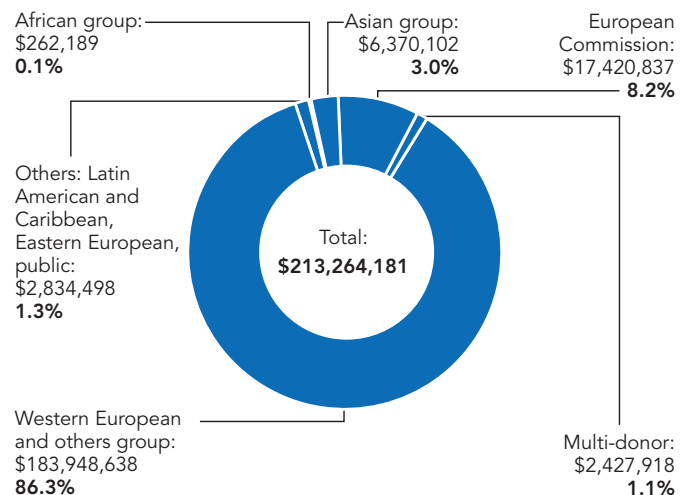
OCHA has improved the predictability of its income, securing multi-year funding agreements with Australia, Canada, Finland, Luxembourg, Norway, Sweden, Switzerland and the UK. Three of these countries provide for a gradually increasing sum of unearmarked funding per year, one provides a fixed sum of loosely earmarked funds for the field, and four provide a fixed sum per year. Committed income for 2012 from these eight multi-year agreements totals \$71 million (at May 2012 exchange rates). This covers one third of OCHA's 2012 funding target.

These agreements provide an important basis for accountability to donors. They also place OCHA's income on a more predictable footing, which in turn assists in better cash flow and human resource planning.

Diversity

OCHA had 43 governmental donors in 2011 (one more than in 2010 and seven more than in 2009). In 2011, 21 non-Development Assistance Committee (DAC) donors gave \$5.7 million to OCHA. Four of these were new donors. OCHA has nine regular non-DAC donors (contributors for three out of the past four years). OCHA attracts new donors primarily when there are high-profile sudden-onset emergencies, such as Cyclone Nargis in 2008, and the Haiti earthquake and Pakistan floods in 2010.

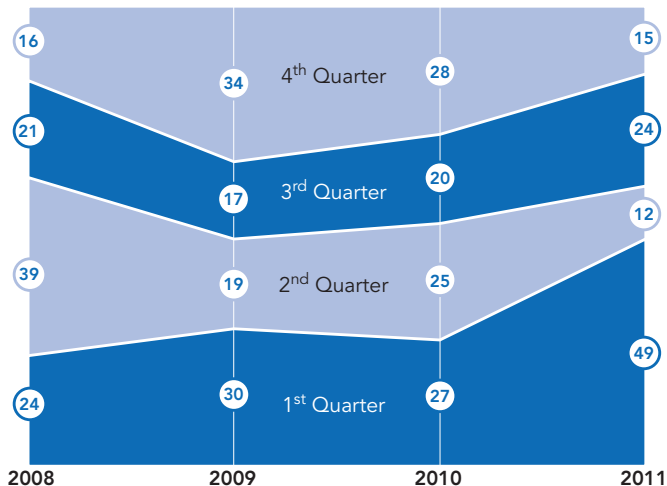
OCHA donors by region



Timeliness

Timely disbursement is critical to OCHA. This is due to the heavy reliance on voluntary contributions, and the fact that OCHA may incur expenditure only against cash received and not against pledges. In 2011, 60 per cent of income was committed (paid or pledged) in the first half of the year compared with 52 per cent in 2010. OCHA will work with donors to increase the proportion of contributions transferred during the first half of the year to 75 per cent.

Timeliness of disbursement 2008-2011 in percentage



Sharing the cost of coordination

OCHA's ability to fulfil its coordination mandate depends on the financial support of a small group of donors. To show their support for principled and well-coordinated humanitarian action, members of OCHA's Donor Support Group (ODSG - see box) gave OCHA the equivalent of 2.8 per cent of their total humanitarian spending. However, this statistic hides a wide disparity in the range of funding set aside for OCHA's coordination work from this group. Some supporters of coordination significantly exceeded these averages, while many paid significantly less. If all Member States contributed just 2 per cent of their recorded humanitarian spending to OCHA, the organization would have been fully funded.

OCHA Donor Support Group

The ODSG is an informal group of donors that gives OCHA financial, political and technical support. The group currently comprises Australia, Austria, Belgium, Canada, Denmark, Finland, France, Germany, Ireland, Italy, Japan, Luxembourg, New Zealand, Netherlands, Norway, Republic of Korea, Russian Federation, Spain, Sweden, Switzerland, United Arab Emirates, UK, USA and the European Commission (Poland joined in 2012). Members commit to annual funding of at least \$0.5 million and to supporting OCHA in fulfilling its General Assembly mandate.

The ODSG is a sounding board and a source of advice for OCHA on policy, management, budgetary and financial issues. The group is also used for feedback, donor consultation and exchanging views on OCHA's strategic priorities, new project initiatives, evaluations and reviews. The group discusses measures that may be taken individually or collectively by members to help OCHA fulfil its mission and achieve its goals.

The ODSG meets regularly at the expert level in Geneva and New York, and annually at the high level. The High-Level Meeting attracts delegates from capitals at the Director level and above. An annual ODSG field mission reviews OCHA's work at the country level. Donor members are invited at the senior level from capitals or permanent missions.

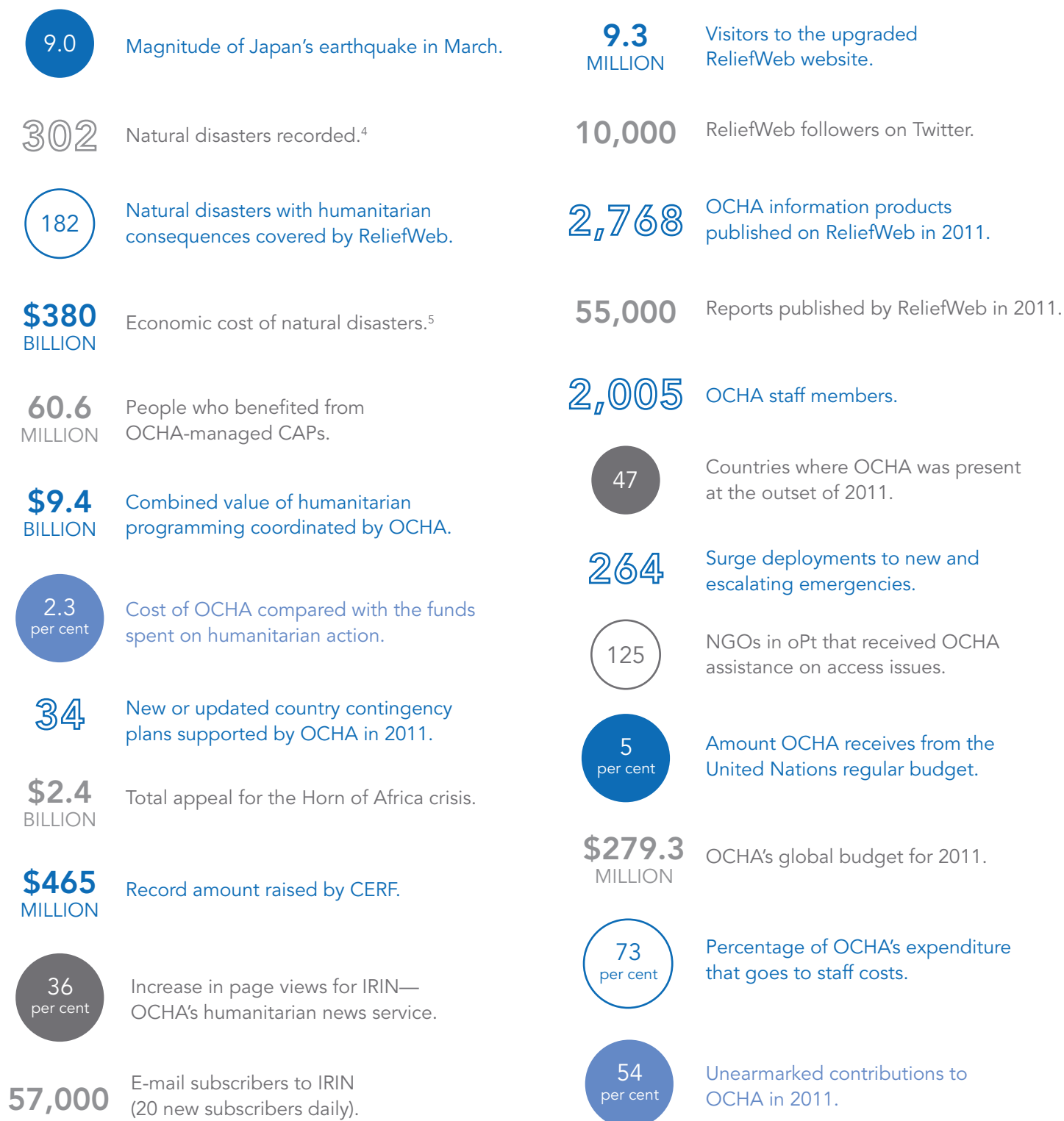
The ODSG welcomes new members who are committed to coordinated multilateral humanitarian action.



An inter-agency mission led by UNAMID, OCHA and UNICEF brought food and medical supplies to Fanga Suk, an area notoriously difficult to access due to heavy fighting between Government and rebel forces in South Darfur.

© UN Photo/Olivier Chassot

OCHA BY NUMBERS IN 2011



⁴ EM-DAT: The OFDA/CRED International Disaster Database – www.emdat.net – Université catholique de Louvain – Brussels – Belgium.

⁵ The Brookings Institution.

ANNEX I – Strategic Objectives



A more enabling environment for humanitarian action

Over the past year, OCHA expanded its outreach to Member States and regional organizations to increase policy, operational and financial support.

The Dialogue on Humanitarian Partnership is chaired by Sweden and Brazil, and brings together a diverse set of Member States. Through this, OCHA has deepened discussions on humanitarian policy issues. New partnerships for operational support in emergency response were established, and agreements were signed with the League of Arab States, the AU and the OIC. Increased outreach also resulted in broader financial support, particularly for Somalia where the OCHA-led campaign helped reach nearly 90 per cent of funding-appeal requirements. This included funding from the Middle East (Kuwait, Saudi Arabia, UAE and the Organization of the Petroleum Exporting Countries), Latin America (Brazil, Chile, Guyana and Mexico) and East Asia (China, Japan, Republic of Korea and Thailand).

Many new aid organizations, including diaspora groups from Turkey and the Gulf States, responded to the emergencies in Libya and Somalia. A number of these organizations were relatively new to the international humanitarian system. This required a dedicated OCHA effort to draw them into coordination structures.

The ERC spoke out in defence of the principles that underpin humanitarian work when they were in danger of being eroded. Examples include the crises in Libya, the Horn of Africa, Syria, Pakistan and Sudan. The ERC also drew attention to crises that were overlooked, such as in DPRK, South Sudan, Niger and Yemen. Efforts to increase awareness of humanitarian issues through Arabic-language media resulted in growing coverage of OCHA and the UN's humanitarian work throughout the Gulf region. E-mail subscriptions to IRIN's Arabic news service grew by 21 per cent.



A more effective humanitarian coordination system

HCs are responsible for leading and coordinating international humanitarian action in-country, and ensuring that assistance is principled, timely, effective and efficient. OCHA helped to expand the HC Pool, drawing from a wider range of partner organizations. In 2011, the expansion of the HC Pool enabled rapid deployment of highly qualified personnel to high-profile crises such as Libya, and the deployment of candidates from outside the UN system to countries such as Chad. OCHA's new HC Mentoring Programme offers comprehensive training, on-the-job support and guidance on effective leadership in emergencies, and the use of legal frameworks in humanitarian action.

In 2011, OCHA management and technical staff carried out extensive field missions to improve the performance of HCTs, clusters and staff. HCTs are now functional in all countries with an ongoing emergency where they support the HC as a representative group, and where they can focus on strategic issues to improve the overall response.

At the country level, OCHA ensured that humanitarian partners collaborated to assess needs, agreed on priorities and worked towards common appeals. OCHA led joint needs assessments in four major emergencies in 2011. Through improved inter-agency mechanisms and engagement, CAPs for 16 countries were more strategic, set clearer objectives, and included better-defined targets and indicators than ever before. OCHA also helped ensure that applications to CERF reflected credible needs assessments linked to humanitarian priorities.

OCHA also addressed gaps in monitoring humanitarian programmes. Monitoring information presented in the newest CAPs demonstrated clear progress: most clusters now report outputs achieved versus cluster targets, and some now measure outcomes, e.g. not just how many wells were built, but how many more people had access to clean drinking water. Monitoring and reporting on CERF-funded programmes also improved: CERF country reports for 2011 provided comprehensive information on results achieved.



Strengthened OCHA management and administration

OCHA worked to increase funding and improve its financial management. This enabled the organization to cover its extrabudgetary spending in 2011 and replenish its cash reserves. OCHA's financial management improved, with regular expenditure reporting to programme managers enabling real-time monitoring of budgets, income, expenditure and fundraising.

OCHA established a number of human resources initiatives that have proved effective in new emergencies. This includes arrangements to support senior deployments from OCHA's regional offices in large-scale emergencies. Longer initial deployments by surge personnel now minimize multiple handovers. New mechanisms have been put in place to encourage and manage internal mobility. For example, rosters now target candidates who are ready to deploy to non-family and hardship duty stations. To ensure the best candidates were selected and deployed, OCHA targeted people interested in serving in hardship duty stations and with specific language skills. New heads of office were appointed in countries including Afghanistan, DRC, Pakistan and the Philippines.

OCHA made progress in promoting organizational learning, ensuring that audit and evaluation recommendations are fully addressed and lessons learned from past emergencies inform strategic planning. Audit implementation rates increased from 37 per cent in 2010 to 92 per cent of recommendations by the end of 2011. Standardized performance frameworks are now in place for every country office and regional office, ensuring focus on priority areas of OCHA's work and enhancing accountability for results. The frameworks will improve trends analysis and provide a platform for offices to report on implementing recommendations from the IASC Transformative Agenda over the next two years.

IASC Transformative Agenda and Strategic Framework 2010-2013

The humanitarian response to the 2010 mega-emergencies in Haiti and Pakistan highlighted the challenges in coordination, leadership and accountability that OCHA addressed under the second goal of its Strategic Framework 2010-13. Under the ERC's leadership, IASC Principals agreed to a range of reforms, placing this goal at the centre of the inter-agency agenda.

More specifically, the Transformative Agenda set out a clear plan to improve the leadership of humanitarian operations (objective 2.1), ensure effective and flexible coordination structures (objective 2.1) and promote greater evidence-based country-level strategies and appeals, with improved results monitoring for greater accountability (objective 2.4).

Recognizing the implications of recent IASC agreements on OCHA's work, revisions have been made to the Strategic Plan 2012-13 under objectives 2.1 and 2.4. Details are online at:

www.unocha.org/ocha2012-13/strategic-plan



An elderly woman makes her way through the flooded streets of Cordoba, Colombia.
© OCHA/Julian Zosa

ANNEX II – Breakdown of OCHA Budget, Expenditure and Donor Contributions

OCHA Budget in 2011	Original	Midyear	Final
Regular budget activities	13,826,950	13,517,600	13,517,600
Extrabudgetary activities			
Office of the Under-Secretary-General/Emergency Relief Coordinator	6,875,079	7,651,451	7,312,452
Executive and Administrative Offices	22,458,152	23,094,259	25,364,644
Coordination and Response Division	6,094,003	7,599,339	7,468,670
Emergency Services Branch	11,122,686	12,731,710	12,711,248
External Relations and Support Mobilization Branch	11,143,871	11,891,954	11,961,564
Coordination Support	678,788	587,484	587,484
Policy Development and Studies Branch	8,698,724	9,359,581	8,655,099
Communications and Information Services Branch	15,722,659	18,418,153	18,288,215
Total Extrabudgetary Headquarters Activities	82,793,962	91,333,931	92,349,376
FIELD ACTIVITIES			
Integrated Regional Information Networks	8,432,062	8,403,022	8,488,329
AU Liaison Office	1,077,099	1,078,279	1,078,279
Regional Offices			
Regional Office for Asia and the Pacific	4,831,065	5,684,825	5,684,825
Sub-Regional Office for the Pacific	939,563	1,063,171	1,063,171
Regional Office for Latin America and the Caribbean	3,972,528	3,979,416	3,979,416
Regional Office for the Middle East, North Africa and Central Asia	3,501,588	3,675,849	4,196,408
Sub-Regional Office for Central Asia	1,682,307	1,657,791	1,657,791
Regional Office for Southern and Eastern Africa	3,774,858	3,763,104	3,702,450
Sub-Regional Office for Eastern Africa	1,343,391	1,234,911	1,382,039
Regional Office for West and Central Africa	4,747,574	6,232,327	6,232,327
Subtotal	24,792,874	27,291,394	27,898,427
AFRICA			
Central African Republic	2,319,501	2,361,385	2,440,486
Chad	4,468,228	4,660,390	4,908,990
Côte d'Ivoire	-	4,241,620	4,241,620
Democratic Republic of the Congo	14,159,408	15,992,216	15,992,216
Eritrea	479,373	537,952	555,053
Ethiopia	4,258,800	4,354,183	4,488,652
Kenya	2,094,100	2,085,530	2,309,096
Libya	-	5,706,430	5,706,430
Niger	3,128,369	3,316,126	3,395,227
Somalia	7,036,359	8,906,946	10,608,086
South Sudan	-	5,946,384	5,706,843
Sudan	19,636,103	17,947,175	17,551,815
Uganda	1,438,697	1,436,977	1,436,977
Zimbabwe	2,767,891	2,933,884	2,933,884
Subtotal	61,786,829	80,427,198	82,275,375
MIDDLE EAST, NORTH AFRICA AND CENTRAL ASIA			
Afghanistan	10,073,410	10,417,155	10,417,155
Iraq	2,410,350	2,408,088	2,408,088
oPt	7,140,133	7,066,480	7,066,480
Pakistan	15,153,580	9,929,379	9,929,379
Yemen	2,039,975	3,152,214	3,032,512
Subtotal	36,817,448	32,973,316	32,853,614
ASIA PACIFIC			
Indonesia	1,065,721	1,099,160	1,092,238
Myanmar	1,838,063	2,260,446	2,352,824
Sri Lanka	1,964,469	2,591,054	2,591,054
Philippines	1,867,728	1,947,377	1,947,377
Subtotal	6,735,981	7,898,037	7,983,493
LATIN AMERICA AND THE CARIBBEAN			
Colombia	4,595,207	4,678,213	4,699,393
Haiti	9,144,551	7,756,021	7,096,102
Subtotal	13,739,758	12,434,234	11,795,495
Total Field Activities	153,382,051	170,505,480	172,373,012
Total extrabudgetary activities (programme and administrative)	236,176,013	261,839,411	264,722,388
Total OCHA activities (regular and extrabudgetary activities)	250,002,963	275,357,011	278,239,988

Expenditure in 2011	Final Budget	Expenditure	Expenditure Rate
Regular Budget Activities	13,517,600	13,909,992	103%
Extrabudgetary activities			
Office of the Under-Secretary-General/Emergency Relief Coordinator	7,312,452	6,225,112	85%
Executive and Administrative Offices	25,364,644	22,986,676	91%
Coordination and Response Division	7,468,670	6,222,770	83%
Emergency Services Branch	12,711,248	11,551,206	91%
External Relations and Support Mobilization Branch	11,961,564	11,170,157	93%
Coordination Support	587,484	487,320	83%
Policy Development and Studies Branch	8,655,099	8,256,639	95%
Communications and Information Services Branch	18,288,215	15,551,868	85%
Total Extrabudgetary Headquarters Activities	92,349,376	82,451,749*	89%
FIELD ACTIVITIES			
Integrated Regional Information Networks	8,488,329	7,173,328	85%
AU Liaison Office	1,078,279	729,535	68%
Regional Offices			
Regional Office for Asia and the Pacific	5,684,825	5,443,086	96%
Sub-Regional Office for the Pacific	1,063,171	849,299	80%
Regional Office for Latin America and the Caribbean	3,979,416	3,215,587	81%
Regional Office for the Middle East, North Africa and Central Asia	4,196,408	3,254,867	78%
Sub-Regional Office for Central Asia	1,657,791	1,321,799	80%
Regional Office for Southern and Eastern Africa	3,702,450	3,329,620	90%
Sub-Regional Office for Eastern Africa	1,382,039	1,289,809	93%
Regional Office for West and Central Africa	6,232,327	5,415,167	87%
Subtotal	27,898,427	24,119,235	86%
AFRICA			
Central African Republic	2,440,486	2,244,805	92%
Chad	4,908,990	4,985,976	102%
Côte d'Ivoire	4,241,620	3,063,850	72%
Democratic Republic of the Congo	15,992,216	14,582,143	91%
Eritrea	555,053	517,755	93%
Ethiopia	4,488,652	4,107,635	92%
Kenya	2,309,096	2,036,049	88%
Libya	5,706,430	3,857,573	68%
Niger	3,395,227	3,547,858	104%
Somalia	10,608,086	8,059,159	76%
South Sudan	5,706,843	3,990,697	70%
Sudan	17,551,815	16,399,271	93%
Uganda	1,436,977	1,118,640	78%
Zimbabwe	2,933,884	2,793,261	95%
Subtotal	82,275,375	71,304,673	87%
MIDDLE EAST, NORTH AFRICA AND CENTRAL ASIA			
Afghanistan	10,417,155	10,010,151	96%
Iraq	2,408,088	1,891,057	79%
oPt	7,066,480	6,008,245	85%
Pakistan	9,929,379	8,083,395	81%
Yemen	3,032,512	2,375,787	78%
Subtotal	32,853,614	28,368,635	86%
ASIA PACIFIC			
Indonesia	1,092,238	1,110,151	102%
Myanmar	2,352,824	2,004,539	85%
Sri Lanka	2,591,054	1,911,896	74%
Philippines	1,947,377	1,775,713	91%
Subtotal	7,983,493	6,802,299	85%
LATIN AMERICA AND THE CARIBBEAN			
Colombia	4,699,393	4,092,664	87%
Haiti	7,096,102	6,473,048	91%
Subtotal	11,795,495	10,565,713	90%
Total Field Activities	172,373,012	149,063,418	86%
Total extrabudgetary activities (programme and administrative)	264,722,388	231,614,756	87%
Total OCHA activities (regular and extrabudgetary activities)	278,239,988	245,524,748	88%

* Excludes expenditure of \$2,150,264 charged to Special Account for Programme Support - OCHA Geneva (Fund ODB) attributable to ISDR, which is not part of OCHA-mandated activities.

Voluntary Contributions - Breakdown of Donor Earmarking (US\$)

OCHA Activities	Office	United Kingdom	Sweden	United States	Norway	European Commission	Australia	Canada	Netherlands
Unearmarked contributions total		37,526,414	18,792,079	3,940,000	15,726,790	-	7,013,985	1,013,625	6,250,000
Headquarter activities		-	313,320	3,025,000	69,618	-	319,778	411,114	-
Loosely earmarked for the field		-	11,675,423	-	-	-	-	-	-
Unearmarked for the field		-	-	-	-	-	-	3,567,788	-
Intergrated Regional Information Networks (IRIN)		-	1,238,007	-	-	-	-	409,212	-
REGIONAL OFFICE	Regional Office for Asia and the Pacific	-	-	980,704	916,926	291,950	213,904	-	-
	Sub-Regional Office for the Pacific	-	-	-	-	738,093	-	-	-
	Subtotal of Regional Office for Asia and the Pacific	-	-	980,704	916,926	1,030,043	213,904	-	-
	Regional Office for Latin America and the Caribbean	-	-	500,000	-	-	-	-	-
	Subtotal of Regional Office for Latin America and the Caribbean	-	-	500,000	-	-	-	-	-
	Sub-Regional Office for Eastern Africa	-	-	-	-	-	-	-	-
	Regional Office for Southern and Eastern Africa	-	-	500,000	-	-	-	-	-
	Subtotal of Regional Office for Southern and Eastern Africa	-	-	500,000	-	-	-	-	-
	Regional Office for West and Central Africa	-	-	500,000	-	329,670	-	-	-
	Subtotal of Regional Office for West and Central Africa	-	-	500,000	-	329,670	-	-	-
	Regional Office for the Middle East, North Africa and Central Asia	-	-	500,000	-	-	-	-	-
	Sub-Regional Office for Central Asia	-	-	-	1,171,845	-	-	-	-
	Subtotal of Regional Office for the Middle East, North Africa and Central Asia	-	-	500,000	1,171,845	-	-	-	-
	Regional Office Total	-	-	2,980,704	2,088,772	1,359,713	213,904	-	-
AFRICA	Central African Republic	-	-	-	-	400,082	-	-	-
	Chad	-	-	500,000	-	881,030	-	-	-
	Côte d'Ivoire	904,605	-	500,000	550,156	465,116	-	-	-
	Democratic Republic of the Congo	-	-	1,000,000	-	1,941,529	-	-	-
	Eritrea	642,055	-	1,300,000	50,468	572,246	-	-	-
	Kenya	237,718	-	900,000	200,000	-	-	-	-
	Niger	-	-	300,000	-	53,333	-	-	-
	Somalia	1,028,164	-	500,000	2,679,427	82,418	-	356,961	-
	South Sudan	-	-	2,500,000	-	1,142,857	-	-	-
	Sudan (Republic of Sudan)	-	-	5,500,000	916,926	1,280,905	-	507,614	-
	Zimbabwe	-	-	500,000	-	640,000	-	-	-
	Uganda	-	-	-	179,927	277,920	-	-	-
	Africa Total	2,812,541	-	13,500,000	4,576,904	7,737,436	-	864,575	-
ASIA	Indonesia	-	-	200,000	-	-	534,050	-	-
	Myanmar	-	-	-	-	-	-	-	-
	Philippines	-	-	-	-	505,696	-	-	-
	Sri Lanka	-	-	400,000	-	644,614	-	-	-
	Asia Total	-	-	600,000	-	1,150,311	534,050	-	-
LATIN AMERICA AND THE CARIBBEAN	Colombia	-	-	-	-	332,370	-	-	-
	Haiti	-	-	1,000,000	-	591,281	-	521,757	-
	Latin America and the Caribbean Total	-	-	1,000,000	-	923,651	-	521,757	-
MIDDLE EAST, NORTHERN & CENTRAL ASIA	Afghanistan	-	-	1,000,000	-	3,292,193	-	-	-
	Iraq	-	-	-	-	163,488	-	-	-
	Libya	-	-	500,000	-	813,352	-	-	-
	oPt	-	-	-	1,767,646	1,429,392	-	-	-
	Pakistan	-	-	-	-	-	-	202,922	-
	Yemen	-	-	500,000	-	551,300	-	-	-
	Middle East, Northern & Central Asia Total	-	-	2,000,000	1,767,646	6,249,726	-	202,922	-
Grand Total		40,338,955	32,018,829	27,045,704	24,229,729	17,420,837	8,081,717	6,990,993	6,250,000

Totals include paid and pledged contributions.

* Includes \$35,000 pledge from Argentina to ROLAC, which was cancelled and replaced in 2012.

Spain	Switzerland	Japan	New Zealand	Finland	Germany	Ireland	Denmark	Belgium	Russian Federation	France	United Arab Emirates	Other Donors*	Grand Total
-	1,051,525	1,919,138	4,574,400	4,120,879	1,365,201	2,214,690	3,674,135	1,481,481	800,000	1,185,185	20,000	2,147,121	114,816,648
-	713,738	320,000	-	-	145,349	-	-	-	500,000	-	249,975	55,000	6,122,891
-	-	-	-	-	-	-	-	-	-	-	-	-	11,675,423
-	-	-	-	-	-	-	-	-	-	-	-	-	3,567,788
-	339,367	-	-	-	-	-	-	-	-	-	500,443	-	2,487,029
-	-	-	-	-	-	-	-	-	-	-	-	527,928	2,931,411
-	-	-	-	-	-	-	-	-	-	-	-	-	738,093
-	-	-	-	-	-	-	-	-	-	-	-	527,928	3,669,505
-	-	-	-	-	-	-	-	-	-	-	-	35,000	535,000
-	-	-	-	-	-	-	-	-	-	-	-	35,000	535,000
-	-	-	-	-	-	-	-	-	500,000	-	-	-	500,000
-	-	-	-	-	-	-	-	-	-	-	-	136,240	636,240
-	-	-	-	-	-	-	-	-	500,000	-	-	136,240	1,136,240
704,225	-	-	-	-	-	-	-	-	-	-	-	40,161	1,574,056
704,225	-	-	-	-	-	-	-	-	-	-	-	40,161	1,574,056
-	-	-	-	-	-	-	-	-	-	-	501,912	-	1,001,912
-	-	-	-	-	-	-	-	-	100,000	-	-	249,978	1,271,845
-	-	-	-	-	-	-	-	-	100,000	-	501,912	249,978	2,273,757
704,225	-	-	-	-	-	-	-	-	600,000	-	501,912	989,306	9,188,558
422,535	-	-	-	-	-	142,450	-	-	-	-	-	-	965,067
422,535	-	-	-	-	-	712,251	-	-	-	-	-	-	2,515,816
-	-	-	-	-	715,308	-	-	-	-	-	-	-	3,135,185
985,915	-	-	-	-	-	142,450	-	683,995	-	-	-	-	4,753,889
-	550,168	-	-	-	-	-	-	-	-	-	-	-	3,114,936
-	279,018	-	-	-	-	-	-	-	-	-	-	-	1,616,736
-	-	-	-	-	-	-	-	-	-	-	-	-	353,333
704,225	785,795	-	-	-	-	342,450	-	683,995	-	285,307	-	1,133,572	8,582,313
-	325,733	-	-	-	-	-	-	-	-	-	-	-	3,968,590
704,225	223,214	-	-	-	915,493	142,450	-	-	-	-	-	1,900,000	12,090,829
704,225	-	-	-	-	-	-	-	-	-	-	-	-	1,844,225
-	-	-	-	-	-	-	-	-	-	-	-	-	457,847
3,943,662	2,163,928	-	-	-	1,630,801	1,482,051	-	1,367,989	-	285,307	-	3,033,572	43,398,766
281,690	-	-	-	-	-	-	-	-	-	-	-	-	1,015,740
-	-	-	-	-	-	-	-	-	-	-	-	437,025	437,025
-	-	-	-	-	-	-	-	-	-	-	-	-	505,696
-	-	-	-	-	-	-	-	-	-	-	-	-	1,044,614
281,690	-	-	-	-	-	-	-	-	-	-	-	437,025	3,003,076
704,225	108,578	-	-	-	422,535	-	-	-	-	-	-	-	1,567,708
-	-	-	-	-	-	-	-	-	-	-	-	125,949	2,238,987
704,225	108,578	-	-	-	422,535	-	-	-	-	-	-	125,949	3,806,695
-	-	1,500,000	-	-	357,654	-	-	-	-	-	-	-	6,164,153
-	-	-	-	-	-	-	-	-	-	-	-	-	163,488
-	325,380	-	-	-	-	-	-	-	-	-	-	1,081,525	2,720,257
-	542,888	-	-	-	-	138,889	-	-	-	-	-	-	3,878,815
-	-	1,000,000	-	-	-	-	-	-	-	-	-	16,371	1,219,293
-	-	-	-	-	-	-	-	-	-	-	-	-	1,051,300
-	868,268	2,500,000	-	-	357,654	138,889	-	-	-	-	-	1,097,896	15,197,307
5,633,803	5,245,402	4,739,138	4,574,400	4,120,879	3,921,539	3,835,631	3,674,135	2,849,471	1,900,000	1,470,492	1,272,330	7,885,869	213,264,181

ANNEX III – Specially Designated Contributions and Other Trust Funds

Specially Designated Contributions

Specially Designated Contributions (SDCs) are earmarked by donors for humanitarian projects implemented by third parties (UN partners and NGOs). OCHA channels income for such activities in the form of grants. SDC activities are not included in the OCHA Annual Plan and Budget. Income towards SDCs is not counted in the OCHA total donor income nor in its donor-ranking tables.

SDCs comprise UNDAC Mission accounts, natural disaster activities (emergency cash grants), relief stock items, ERFs and the ProCap and GenCap projects.

PSCs levied from expenditure for SDC projects are spent on administrative overheads. In most cases these charges are levied at 3 per cent on SDCs.

UNDAC Mission Accounts: Member States deposit funding with OCHA, which is then used to deploy their nationals on UNDAC missions. Thirty-four Member States currently hold UNDAC Mission Accounts with OCHA.

Natural Disaster Activities: These extrabudgetary funds are held in pre-positioned accounts that have been used primarily to provide emergency cash grants to UN agencies and NGOs in natural disasters, supplementing the emergency cash grants funded from the regular budget. The regular pre-positioned funds are being wound down in view of diminishing donor interest. The remaining balance is expected to be spent in 2012. This will leave only the Italian Bilateral Emergency Fund, which is used to channel Italian contributions for allocation subject to Italian approval.

Relief Stock Items: These funds are used to purchase and manage OCHA relief stocks held in the UN Humanitarian Response Depot.

The ProCap and GenCap Projects: This is flow-through funding for Protection Standby Capacity (ProCap) and Gender Standby Capacity (GenCap) projects covering the Norwegian Refugee Council's management and deployment of senior protection officers and senior gender advisers. Both projects are governed by their respective inter-agency steering committees, and daily management

is undertaken by the ProCap and GenCap Support Unit. The unit is hosted by HCSS. Its costs appear in the OCHA budget (O292) as they are not flow-through costs. In 2011, total spending on the two projects' management of the rosters and deployments was approximately \$6.8 million (ProCap \$2.6 million and GenCap \$4.2 million).

In 2011, ProCap deployed 14 senior protection officers to 13 countries hosted by five UN agencies. While reporting to specific agencies, the experts have an inter-agency role, and all requests for their support are acknowledged by the RC/HC in-country. In several cases over the last year, such as Côte d'Ivoire, Pakistan, Libya, Yemen and Colombia, their role revolved around stepping up the effectiveness of Protection Cluster coordination to maximize the protection of displaced people and other vulnerable groups. In other cases, namely Namibia, Malawi, Mongolia and South-East Asia, ProCap members were assigned to integrate protection agendas into country and regional disaster preparedness planning. In 2011, ProCap was an agent of change in WFP, with ProCap officers helping WFP in DRC and South-East Asia to mainstream protection into organizational policy and programming.

In 2011, 16 countries, regions and global clusters requested the support of GenCap advisers to ensure that the different needs of women, girls, boys and men are effectively met through gender-sensitive humanitarian programming. Notably, in 2011 GenCap stepped up its support to disaster response preparedness, with deployments to the Pacific and Southern African regions. GenCap advisers provided extensive support to the development and implementation of the IASC Gender Marker, which has been made mandatory for all CAPs and has been used in five pooled funds.

An external evaluation of the GenCap and ProCap projects delivered at the close of 2011 concluded that both projects continue to be highly relevant and should continue for the medium-term future.

Country-Based Pooled Funds

Emergency Response Funds: ERFs are country-level pooled funds managed under OCHA auspices. The HC is the overall custodian of ERFs where grants are allocated to NGOs, UN agencies, the International Organization for Migration and the Red Cross/Red Crescent Movement for response to rapidly evolving needs. The funds are unearmarked, and decisions for fund allocations are made at the country level in a timely, flexible and coordinated manner. In 2011, OCHA managed ERFs in 15 countries: Afghanistan, Colombia, DRC, Ethiopia, Haiti, Indonesia, Iraq, Kenya, Myanmar, Nepal, oPt, Pakistan, Uganda, Yemen and Zimbabwe. By the end of 2011, Nepal, Iraq and Uganda were considered as closed funds.

The funding for ERFs decreased dramatically in 2011 (by 50 per cent) in relation to the fact that the Haiti earthquake and the Pakistan floods accounted for 75 per cent of the funding in 2010.

The \$73 million contributed in 2011 was critical in meeting new developments, including the Horn of Africa crisis. Ethiopia and Kenya, in comparison with 2010, received triple the amount of funding in 2011 due to the situation. The total ERF expenditure in 2011 was \$99 million. Of the total, the largest amount went to water and sanitation and nutrition sectors. NGOs received 73 per cent of the total allocations.

OCHA in 2011 intensified its efforts in ensuring full compliance with pooled fund management, standardization and harmonization policy in order to improve coherence among the funds, and to better mitigate and manage any potential risks. OCHA is reviewing, revising and finalizing global guidelines for ERFs and CHF, which will help OCHA country offices to better support the HCs in managing the funds.

Specially Designated Contributions by Donor	
Donor	US\$
United Kingdom	21,865,502
Sweden	19,690,739
Norway	13,064,679
Netherlands	6,950,000
Denmark	5,841,869
Switzerland	3,695,332
Spain	2,898,847
Australia	2,048,478
Ireland	1,794,894
Italy*	1,242,944
Multi-Donor Funds**	1,142,597
United States	500,000
Canada	418,092
Congo	400,000
UN and Other Agencies	128,140
Russian Federation	100,000
Montenegro	70,317
Brunei Darussalam	61,338
Saudi Arabia	50,000
Singapore	38,000
Private Donations	27,652
Estonia	26,629
Mexico	25,000
Argentina	20,000
New Zealand	14,979
San Marino	14,245
Moldova	10,309
Finland	2,980
Grand Total	82,143,560

Total includes paid and pledged contributions.

* Includes a transfer from the Italian pre-positioned fund to the Ethiopia ERF (\$709,610).

** Excludes the contributions channelled through OCHA to NGOs and non-UN partners via the CHF for Somalia. In 2011 these funds amounted to \$64,910,550.

OCHA Specially Designated Contributions

Specially Designated Contributions							
	UNDAC Mission Accounts	Natural Disaster Activities	Relief Stock Items	ERFs	ProCap and GenCap Rosters	Other Specially Designated Contributions	Total Specially Designated Contributions
Opening Balance - 1 January 2011	1,752,729	1,017,726	3,571,217	160,452,255	2,774,165	170,351	169,738,443
2011 donor contributions	590,436	533,333	1,745,591	73,027,201	6,092,101	154,897	82,143,560
Available funds 2011	2,343,165	1,551,059	5,316,808	233,479,456	8,866,266	325,248	251,882,003
Transfer of PSC	(42,422)	(960)	(66,327)	(5,728,532)	(206,077)	(3,714)	(6,048,032)
Direct Expenditure	(326,322)	(7,386)	(2,205,043)	(207,128,070)	(6,869,234)	(28,570)	(216,564,624)
Net available funds before other income, adjustments, transfers, refunds and ISDR costs	1,974,421	1,542,713	3,045,439	20,622,854	1,790,955	292,964	29,269,347
Other income, adjustments, transfers and refunds	(43,192)	(613,292)	(724,288)	63,233,275	(1,054,768)	(72,492)	60,725,243
Closing Balance - 31 December 2011	1,931,229	929,421	2,321,151	83,856,129	736,187	220,472	89,994,590

Emergency Response Funds: Contributions by Donor and Fund

Donor	Afghanistan - ERF	Colombia - ERF	DRC* - ERF	Ethiopia - ERF	Haiti-ERRF - ERF	Indonesia - ERF	Kenya - ERF	Myanmar - ERF
Australia								
Brunei Darussalam					61,338			
Congo					400,000			
Denmark				5,786,640				
Ireland	547,196			962,128				
Italy***				709,610				
Moldova					10,309			
Montenegro								
Multi-Donor Funds			1,000,000					
Netherlands				6,875,000				
Norway	1,283,697	1,023,541		2,155,207				
Private Donations				93			1,000	
San Marino		14,245						
Spain		1,372,684		726,744				
Sweden	2,969,988			6,163,328		2,340,450	773,754	2,199,674
Switzerland				1,760,333			1,392,111	
United Kingdom				17,813,610			1,584,786	
Grand Total (US\$)	4,800,880	2,410,471	1,000,000	42,952,695	471,646	2,340,450	3,751,652	2,199,674

Totals include paid and pledged contributions

Excludes the contributions channelled through OCHA to NGOs and non-UN partners via the CHF for Somalia. In 2011 these funds amounted to \$64,910,550.

* Funds received from the CHF for the ERF in DRC.

** Final contribution received from a private donor. The Somalia ERF has now been fully subsumed into the Somalia CHF and no longer receives contributions through OCHA.

*** Includes a transfer from the Italian pre-positioned fund to the Ethiopia ERF (\$709,610).

Common Humanitarian Fund for Somalia: The Somalia CHF is a multi-donor humanitarian fund under the authority of the HC. The fund's key objective is to improve the timeliness and coherence of the humanitarian response through an inclusive process allocating funds to priority needs. Unlike CHFs in other countries (CAR, DRC, Sudan and South Sudan), OCHA is responsible for the financial management of funds allocated to NGOs.

The Somalia CHF received \$99.6 million from donors in 2011. Contributions increased threefold compared with 2010, when \$31.2 million was received for the fund. The large increase is mainly due to the severe drought that occurred in the Horn of Africa during the year. In 2011, international and national NGOs received 74 per cent of funds.

Other Trust Funds

The **Afghanistan Emergency Trust Fund** was established in June 1988 by the Secretary-General to support various humanitarian activities in Afghanistan. This included providing grants to NGOs and financing some economic development initiatives through the Office of the Deputy Special Representative of the Secretary-General to the United Nations Assistance Mission in Afghanistan. In 2011, there was no expenditure from this trust fund. Therefore, OCHA had expected to settle most of the remaining financial charges pending the receipt of related expendi-

ture reports from the executing agencies in order to close the fund. As at 31 December 2011, the outstanding closing balance was \$101,466. OCHA is in contact with the implementing agencies, but has not yet received the final expenditure reports to facilitate the closure of this fund.

The **Tsunami Trust Fund** was established following the 2004 Indian Ocean tsunami. The fund financed activities undertaken in the course of coordinating humanitarian activities. This included providing relief to victims and longer-term infrastructure development. During the trust fund's closing stages, remaining funds supported UNDP's development activities. OCHA anticipated closing this fund in 2011. However, it was unable to achieve this goal because there were outstanding and/or overdue expenditure reports from UN agencies that were not received as expected. The closing balance of this trust fund as at 31 December 2011 was \$3,805,469.38. OCHA will ask the respective donors to allow the reprogramming of the remaining funds to other humanitarian activities.

oPt - ERF	Pakistan - ERF	Somalia** - ERF	Yemen - ERF	Zimbabwe - ERF	Grand Total
			1,002,004		1,002,004
					61,338
					400,000
					5,786,640
			273,598		1,782,922
					709,610
					10,309
	70,317				70,317
					1,000,000
					6,875,000
1,705,902	1,854,915			888,415	8,911,678
	26,494	65			27,652
					14,245
726,744					2,826,173
1,326,920			2,214,366		17,988,480
			542,888		3,695,332
			2,467,105		21,865,502
3,759,567	1,951,726	65	6,499,961	888,415	73,027,201

Afghanistan Emergency Trust Fund - AXB Statement of Income and Expenditure 2010 (US\$)

Summary		
1	Opening balance	1,157,244
2	Adjustments	(3)
3	Income from contributions	-
4	Transfers, refunds, savings	-
5	Other funds available	16,105
6	Total Funds Available	1,173,346
7	Expenditure	(2,533)
8	Closing Balance	1,175,879
Closing balance consisting of:	Other outstanding advances	116,060
	Balance of funds for liquidation of liabilities during closure	1,059,819
	Closing Balance	1,175,879
Expenditure breakdown (US\$)	Staff costs	(583)
	Travel	(2,274)
	Operating expenses	603
	Supplies, materials, furniture and equipment	-
	Programme support costs	(279)
	Total Expenditure	(2,533)

Tsunami Trust Fund Statement of Income and Expenditure 2010 (US\$)

Summary		
1	Opening balance	3,289,706
2	Adjustments	-
3	Income from contributions	-
4	Transfers, refunds, savings	-
5	Other funds available	120,910
6	Total Funds Available	3,410,616
7	Expenditure	463,818
8	Closing Balance	2,946,798¹

¹ Excludes outstanding allocations provided to UN agencies for execution of projects.

ANNEX IV – In-Kind Contributions and Associate Experts

United Nations Volunteer (UNV), Gratis Type II Personnel, Non-Reimbursable Loan

Gratis Type II Personnel		Field office/ Headquarters
CANADEM	3	Haiti
CANADEM	1	Pakistan
CANADEM	3	Sudan
Danish Refugee Council - Denmark	1	Egypt
Danish Refugee Council - Denmark	1	Pakistan
Danish Refugee Council - Denmark	1	Sudan
Department for International Development - United Kingdom	1	Benin
iIMMAP	1	Thailand
Irish Aid	1	Côte d'Ivoire
Irish Aid	1	Ethiopia
Irish Aid	1	Libya
Irish Aid	1	Somalia
Irish Aid	1	United Arab Emirates
MEDAIR (Emergency Relief and Rehabilitation)	3	South Sudan
MSB (Swedish Civil Contingencies Agency)	1	Liberia
MSB (Swedish Civil Contingencies Agency)	2	Pakistan
MSB (Swedish Civil Contingencies Agency)	1	Somalia
MSB (Swedish Civil Contingencies Agency)	1	South Sudan
MSB (Swedish Civil Contingencies Agency)	2	Sudan
Norwegian Refugee Council - Norway	1	Cambodia
Norwegian Refugee Council - Norway	3	Chad
Norwegian Refugee Council - Norway	1	Democratic Republic of the Congo
Norwegian Refugee Council - Norway	1	Egypt
Norwegian Refugee Council - Norway	1	Kenya
Norwegian Refugee Council - Norway	1	Libya

Gratis Type II Personnel		Field office/ Headquarters
Norwegian Refugee Council - Norway	1	Niger
Norwegian Refugee Council - Norway	1	Pakistan
Norwegian Refugee Council - Norway	2	Sudan
Oxfam International	2	South Sudan
RedR Australia	2	Afghanistan
RedR Australia	1	Cambodia
RedR Australia	3	Egypt
RedR Australia	1	Ethiopia
RedR Australia	2	Kenya
RedR Australia	1	Libya
RedR Australia	3	Pakistan
RedR Australia	1	Senegal
RedR Australia	1	Somalia
RedR Australia	1	Sri Lanka
RedR Australia	2	Sudan
SDC	1	Côte d'Ivoire
SDC	1	Pakistan
ZIF	1	Yemen
Subtotal	62	
United Nations Volunteers		
Agencia Espanola de Cooperacion Internacional para el Desarrollo - Spain	1	Colombia
Belgium	1	Israel
Finland	1	Colombia
France	1	Niger
Solidaridad Internacional - Spain	1	Colombia
Subtotal	5	

Other Contributions

	Headquarters New York	Headquarters Geneva	Field Offices	Total
International Humanitarian City	-	-	Dubai	73,462
Solidaridad Internacional - Spain	-	-	Colombia	7,706
International Humanitarian City	-	-	United Arab Emirates	32,500
UNSC-PIC/UNOPS	-	-	Egypt	13,000
Total				126,668

Other contributions includes office and parking space, security, maintenance and cleaning services, vehicles, and other equipment such as printers, laptops, digital cameras, projectors, mobile phones, solar panels, tents, generators and tools.

Associate Experts Programme (JPOs)

	Headquarters New York	Headquarters Geneva	Liaison Office Brussels	Field Offices	Total
Belgium	-	-	-	1 Senegal	1
Denmark	-	-	-	1 Somalia	1
Finland	1	-	-	-	1
France	1	1	-	-	2
Germany	3	7	1	-	11
Italy	-	-	-	1 Kenya	1
Luxembourg	-	-	1	-	1
Netherlands	2	-	-	-	2
Norway	3	1	-	1 DRC	4
Republic of Korea	1	-	-	1 Panama	2
Sweden	1	1	-	-	2
Switzerland	1	-	-	-	1
Total	13	10	2	5	30

ACRONYMS AND ABBREVIATIONS

AU	African Union
CAP	Consolidated Appeal Process
CAR	Central African Republic
CERF	Central Emergency Response Fund
CHF	Common Humanitarian Fund
DAC	Development Assistance Committee
DPRK	Democratic People's Republic of Korea
DRC	Democratic Republic of the Congo
ERC	Emergency Relief Coordinator
ERF	Emergency Response Fund
GCC	Gulf Cooperation Council
GenCap	Gender Standby Capacity
HC	Humanitarian Coordinator
HCT	Humanitarian Country Team
IASC	Inter-Agency Standing Committee
INGO	international non-governmental organization
IRIN	Integrated Regional Information Networks
ISDR	International Strategy for Disaster Reduction
NGO	non-governmental organization
OIC	Organization of Islamic Cooperation
oPt	occupied Palestinian territory
ProCap	Protection Standby Capacity
PSC	Programme Support Cost
SDC	Specially Designated Contributions
UAE	United Arab Emirates
UNDAC	United Nations Disaster Assessment and Coordination
UNDP	United Nations Development Programme
WASH	Water, Sanitation and Hygiene
WHD	World Humanitarian Day
XB	extrabudgetary



OCHA

United Nations Office
for the Coordination of
Humanitarian Affairs

Coordination Saves Lives
La coordination sauve des vies
La coordinación salva vidas
Координация спасает жизни

بالتنسيق ننقذ الأرواح

致力协调，挽救生命

