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OFFICE FOR THE COORDINATION OF HUMANITARIAN AFFAIRS

ANNUAL REPORT

ACTIVITIES AND USE OF EXTRABUDGETARY FUNDS

United Nations

200

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6

United Nations

OFFICE FOR THE COORDINATION OF HUMANITARIAN AFFAIRS

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Legend for Maps

- Regional Office
- Field Office
- Sub-Office
- Field Presence
- Other Location

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

OCHA'S MISSION

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

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

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Foreword

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The *OCHA Annual Report 2006* is the latest in a series of yearly documents aimed at keeping OCHA accountable to its donors and supporters. As in the past, the report aims to provide a comprehensive picture of how we have measured up to the goals we set for ourselves, and of how we have managed our financial resources.

As ever, none of what we were able to achieve would have been possible without the generous support of our donors.

In 2006, the world's largest relief operation remained effective but fragile in Darfur, while political progress marked time at best. My predecessor visited three times during the year to keep relief efforts on track and the attention of international actors on the issue – including that of the Security Council. Likewise, the situation in northern Uganda continued to be of major concern. OCHA worked both on maintaining the humanitarian response and assisting in the search for a solution to the conflict by supporting the Juba Peace Process. In the Democratic Republic of the Congo, pooled funding played a significant role in ensuring that the country's massive needs were better met in 2006 than in the years before. Major sudden-onset crises in 2006 included the Yogyakarta earthquake and the Lebanon war; OCHA responded rapidly in both cases.

2006 saw fewer large-scale natural disasters and new major crises than in 2005. For OCHA it was more about implementing previous reform agreements than initiating new reforms. Nevertheless, OCHA was able to develop new tools and strategies, building on lessons of the past. In particular, the process of change which began with the Humanitarian Response Review in 2005 continued. The improved CERF was entrusted by donors with hundreds of millions of dollars in contributions, which was distributed with increasing speed and efficiency, and in many cases to programs that would not have received funding otherwise. OCHA was able to deploy three Humanitarian Coordinators from the new standby list, most notably to Lebanon at the height of the crisis there. OCHA strove to drive progress in the implementation of the cluster approach: it was implemented in five countries at field level. A new Global Humanitarian Partnership was created in Geneva in July, which agreed to Principles for strengthening relations among United Nations agencies, NGOs and the Red Cross Movement – and creating a partnership of equals.

The path to humanitarian reform was by no means all smooth going. The CERF went through some inevitable growing pains. Many of the issues were addressed internally, while others were being worked through. Although the cluster approach was used to help build capacity and increase predictability at the global level, there were reservations about increased bureaucracy without commensurate results on the ground. On the reinforcement of Humanitarian Coordinators, OCHA did not make as much progress as it would have liked; for example, the development of an appropriate training programme was slow.

For OCHA, 2006 was a year of significant internal change. Ed Tsui and Kevin Kennedy, who were instrumental in developing the Office from its infancy, finished their long service. Yvette Stevens, the Director of OCHA Geneva, who had been responsible for managing the Humanitarian Response Review, also retired. Finally, OCHA's longest-serving and highest-profile Under-Secretary-General, Jan Egeland, left at the end of the year.

As I begin my tenure as Emergency Relief Coordinator, I will continue his total commitment to improving OCHA's own performance as well as the wider humanitarian response to crises. I want, among other things, to take a close look at: where humanitarian reform needs to go next; our capacity to respond rapidly and effectively to sudden-onset crises; and what we are doing to reduce the risks of disasters. I aim to strengthen OCHA's existing partnerships with the main humanitarian actors, both within and outside of the United Nations system. I will seek to maintain a strong voice in humanitarian advocacy.

The list of priorities easily becomes long. The challenges of better needs assessments and impact evaluation, and of maintaining humanitarian space, are ever present. But I am also determined that OCHA should focus on what it does well and where it can add most value. I look forward to the challenge.

John Holmes

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

PART I

FINANCIAL INFORMATION AND ANALYSIS

Introduction

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The *Annual Report* is OCHA's primary reporting document for donors and the broader international community, in which it shares with stakeholders what it has accomplished during the calendar year 2006. In accordance with the Good Humanitarian Donorship initiative, this all-inclusive publication presents a comprehensive summary of OCHA's performance, the impact of its activities and the voluntary contributions used to support them. It analyses the implementation of planned activities, shows how these activities were funded, and captures the impact of these activities – particularly those in the field. The *Annual Report* complements OCHA's appeal document, *OCHA in 2006*, reflecting on objectives set out in the previous year and measuring the performance of OCHA's functional sections and field offices against established indicators.

www.goodhumanitariandonorship.org

The *Annual Report* covers financial and programming elements of OCHA's headquarters core and project activities and its field activities, while providing a quantitative and qualitative analysis of performance. Measurement against indicators helps to track its actual achievements, and represents OCHA's commitment to implementing concise, results-based reporting and becoming more strategic, accountable and transparent.

The *Report* analyses OCHA's management of its cash resources, its new strategic planning process linking new and existing planning and reporting mechanisms with performance management, and the implementation of the humanitarian reform agenda – which aims to strengthen humanitarian response by introducing new measures to enhance response capacity, accountability, predictability and partnership.

Evaluation is an increasingly important component of OCHA's management and learning, and this year's *Annual Report* features a section on key lessons learned from OCHA's participation in three recent emergency responses: the Indian Ocean tsunami, the South Asia earthquake and the Lebanon crisis. While each response was different in nature and scale, a number of generalized lessons about consistent coordination can be drawn from the ways in which OCHA responds to crises, manages relationships and develops internal procedures.

Annex I lists in-kind and non-cash contributions received by OCHA in 2006, Annex II summarizes activities undertaken in 2006 through the Afghanistan Emergency Trust Fund and the Trust Fund for Tsunami Disaster Relief, and Annex III covers the loan portion of the Central Emergency Response Fund.

In compiling and disseminating this year's edition of its *Annual Report*, OCHA recognizes donors' generous support and collaboration throughout 2006, and expresses its profound appreciation for these productive partnerships. As in previous years, suggestions are welcome for ways in which the reporting to follow could be enhanced to meet financial and narrative requirements of donors.

How OCHA Is Funded

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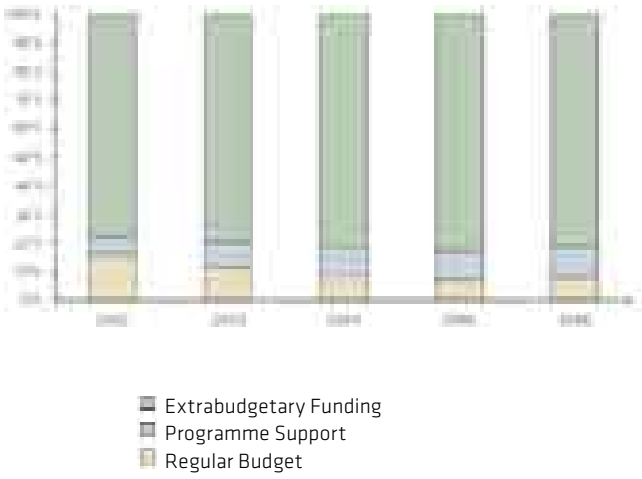
OCHA's funding for its activities detailed in its appeal document, *OCHA in 2006*, is derived from the United Nations regular budget and voluntary donor contributions, and it is supplemented by income generated from programme support costs. In 2006, donor contributions of US$ 115.2 million made up 83 per cent of OCHA's funding related to *OCHA in 2006* activities, while programme support income of US$ 11 million stood at 8 per cent. The remaining 9 per cent was derived from the United Nations regular budget, equivalent to US$ 12.9 million.

>> Funding Sources in 2006

>> OCHA's Funding Trend 2002–06



During 2006, the funding requirements for activities detailed in *OCHA in 2006* were revised up by 4 per cent (to US$ 133.5 million) against the original request, because of new and additional emergency needs that arose during the year, particularly in the Central African Republic, Chad, Côte D'Ivoire and the Democratic Republic of the Congo (DRC).

In responding to the requirements for activities in *OCHA in 2006*, donors contributed 18 per cent more than they had in 2005, meeting 86 per cent of the revised requirements.

In addition to funding for the activities detailed in *OCHA in 2006*, OCHA also received donor contributions of US$ 8.5 million earmarked for the Budgetary Cash Reserve Fund (BCRF), as well as US$ 39.8 million comprising: contributions received in response to ad hoc requests and special projects; funds channelled through OCHA for natural disasters; country-specific emergency response funds; the operation of the United Nations Humanitarian Response Depot (UNHRD) in Brindisi, Italy; and the UNDAC Mission Account (funds pre-positioned by governments for deployment of their nationals). These amounts – together with donor contributions of US$ 115.2 million against *OCHA in 2006* – bring the total extrabudgetary funds received by OCHA during the year to US$ 163.5 million.

>> Voluntary contributions to OCHA are managed through:

- the **Trust Fund for Disaster Relief Assistance (DMA)**, which finances humanitarian coordination activities in all countries affected by conflicts, natural disasters and industrial, environmental and technological accidents;
- the **Trust Fund for the Strengthening of OCHA (DDA)**, which supports core activities undertaken by headquarters that are not funded by the regular budget; and
- the **Special Account for Programme Support (ODA)**, which supplements funding from the two Trust Funds; resources from the Special Account are derived from the programme support costs applied to all trust funds administered by OCHA, which normally ranges from 3 to 13 per cent of annual final expenditures of the funds.

Headquarters Core Activities

Voluntary contributions for OCHA's headquarters core activities covered by the Trust Fund for the Strengthening of OCHA (DDA) totalled US$ 15.8 million against revised requirements of US$ 33.7 million. Although this represented only 47 per cent of requirements for activities funded by this Trust Fund, the remainder was covered by the carry-over from 2005 and US$ 6 million from the Special Account for Programme Support. OCHA's core requirements at headquarters were therefore fully covered in 2006.

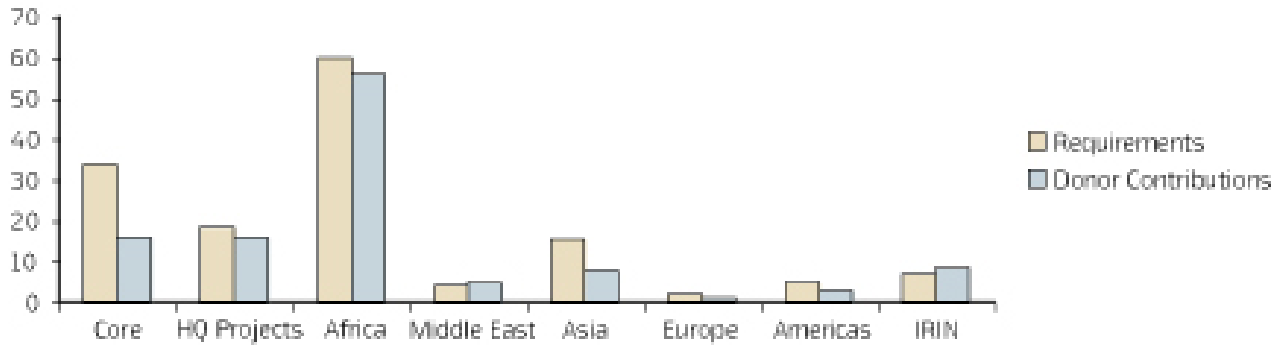
Headquarters Projects

For projects undertaken by headquarters (New York and Geneva), OCHA received US$ 15.8 million, or 86.1 per cent of its revised requirements of US$ 18.3 million. While this represents a 12.2 per cent decrease compared to 2005, the actual implementation of priority activities was not adversely affected as the Consolidated Appeals Process, Surge Capacity and Staff Development and Learning projects were transferred from headquarters projects to headquarters core activities.

Integrated Regional Information Networks

A positive funding trend for the Integrated Regional Information Networks (IRIN) continued in 2006, with US$ 8.4 million received in earmarked and unearmarked contributions – representing 120 per cent of its revised core budget of US$ 7 million. Although this was an increase of US$ 2.3 million or 36.6 per cent compared to 2005, IRIN implemented additional projects related to radio, film and Plus News (HIV/AIDS) reporting service during 2006. At year end, IRIN required considerable additional funding to cover staff and operating costs for the first quarter of 2007; this was allocated to its budget from unearmarked contributions. IRIN continues to rely on generous funding for its cash reserve to avoid interruption to its core activities and retain high quality staff.

>> *OCHA in 2006* Requirements versus Donor Contributions (US$ million)



Field Coordination Activities

The overall requirements for field coordination activities increased from US$ 74.2 million in 2005 to US$ 85.8 million in 2006. Donors provided 97 per cent (US$ 83.7 million) of the revised requirements – representing an increase of US$ 23.8 million or 40 per cent compared to 2005.

The increase in requirements for field coordination activities of US$ 11.6 million compared to 2005 was primarily due to the consolidation of the Regional Office for Asia and the Pacific in Bangkok and strengthened country offices in DRC and Zimbabwe. This was offset to some extent by the scaling down or closing of country offices in Burundi, Guinea, Niger, Republic of Congo, Democratic People's Republic of Korea and the Russian Federation.

Donors also contributed a total of US$ 4.7 million to OCHA's ad hoc requests for support in response to the Indonesia (Yogyakarta) earthquake and the Lebanon crisis.

Until 2006, a number of donors contributed earmarked funding for OCHA field coordination in DRC and Sudan. Since the introduction of pooled funds, they are now channelling all of their funding to these countries through the country-based pooled funds (administered by UNDP), from which OCHA received a total of US$ 16.1 million in 2006.

The introduction of the BCRF in 2006 in conjunction with the Field Coordination Reserve Fund (FCRF) – resulting in field coordination activities being almost fully funded – demonstrated the value of these two mechanisms in allowing flexibility and highly effective cash management. OCHA will nevertheless continue to strive for full funding of its annual requirements to allow for more predictability and to be able to offer more stable employment conditions, in particular for its field staff.

Field Coordination Reserve Fund

In 2006 a total of US$ 12.1 million was channelled through the FCRF (including the closing balance of US$ 1.2 million from 2005), either by donors or by OCHA's allocation of unearmarked contributions. A total of US$ 7.8 million was transferred out of the FCRF in 2006, including for the Avian and Human Influenza activities carried out by regional offices. As those amounts could not be refunded to the FCRF by year end, they were subsequently recorded as donor contributions to the respective field offices. The closing balance of US$ 4.3 million was carried over into January 2007 to meet shortfalls for the first quarter of the year.

The increase in contributions to the FCRF allowed a greater allocation of resources to field activities, resulting in the substantial repayment of loans to the Unearmarked Sub-Account. This account is used to advance funds to programmes with unpaid pledges pending the receipt of funds; it is also used for unforeseen expenses that commonly occur when offices are closed and activities terminated.

Budgetary Cash Reserve Fund

Four donors supported the BCRF in 2006, with total contributions of US$ 11.4 million. Although the amount received by the end of 2006 was well short of the target of US$ 30 million, the BCRF – combined with careful cash management and the use of the remainder of unearmarked or loosely earmarked funds for field coordination – made it possible at year end to extend field staff contracts for six months and the majority of headquarters staff contracts for nine months. A small number of projects were funded for 12 months and three months' operating costs were met. This is a major improvement on 2005 when OCHA had scarcely enough funding to cover the initial three months of staffing and operating costs in 16 field offices.

Cash Flow Management: Challenges

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In previous years, OCHA has experienced difficulties in meeting its financial obligations at the end of the calendar year – in particular because of the statutory requirement to have enough cash available at that point to cover staff contracts and operating costs for 12 months of the following year. In 2006, it was able to raise 86 per cent or US$ 115.2 million against its revised requirements of US$ 133.5 million.

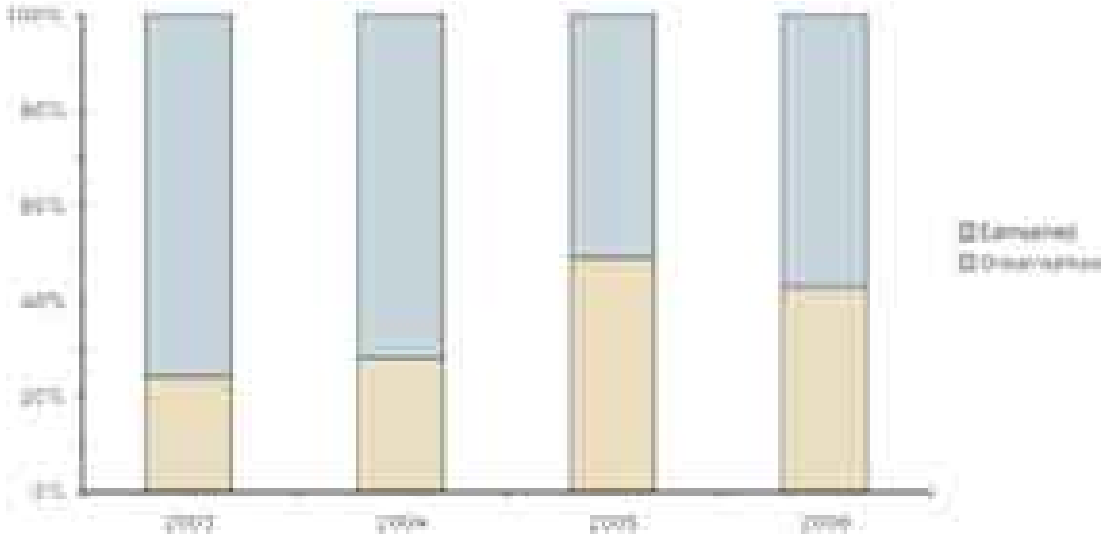
OCHA's cash flow management was made easier in 2006 by continued unearmarking contributions from donors. There was also some improvement in the time lag between pledges and receipt of contributions, and a more even flow of contributions through the four quarters compared to previous years. This allowed for greater flexibility in the allocation of funds to under-funded activities. These improvements, together with the overall increase in donor support in 2006, were greatly appreciated by OCHA and reflect the good partnerships developed with donors over the last few years.

Earmarked, Unearmarked and Loosely Earmarked Contributions

The degree to which contributions are earmarked by donors affects the manner in which funds can be used. Earmarked contributions do not allow resources to be channelled to where they may be most needed. Excess funds from generously funded programmes, when earmarked, cannot be used for other activities that are under-funded. The implementation of activities can be delayed or prevented by the unavailability of unencumbered cash resources.

In 2006, donors contributed US$ 52.6 million (43 per cent) of their funding unearmarked or only loosely earmarked and in line with OCHA's priorities – helping to improve equitability in funding between field offices and project activities. US$ 71 million (57 per cent) was received earmarked, including US$ 14.3 million in pooled funding – an increase in the earmarked proportion of funding from 51 per cent in 2005. However, if pooled funding is separated from the equation, the results are 51 per cent earmarked against 49 per cent unearmarked – which reflects the levels reached in 2005.

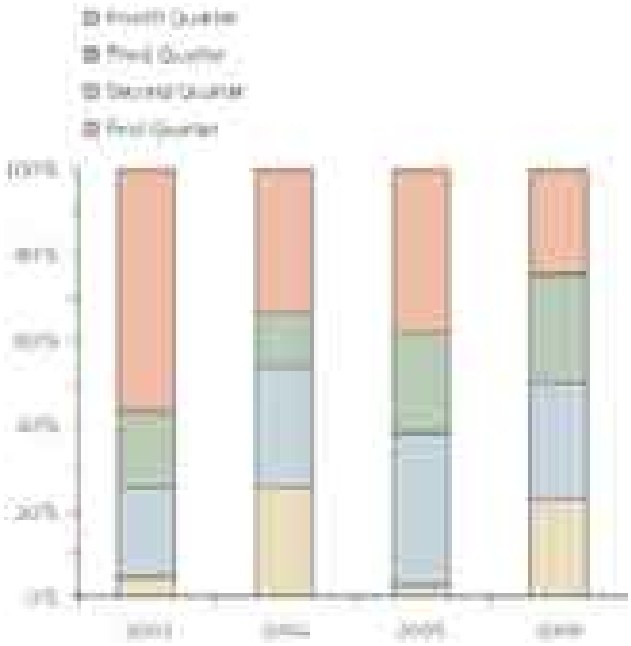
>> Earmarking and Unearmarking Trend 2003–06



Timeliness of Contributions

There was considerable improvement in the timeliness of contributions compared to 2005, with a much more even flow of funds overall for the four quarters. While this is an important achievement, it does not necessarily apply to the individual trust funds; in particular, most of IRIN's funding was received in the last quarter of the year.

>> Timeliness of Contributions to OCHA's Trust Funds (Consolidated)



This graph, in which the contributions to OCHA's main trust funds are consolidated, demonstrates the more even distribution of funding through the year, although donors are encouraged to continue efforts to provide more timely funding and to increase the proportion of contributions transferred during the first half of the year to 75 per cent.

While regular budget funds are made available at the beginning of every year, extrabudgetary funds are only available for use upon actual receipt of cash contributions – not at the time the contributions are pledged. The timely receipt of contributions is therefore critical for effective cash management. Late receipt of funds results in delayed implementation of activities, or interruptions to activities underway. Unpaid pledges, while recorded as income, cannot be used until the cash contributions are actually received, so the time lag between pledges and receipt of donor contributions should be minimized.

United Nations Financial Rules and Regulations

United Nations financial rules and regulations govern cash flow management. The financial groundwork for annual programming of extrabudgetary activities must commence in the last quarter of the prior year with the preparation of cost plans showing overall requirements for the following year and distinguishing between authorized staffing and operating requirements. Staff costs tend to comprise the major component of OCHA's cost plans due to its mandate as a coordinating entity. To allow for timely renewal of staff contracts, United Nations rules stipulate that funds to cover salaries for the following year must be available by November of the previous year.

OCHA's management of cash resources is affected by the financial obligations it raises during the year. Under United Nations rules and regulations, expenditures over US$ 2,500 require the establishment of financial obligations setting aside the full value of the projected expenditure, which cannot be used for other purposes until the obligations are liquidated. In the field, where the bulk of OCHA's financial obligations exist, the situation is more complex: given the inevitable delays in financial reporting from the field, funds set aside for obligations remain encumbered for a longer period before they can be released for use in the implementation of activities.

The funding of activities detailed in *OCHA in 2006* is also governed by the maintenance of operating reserves – set aside to meet final expenditure and liquidation of liabilities for trust funds and calculated as a percentage of estimated annual commitments. The level of operating reserves required by the United Nations is set at 15 per cent, however OCHA has been allowed the exceptional rate of 10 per cent. Only unencumbered cash after this provision is made for operating reserves can be used for programming.

Cash flow problems are most evident in the last quarter of the year, when OCHA commences its annual programming of activities for the following year. At this time it must set aside the cash resources needed to meet its statutory and management obligations for the next year.

Cash Flow Management in 2006

Cash flow management continues to be fundamental to the successful implementation of OCHA's activities – ensuring that operations continue with minimal interruption, that funding is readily available to address

new or deteriorating crises, and that surge capacity can be promptly deployed.

Close monitoring of resources was achieved through the maintenance of cash flow statements and regular reviewing of budgets and expenditure. In working towards better management of resources, options for procurement are being reviewed, especially for vehicles where the cost of leasing is being compared to purchasing for short-term activities; this would reduce the amount of funds required at the onset of disasters. The encumbering of funds based on projected expenditure is also being reviewed to ensure that projected costs more closely reflect amounts that will actually be incurred, and that reporting by UNDP is received and processed in a more timely manner to allow adjustments to be made and more funds to be released during the year.

Expenditure

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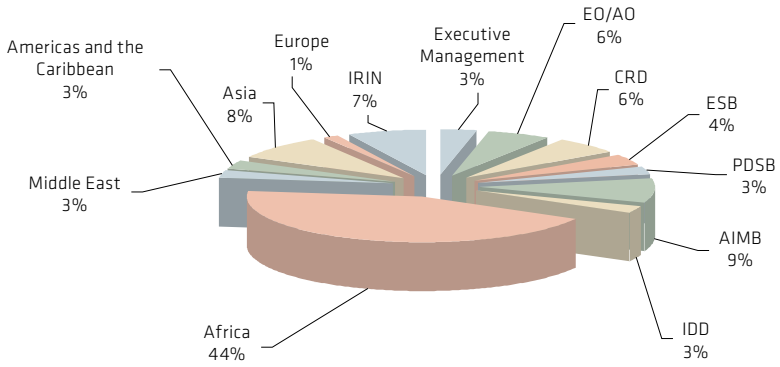
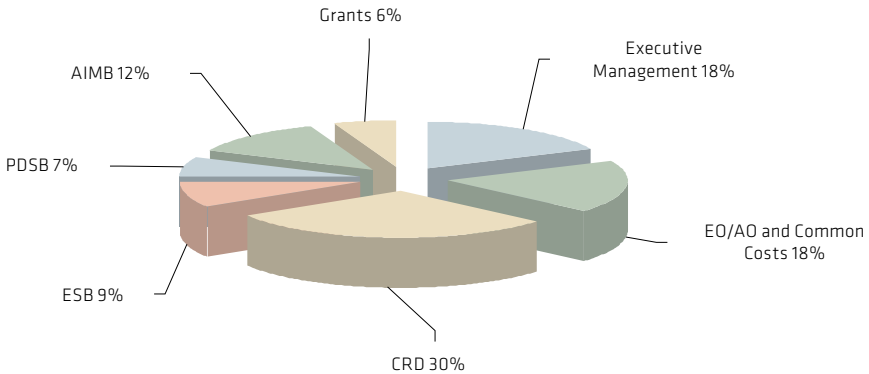
In 2006, OCHA's expenditure on activities forecast in *OCHA in 2006* increased by US$ 18.5 million, up by 18 per cent compared to 2005 expenditures. The higher level of expenditures can be attributed to the strengthening of regional and country offices in Asia. Increases in expenses were also generated by new and changing humanitarian emergencies that arose during the year.

OCHA spent 86 per cent of its revised extrabudgetary requirements for the year, with headquarters core expenditures registering at 75 per cent, headquarters projects at 85 per cent and field offices at 89 per cent. Against the United Nations regular budget appropriation – used exclusively for headquarters core activities and natural disaster grants approved by the General Assembly – OCHA's expenditures amounted to US$ 11.3 million, of which US$ 10.6 million supported OCHA's core staffing and activities and the remaining US$ 700,000 related to natural disaster grants.

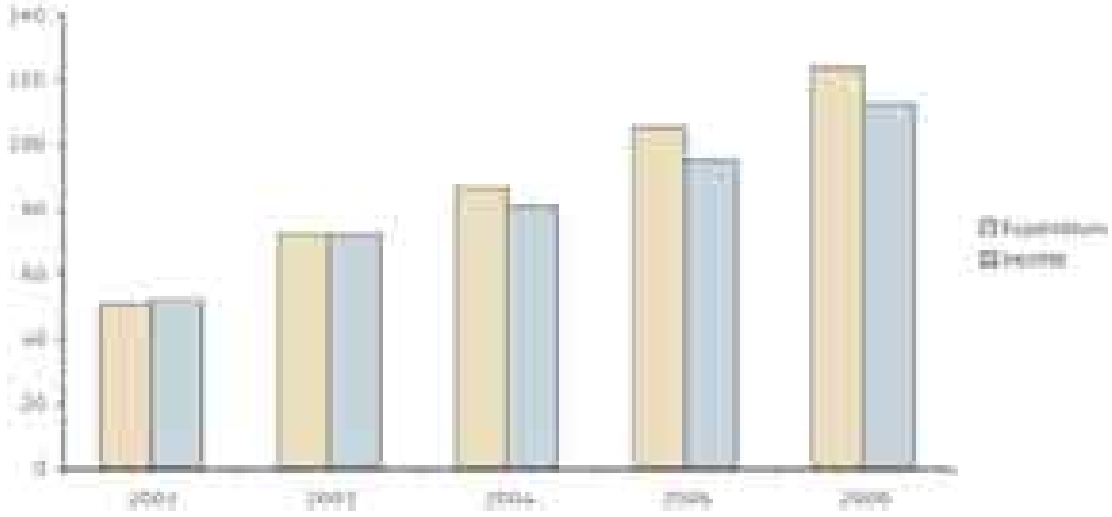
>> Extrabudgetary Expenditure Breakdown 2006



>> Regular Budget Expenditure Breakdown 2006



>> Extrabudgetary Income and Expenditure 2004–06



A total of 29 per cent of OCHA's headquarters core expenditures (US$ 10.6 million) were funded from the regular budget and 71 per cent (US$ 26.5 million) were financed from extrabudgetary resources.

The expenditure levels were influenced by: the vacancy rate, which reflects delayed recruitment (while posts are budgeted for a full year, there was an average vacancy rate in extrabudgetary posts of 24.5 percent); the variance between United Nations standard salary costs which are used for budgeting purposes and the actual salaries paid to staff; and the timeliness of funding (activities cannot be implemented until cash contributions are actually received).

OCHA's extrabudgetary expenditures can be divided into staff and non-staff costs. Staff costs include salaries and related entitlements, while non-staff costs include expenses related to consultants, travel, contractual services, operating expenses, supplies and grants. For headquarters core activities in 2006, staff costs represented 80 per cent of expenditure and non-staff costs 20 per cent. For headquarters projects, staff costs represented 70 per cent and non-staff costs 30 per cent. For field offices 68 per cent of the expenses were for staff costs and 32 per cent were non-staff costs.

Staff and non-staff expenses in the field offices varied depending on: the initialization of operations, scaled-down presences and the closure of offices; the size of the operations; and the intensity of humanitarian activities in the country. Field offices tend to have higher non-staff costs as their operational demands are much more complex than those of headquarters: they manage their own transportation (purchase and maintenance of vehicles), and they require additional communications equipment, security support and many other service contracts that are not required by headquarters.

Expenditures under Humanitarian Funds and other activities increased from US$ 6.5 million in 2005 to US$ 19.3 million in 2006. There were Emergency Response Funds in Liberia, DRC, Indonesia, Somalia, Republic of Congo, Ethiopia and Zimbabwe.

The total expenditure for natural disaster activities was US$ 12 million, an increase of 41 per cent compared to 2005. This can be attributed to support activities in response to: extensive flooding affecting Africa (Kenya, Guinea and Ethiopia), South America (Suriname and Bolivia), Bangladesh and Thailand, and the major earthquake in Indonesia (Yogyakarta).

Closing Balances

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The level and composition of OCHA's closing balances is critical as it determines the extent to which its headquarters core and project activities and field activities can continue uninterrupted from one year to the next, pending the receipt of new donor contributions.

Although the closing balances are reflected in the end-of-year financial statements, the total amounts can only be determined after the books are closed for the year (31 March). This closing date is three months after the end of the calendar year to allow all offices, particularly those in the field, sufficient time to: account for all financial transactions up to 31 December; record last-minute contributions and payments; review outstanding allotments and obligations with a view to closing or liquidating those that are no longer needed, releasing additional resources or savings; and record interest earned (only reported by banks after 31 December).

Trust Fund for the Strengthening of OCHA

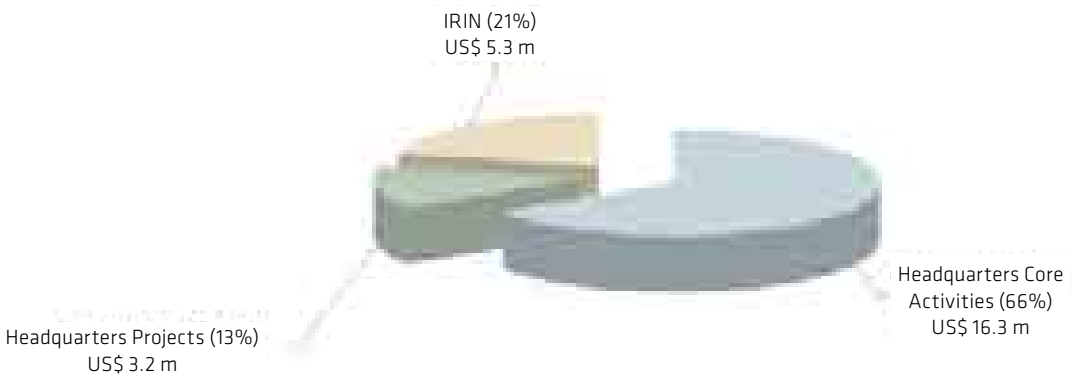
The closing balance for the Trust Fund for the Strengthening of OCHA (DDA), which supports OCHA's headquarters core requirements, New York-based projects and IRIN, amounted to US$ 24.8 million (an 8.8 per cent increase on the balance at the end of 2005). Of this closing balance, US$ 17.5 million was used for the extension of staff contracts for the full year and six months of operational requirements at headquarters, and for six months project staff contracts and operating costs. US$ 2 million (8 per cent) was kept as mandatory operating reserve. Although the closing balance of the IRIN Sub-Account (the remainder of the Trust Fund's closing balance) was US$ 5.3 million, it was comprised of US$ 2.3 million in savings from prior years (which are partially deferred expenses from previous closed accounting years). This left US$ 2 million available for the extension of IRIN staff contracts and for operational costs for three months, while US$ 1 million was kept as reserve.

Trust Fund for Disaster Relief Assistance

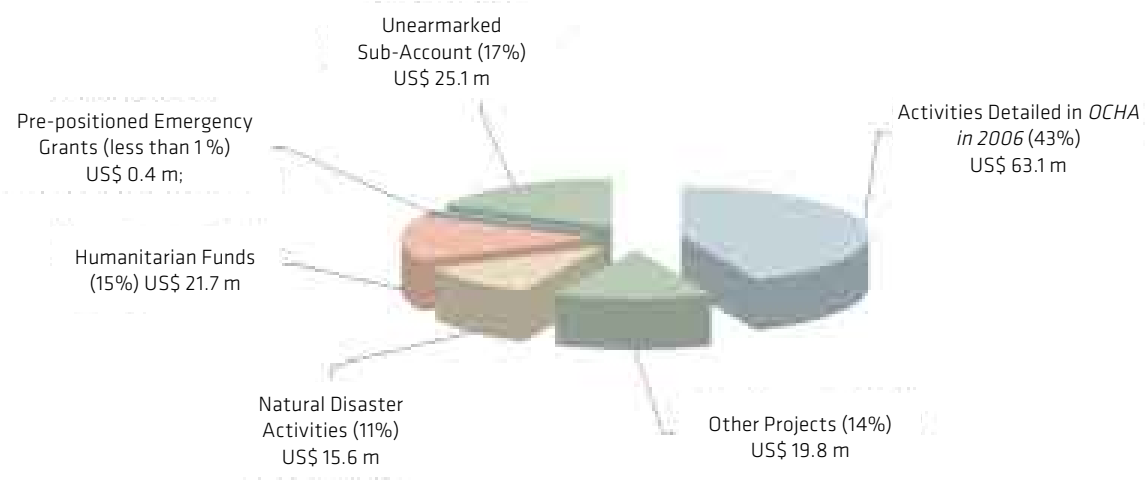
The Trust Fund for Disaster Relief Assistance's (DMA) closing balance of US$ 145.8 million represents an increase of 40 per cent on last year's balance. US$ 63.1 million (43.3 per cent) was directly related to funds received against the *OCHA in 2006* appeal, while the balance of US$ 82.6 million (56.7 per cent) was related to: unearmarked funds derived from interest and miscellaneous income; net exchange gains/losses and operating reserves of the Trust Funds; grants for natural disaster projects; other humanitarian response funds earmarked by donors for specific emergencies; government pre-positioned funds for UNDAC country accounts; and funds for the operation of the UNHRD in Brindisi, Italy.

Although the closing balance related to activities outlined in *OCHA in 2006* appears substantial (US$ 63.1 million), by December 2006 the amount that could actually be used to meet the cost of extending staff contracts and covering the first quarter of operating costs for field offices and Geneva-based projects was US$ 47.1 million. Additional funds, including US$ 16 million resulting from prior year's savings, were made available only by 31 March 2007. The amount was sufficient to cover six months' staff costs and three months' operational costs for field offices, while for headquarters projects staff contracts were able

>> Trust Fund for the Strengthening of OCHA – Closing Balance



>> Trust Fund for Disaster Relief Assistance – Closing Balance



to be extended for nine months and operational costs were covered for three months. This improvement in the length of contracts that could be offered to staff was due to the availability of funds from the BCRF, and represents a considerable success of the partnership between OCHA and its donors.

The remaining 56.7 per cent of the closing balance of the Trust Fund for Disaster Relief Assistance (US$ 82.6 million), consisted of amounts that were committed and could only be used as follows:

- US$ 57.1 million (39.2 per cent) of earmarked funds to be used for: grants to United Nations agencies and NGOs for natural disaster relief purposes, country Humanitarian Response Funds, UNDAC deployments and the operation of the UNHRD;
- US$ 15 million (10.3 per cent) to be used as a revolving fund for under-funded offices, drawn from unearmarked funds;
- US$ 10.1 million (6.9 per cent) as mandatory operating reserves; and
- US$ 390,400 (0.27 per cent) in reserve for natural disaster emergency grants.

KEY FINANCIAL TABLES

Explanations of Financial Statements and Terminology

back to contents

The financial statements and tables in the following pages present an overview of the sources and use of extrabudgetary funds administered by OCHA through its trust funds and other funding mechanisms in 2006.

>> Funds Management

Voluntary contributions to OCHA are received and managed through the following trust funds and special accounts:

The **Trust Fund for the Strengthening of OCHA (DDA)** was established in 1974 pursuant to General Assembly Resolution 32/43. Voluntary contributions to the Fund are used primarily to support OCHA's headquarters core activities not funded by the regular budget. The Fund is also used to support New York headquarters projects that fulfil OCHA's core mandate. It is subject to 13 per cent programme support costs.

The **Integrated Regional Information Networks (IRIN) Sub-Account (QTA)** was established under the Trust Fund for the Strengthening of OCHA to finance IRIN's core and project needs. It is subject to 13 per cent programme support costs.

The **Trust Fund for Disaster Relief Assistance (DMA)** was established by General Assembly Resolution 28/16 to receive earmarked and unearmarked contributions for emergency relief assistance. The Fund, which finances humanitarian coordination in natural disasters and complex emergencies, is the conduit for financial support to all of OCHA's field activities (except for IRIN) and Geneva-based headquarters projects. It is also used to channel donor contributions for natural disaster projects, humanitarian response mechanisms and other activities of operational agencies and NGOs. It is subject to 13 per cent programme support costs for activities directly implemented and supported by OCHA, and 3 per cent for funds channelled through OCHA. The Trust Fund for Disaster Relief Assistance has the following funding mechanisms:

- The **Field Coordination Reserve Fund (FCRF)** receives contributions for field coordination that are not earmarked for a specific country. It may include other unearmarked contributions from donors which do not otherwise provide any contributions directly for the field. Funds from the FCRF are allocated for:

  i the establishment of field presences in new emergencies (natural disasters or complex emergencies);

  ii the expansion of field presences due to a deteriorating humanitarian situation or increased access; and

  iii the provision of support to extremely under-funded offices to avoid interruption in contractual and operational commitments.

- The **Budgetary Cash Reserve Fund (BCRF),** established in 2005, is intended to reserve US$ 30 million at the end of each calendar year to allow OCHA to meet its immediate requirements for the following year. The Fund is used to enable one-year contracts for eligible field staff to be issued, and to cover the operational requirements of field offices for the first quarter of the coming year. By the end of 2006, OCHA had received US$ 11.4 million for the Fund.

- The **Unearmarked Sub-Account** consists of funds that are derived from interest generated by the Trust Fund for Disaster Relief Assistance, and it is primarily used for:

  i funding activities pending receipt of actual cash contributions against unpaid pledges, where funds are required urgently;

  ii the provision of funding for severely under-funded activities on the basis of urgent needs and priorities, and where funds from the FCRF are insufficient;

  iii meeting urgent requirements of new emergencies, pending receipt of donor contributions; and

  iv the provision of the mandatory operating reserve.

  In all instances where monies are used as advances against unpaid pledges, the Sub-Account is reimbursed on receipt of donor contributions. Reimbursements may occur in other instances if unexpected contributions are received at a later date or when unearmarked funds are received in the FCRF for distribution to priority activities.

- The **Special Account for Programme Support** consists of resources derived from the programme support costs or overhead charges applied to all trust funds administered by OCHA. The rate charged is that approved by the General Assembly, which ranges from 3 to 13 per cent of the annual expenditures of the trust funds. Charges of 3 per cent are levied for contributions channelled through OCHA for other United Nations agencies and NGOs, and 13 per cent is charged for activities that are directly implemented and supported by OCHA (including those detailed in *OCHA in 2006*).
- While OCHA generates a relatively good annual income from its Special Account for Programme Support, the use of these resources is limited to areas where a demonstrable relationship exists between the supporting activities concerned and the activities which generated the programme support revenue. They cannot be used to fund substantive activities and can only be used for administrative support functions (finance, personnel and common services).

>> Financial Tables

The **Statements of Income and Expenditure** summarize the total funds available in each trust fund or account, their utilization during the year, and the closing balance at 31 December 2006. Funds available are calculated by adding together: the closing balance from 2005, adjustments to the previous period's income and expenditure, income for 2006 comprising cash contributions and unpaid pledges (in accordance with the United Nations accounting standards), miscellaneous income, transfers from other funds, and savings from the previous year's financial commitments. Expenditure shows the use of each fund during the year, and includes both actual disbursements as well as commitments made but not yet disbursed. The closing balances show the remaining funds available at the end of 2006 to be carried forward into 2007, as well as the mandatory operating reserves for contingency purposes.

Table 1 shows the Statement of Income and Expenditure in 2006 for the Trust Fund for the Strengthening of OCHA (DDA) and the Trust Fund for Disaster Relief Assistance (DMA).

Table 2 shows the income, expenditure and balance of the Trust Fund for the Strengthening of OCHA by activity – headquarters core, headquarters projects (New York) and IRIN.

Headquarters core activities are the minimum activities that OCHA must carry out to effectively discharge its mandate, based on an average level of humanitarian emergency programming around the world. The definition of 'core' is based on three priority functions identified by the General Assembly: humanitarian coordination, advocacy and policy development. OCHA's core activities also underpin and allow for additional activities to take place, such as providing the capacity required to establish field offices in an emergency, or undertaking the evaluation of activities. These activities are supported by executive management, IASC and ECHA mechanisms, and external relations and resource mobilization.

Headquarters projects (New York) are additional, limited-duration activities generally implemented at headquarters (New York), associated with: the coordination of emergency response; time-bound projects undertaken by OCHA on behalf of the IASC or the international community; and further development of projects including ReliefWeb, Field Information Management, Field Information Support, Evaluations and Studies, Protection of Civilians and Gender Equality. They may also include other projects that OCHA takes on – at the request of the Security Council, the Secretary-General, the IASC or similar body – on the understanding that such activities are not part of OCHA's regular activities but meet a short-term need.

IRIN is OCHA's only field-based project, managed from New York under the Trust Fund for the Strengthening of OCHA.

Table 3 shows the income, expenditure and balance of the Trust Fund for Disaster Relief Assistance by activity: complex emergencies, headquarters projects (Geneva), natural disaster activities, humanitarian funds and other activities, and the Unearmarked Sub-Account.

Complex emergencies refers to the coordination activities of field offices, including the use of the FCRF and the BCRF which allow OCHA to manage the field activities with financial flexibility.

Headquarters projects (Geneva) are projects administered and managed in Geneva. They are limited-duration activities undertaken in support of OCHA's core mandate, including those associated with the coordination of disaster and emergency response such as the Field Coordination Support Section, the Civil–Military Coordination Section and the International Search and Rescue Advisory Group, along with other activities aimed at strengthening existing capacities in areas such as donor relations.

Natural disaster activities relate to Regional Disaster Response Advisers' offices, government pre-positioned funds used for emergency grants to provide immediate humanitarian relief at the onset of disasters, UNDAC activities and other natural disaster-related activities (including funds for the UNHRD in Brindisi, Italy).

Humanitarian funds and other activities include rapid response mechanisms for humanitarian aid. Funds in this category are expended in the form of grants to NGOs and are not available for use by OCHA.

The **Unearmarked Sub-Account** advances funds to other activities pending receipt of cash contributions against pledges, supports extremely under-funded activities, meets the urgent needs of new emergencies, and provides for the mandatory operating reserve.

Table 4 shows the status of the Special Account for Programme Support, the income generated from programme support costs levied on OCHA's trust funds, and expenditure to support the administrative and common service requirements of OCHA's extrabudgetary activities.

Tables 5 and **6** summarize the expenditure by headquarters core and project activities, and by field coordination activities. These tables present OCHA's extrabudgetary requirements as detailed in *OCHA in 2006*, and revised requirements, contributions, other income and expenditure recorded for each activity. Contributions include cash receipts and unpaid pledges earmarked by donors for each activity as well as allocations from the FCRF. Expenditure includes both obligations and actual disbursements.

Table 7 shows cash contributions and pledges made by governments and individual donors to each trust fund. Data is provided on the contributions of the top 20 donors – by headquarters activities, field office activities and other activities.

Table 8 shows the status of earmarking and unearmarking by donors and **Table 9** is a matrix that matches donors with the activities to which they contributed.

The narratives on headquarters core activities, headquarters projects and field offices in Parts II and III are accompanied by financial tables that show the revised requirements, income from voluntary contributions and expenditure breakdown – using United Nations accounting standards.

>> Definitions

Opening balance is the total amount of funds available for the trust fund and/or main activity on 1 January 2006 (also referred to as 'closing balance' from 2005). The actual amount available for implementation purposes is less than the opening balance because unpaid pledges, while recorded as income, are not equivalent to cash on hand (and because a mandatory 10 per cent cash operating reserve must be held to cover any unforeseen expenditure).

Adjustment refers to adjustments of income or expenditure reported in 2005 or previous years. This may be due to adjustments to contributions and other miscellaneous income recorded in prior years, and adjustments to expenses incorrectly reported.

Income from contributions is funds received from donors that have been credited to OCHA's trust funds, as well as unpaid pledges.

A **pledge** is a written commitment by a donor to provide, at a future date, a monetary contribution to OCHA's activities. According to United Nations financial regulations and rules, it is recorded as income at the time of receipt of the written commitment. If the pledge is

in a currency other than United States dollars, its value is converted according to the United Nations rates of exchange at the time of receipt. The United States dollar value of the pledge varies in accordance with the United Nations rates of exchange for as long as the pledge remains outstanding in the United Nations financial statement. Foreign exchange gains or losses may be incurred at the time of receipt of the cash.

Transfers, refunds and savings include transfers between projects, allocations from the FCRF to under-funded field offices, transfers from and to the Unearmarked Sub-Account, transfers between trust funds, refunds to donors and savings from the prior period's unused obligations.

Other funds available includes contributions from other United Nations agencies and miscellaneous income (such as gains or losses on currency exchange and proceeds from the sale of old equipment).

Total funds available comprise opening balance, adjustments, income from contributions and other available funds.

Expenditure is the disbursements and obligations recorded for the year.

Closing balance represents funds carried over from 2006 to 2007. As explained under 'opening balance', the amount available for the implementation of activities is lower than the figure indicated in the statement of income and expenditure. For the Trust Fund for Disaster Relief Assistance (Table 3), a substantial portion of the carry-over relates to government pre-positioned funds for natural disasters, humanitarian funds and other activities that have not been included in the extrabudgetary programme requirements detailed in *OCHA in 2006*, as well as mandatory operating reserves not available for use by programmes.

Expenditure is grouped into the following broad categories:

- *Staff costs:* salaries and related entitlements of staff employed under United Nations contracts.
- *Consultants' fees and travel:* salaries and travel costs of consultants engaged for a specific, time-bound mandate and purpose.
- *Travel:* travel and related expenses incurred on official business by staff or other representatives participating in OCHA activities.
- *Contractual services:* outsourced services, such as printing, translation, editing and security services.
- *Operating expenses:* rental and maintenance of office premises and equipment, communications, shipment and bank charges.
- *Supplies, furniture and equipment:* office supplies, materials, furniture and equipment (including computers, fax machines, photocopiers and vehicles in the field).
- *Grants, contributions, fellowships and seminars:* grants provided to United Nations agencies and external entities such as NGOs, institutions, universities and other organizations working in partnership with OCHA (includes seminars and workshops detailed in *OCHA in 2006)*.
- *Programme support costs:* calculated at 13 per cent of funds allocated to all activities and projects executed and directly supported by OCHA, and 3 per cent of grants provided to other entities that do not require significant administrative support from OCHA. These programme support costs, while recorded as expenditure in each trust fund, revert to OCHA as income for its Special Account for Programme Support.

>> Statement of Income and Expenditure in 2006*

Table 1
Trust Funds Administered by OCHA (US$)

Summary		Trust Fund for the Strengthening of OCHA	Trust Fund for Disaster Relief Assistance
1	Opening Balance	22,761,853	103,729,653
2	Adjustments	(105,990)	1,743,455
3	Income from Contributions	29,189,010	134,276,403
4	Transfers, Refunds, Savings	3,907,270	15,175,658
5	Other Funds Available	2,194,808	7,250,593
6	**Total Funds Available**	**57,946,951**	**262,175,762**
7	Expenditure	33,134,634	116,421,060
8	**Closing Balance**	**24,812,317**	**145,754,702**

Table 2
Trust Fund for the Strengthening of OCHA (US$)

Summary		Headquarters Core New York, Geneva	Headquarters Projects New York	IRIN	TOTAL
1	Opening Balance	17,014,051	2,817,188	2,930,614	22,761,853
2	Adjustments	(1,726)	–	(104,264)	(105,990)
3	Income from Contributions	15,820,188	4,983,979	8,384,843	29,189,010
4	Transfers, Refunds, Savings	1,575,423	–	2,331,847	3,907,270
5	Other Funds Available	1,289,181	258,400	647,227	2,194,808
6	**Total Funds Available**	**35,697,117**	**8,059,567**	**14,190,267**	**57,946,951**
7	Expenditure	19,404,115	4,849,524	8,880,995	33,134,634
8	**Closing Balance**	**16,293,002**	**3,210,043**	**5,309,272**	**24,812,317**

Table 3
Trust Fund for Disaster Relief Assistance (US$)

	Summary	Complex Emergencies	Headquarters Projects Geneva	Natural Disaster Activites	Humanitarian Funds and Other Activities	Unearmarked Sub-Account	TOTAL
1	Opening Balance	37,850,047	15,848,532	19,932,929	16,132,583	13,965,562	103,729,653
2	Adjustments	2,175,657	944,975	(587,793)	74,112	(863,496)	1,743,455
3	Income from Contributions	89,359,293[a]	13,874,269[b]	8,396,606[c]	22,645,652[d]	583	134,276,403
4	Transfers, Refunds, Savings	3,101,568	(357,265)	4,282,421	2,005,760	6,143,174	15,175,658
5	Other Funds Available	895,522	33,386	261,920	215,065	5,844,700	7,250,593
6	**Total Funds Available**	**133,382,087**	**30,343,897**	**32,286,083**	**41,073,172**	**25,090,523**	**262,175,762**
7	Expenditure	71,729,654	13,315,725	12,035,604	19,340,077	–	116,421,060
8	**Closing Balance**	**61,652,433**	**17,028,172**	**20,250,479**	**21,733,095**	**25,090,523[e]**	**145,754,702**

[a] Includes income from the Field Coordination Reserve Fund of US$ 10,977,011, the Budgetary Cash Reserve Fund of US$ 8,431,669 and other projects not part of *OCHA in 2006* totalling US$ 9,066,987.
[b] Includes other headquarters activities totalling US$ 3,825,860 and excludes US$ 1,015,490 for Staff Development and Learning (core activities).
[c] Includes UNDAC Developing Country Projects totalling US$ 361,828 and funds for the UNHRD (Brindisi, Italy) totalling US$ 2,555,350.
[d] Consists of Emergency Response Funds for the Democratic Republic of the Congo, Indonesia, Somalia, the Republic of Congo and Ethiopia.
[e] Includes mandatory operating reserves of US$ 10,093,031.

Table 4
Special Account for Programme Support (US$)

	Summary	TOTAL
1	Opening Balance	17,164,742
2	Adjustments	(2,290,186)
3	Income from Contributions	17,260,665
4	Transfers, Refunds, Savings	3,261,532
5	Other Funds Available	1,088,706
6	**Total Funds Available**	**36,485,459**
7	Expenditure	11,089,863[a]
8	**Closing Balance**	**25,395,596**

[a] Expenditure consists of: US$ 1,831,351 for headquarters (New York) core activities; US$ 4,207,031 for headquarters (Geneva) core activities; US$ 637,505 for the International Strategy for Disaster Reduction; US$ 3,900,469 in payments to United Nations Office in Geneva; and support costs for the United Nations Secretariat of US$ 513,507.

* All figures subject to audit

1 The opening balances are as of 1 January 2006.
2 Includes adjustments to prior period income and expenditure.
3 Includes contributions from donors for 2006.
4 Includes transfers between Trust Funds, refunds to donors and savings on prior period obligations.
5 Consists of interest and miscellaneous income and exhange adjustments for 2006.
6 Consists of the opening balance and income (1+2+3+4+5).
7 Includes disbursements and unliquidated obligations as of 31 December 2006.
8 Includes operating cash reserves and balances as of 31 December 2006.

Table 5
Extrabudgetary Requirements, Income and Expenditure in 2006 (US$)

HEADQUARTERS CORE ACTIVITIES	Requirements	Revised Requirements	Opening Balance	Contributions	Other Income, Transfers, Savings and Adjustments	Expenditure
Trust Fund for the Strengthening of OCHA			17,014,051	15,820,188[1]	2,862,878	
Office of the USG, ERC and Director, New York	837,429	1,263,439	–	–	–	1,779,407
Office of the Director, Geneva	857,435	891,081	–	–	–	789,196
Executive Office – New York	1,026,815	1,073,710	–	–	–	928,387
Common Costs – New York	752,460	776,755	–	–	–	741,944
Administrative Office – Geneva	6,445,958	5,631,030	–	–	–	3,348,465
Field Support Section	1,818,165	2,096,701	–	–	–	934,422
Staff Development and Learning Section	1,081,283	1,081,283	–	–	–	484,758
Common Costs – Geneva	457,627	610,319	–	–	–	797,353
IASC/ECHA Secretariat	903,643	942,844	–	–	–	711,814
Humanitarian Reform Support Unit	–	322,329	–	–	–	172,625
Coordination and Response Division	5,527,914	6,197,326	–	–	–	5,083,732
CAP Section	2,098,316	2,112,309	–	–	–	1,451,050
Surge Capacity and Contingency Planning Section	1,039,125	1,039,125	–	–	–	782,813
Emergency Services Branch	553,008	553,008	–	–	–	328,865
Policy Development and Studies Branch	2,948,590	3,080,800	–	–	–	2,241,966
Advocacy and Information Management Branch	5,979,704	6,036,203	–	–	–	4,804,494
Sub-total for Core Activities	**32,327,472**	**33,708,262**	**17,014,051**	**15,820,188**	**2,862,878**	**25,381,291[2]**

HEADQUARTERS PROJECTS	Requirements	Revised Requirements	Opening Balance	Contributions	Other Income, Transfers, Savings and Adjustments	Expenditure	Closing Balance
Donor and External Relations Section	1,447,903	1,615,816	536,057	760,000	160,252	663,720	792,589
Field Coordination Support Section	1,772,550	1,772,550	2,078,615	1,867,277	241,914	1,433,564	2,754,242
UNDAC Developing Countries Project	938,931	938,931	1,551,786	728,268	195,628	763,832	1,711,850
Civil–Military Coordination Section	1,891,649	1,891,649	1,120,470	2,218,768	33,689	1,710,114	1,662,813
Logistics Support Unit	443,629	443,629	923	601,949	256,492	192,937	666,427
Environmental Emergencies Section	285,212	446,943	312,505	385,000	19,784	366,781	350,508
Internal Displacement Division	3,360,866	3,677,266	2,083,422	2,015,217	359,075	3,324,445	1,133,269
Protection of Civilians Project	753,369	753,369	377,672	557,675	–	546,700	388,647
Evaluation and Studies Section	406,800	406,800	563,094	60,623	50,000	302,989	370,728
Gender Equality Project	328,715	328,715	214,079	425,000	203,400	376,366	466,113
ReliefWeb	2,691,678	2,519,685	1,914,777	2,600,197	101,778	2,559,946	2,056,806
Field Information Support Project	1,799,401	1,861,322	507,943	1,602,892	–	1,319,057	791,778
Field Information Management Project	1,642,702	1,642,702	177,020	1,937,789	–	1,892,838	221,971
Sub-total for Headquarters Projects	**17,763,405**	**18,299,377**	**11,438,363[3]**	**15,760,655**	**1,622,012**	**15,453,289[4]**	**13,367,741**
Total for OCHA Headquarters	**50,090,877**	**52,007,639**	**28,452,414**	**31,580,843**	**4,484,890**	**40,834,580**	

1 Core activities are funded from voluntary contributions, the Special Account from Programme Support and US$ 1,015,490 from the Trust Fund for Disaster Relief Assistance (for Staff Development and Learning).
2 Consists of expenditures of US$ 18,970,935 under the Trust Fund for the Strengthening of OCHA, US$ 6,038,382 under the Special Account for Programme Support and US$ 484,758 from the Trust Fund for Disaster Relief Assistance.
3 The 2005 closing balance for headquarters core projects was US$ 14,778,415 (*Annual Report 2005*), This table does not include the CAP, Surge Capacity, and Staff Development and Learning Projects, which were moved into headquarters core activities at the beginning of 2006, The Disaster Response Preparedness Project was not included in *OCHA in 2006*.
4 Consists of expenditure of US$ 5,282,702 under the Trust Fund for the Strengthening of OCHA and US$ 10,655,345 under the Trust Fund for Disaster Relief Assistance.

Table 6
Extrabudgetary Requirements, Income and Expenditure in 2006 (US$)

FIELD COORDINATION ACTIVITIES	Requirements	Revised Requirements	Opening Balance	Contributions	Other Income, Transfers, Savings and Adjustments	Expenditure	Closing Balance
AFRICA							
Burundi	1,996,939	1,996,939	1,676,047	707,471	277,268	1,756,865	903,921
Central African Republic	585,787	763,631	313,164	744,490	191,634	613,171	636,117
Chad	813,668	1,558,981	225,061	1,132,516	192,468	1,057,908	492,137
Côte d'Ivoire	3,496,429	3,995,982	651,748	2,562,387	870,521	3,283,308	801,348
Democratic Republic of the Congo	10,269,740	11,280,406	1,398,120	12,256,990	1,515,629	10,314,769	4,855,970
Eritrea	723,586	723,586	178,348	885,562	259,798	585,864	737,844
Ethiopia	1,890,101	1,977,658	1,428,147	1,354,569	260,127	1,831,885	1,210,958
Guinea	1,051,171	1,034,816	272,645	489,673	554,385	957,730	358,973
Republic of Congo	490,999	502,299	443,155	168,287	302,551	500,116	413,877
Somalia	3,506,476	3,629,262	553,642	4,834,691	(206,623)	2,813,237	2,368,473
Sudan	19,856,962	18,554,569	3,409,791	21,381,521	(1,533,030)	18,121,646	5,136,636
Darfur Humanitarian Information Centre	301,809	439,443	772,752	–	(6)	691,420	81,326
Uganda	3,560,933	3,603,900	1,689,187	2,625,379	564,495	3,346,366	1,532,695
Zimbabwe	2,209,964	2,321,906	1,608,768	1,266,173	(334,877)	1,736,105	803,959
Regional Office for Central and East Africa (Nairobi)	2,036,498	2,036,498	806,845	1,224,245	333,337	1,769,658	594,769
Regional Office for Southern Africa (Johannesburg)	1,661,953	1,889,734	705,050	1,017,411	671,729	1,425,931	968,259
Regional Office for West Africa (Dakar)	2,826,284	3,507,337	739,307	3,270,118	22,326	3,038,274	993,477
Sub-total for Africa	**57,279,299**	**59,816,947**	**16,871,777**	**55,921,483**	**3,941,732**	**53,844,253**	**22,890,739**
MIDDLE EAST							
occupied Palestinan territory	2,866,100	2,866,100	1,273,388	4,192,509	316,874	2,638,935	3,143,836
Regional Office for the Middle East, North Africa, Iran and Afghanistan (Dubai)	1,069,404	1,069,404	245,251	723,975	261,992	923,659	307,559
Sub-total for Middle East	**3,935,504**	**3,935,504**	**1,518,639**	**4,916,484**	**578,866**	**3,562,594**	**3,451,395**
ASIA							
Indonesia	3,597,908	3,461,626	323,256	1,150,933	582,015	1,105,893	950,311
Islamic Republic of Iran	275,386	275,386	217,457	–	132,390	220,017	129,830
Nepal	2,313,987	2,313,987	991,608	1,839,255	388,431	1,649,759	1,569,535
Pakistan	3,589,929	3,846,814	4,051,906	1,313,938	271,948	3,314,482	2,323,310
Papua New Guinea	296,718	342,178	122,000	277,813	(50,000)	256,440	93,373
Sri Lanka	1,818,381	1,344,495	–	1,019,599	423,000	920,179	522,420
Regional Disaster Response Adviser for Asia (Kobe)	363,453	448,855	176,542	193,000	28,463	349,950	48,055
Regional Disaster Response Adviser for Pacific (Suva)	584,978	624,978	248,084	402,520	81,781	618,525	113,860
Regional Office for Asia and the Pacific (Bangkok)	2,576,341	2,773,338	694,109	1,473,776	333,861	2,020,800	480,946
Sub-total for Asia	**15,417,081**	**15,431,657**	**6,824,962**	**7,670,834**	**2,191,889**	**10,456,045**	**6,231,640**
EUROPE							
Russian Federation	1,873,554	1,873,554	1,117,033	971,455	408,638	1,828,151	668,975
Sub-total for Europe	**1,873,554**	**1,873,554**	**1,117,033**	**971,455**	**408,638**	**1,828,151**	**668,975**
AMERICAS AND THE CARIBBEAN							
Colombia	2,894,174	2,894,174	684,877	1,947,733	1,115,004	2,454,535	1,293,079
Haiti	688,898	688,898	267,715	287,580	231,929	463,946	323,278
Regional Office for Latin America and the Caribbean (Panama)	1,188,186	1,188,186	349,323	575,008	332,724	941,748	315,307
Sub-total for Latin America and the Caribbean	**4,771,258**	**4,771,258**	**1,301,915**	**2,810,321**	**1,679,657**	**3,860,229**	**1,931,664**
Integrated Regional Information Network	6,077,726	6,993,430	2,930,614	8,384,843	2,874,810	8,880,995	5,309,272
Total for OCHA Field Offices	**89,354,422**	**92,822,350**	**30,564,940[1]**	**80,675,420[2]**	**11,675,592[3]**	**82,432,267**	**40,483,685**
Total for OCHA Headquarters and Field Offices	**139,445,299**	**144,829,989**	**59,017,354**	**112,256,263**	**16,160,482**	**123,266,847**	
Field Coordination Reserve Fund	**–**	**–**	**1,216,409**	**10,977,011**	**(7,859,075)**	**–**	**4,334,345**
Budgetary Cash Reserve Fund	**–**	**–**	**3,000,000**	**8,431,669**	**–**	**–**	**11,431,669**

[1] Includes opening balances for Pakistan of US$ 4,051,906 and Papua New Guinea of US$ 122,000 – not included in *OCHA in 2005*, but included in *OCHA in 2006*. Does not include balances of 2005 projects that were not part of *OCHA in 2006*: Angola US$ 1,616,663, Liberia HIC US$ 171,661, Niger US$ 244,160, Sierra Leone US$ 49,520 and the Democratic People's Republic of Korea US$ 425,564.

[2] Includes allocations from the Field Coordination Reserve Fund of US$ 7,107,113, and US$ 14,268,074 from the pooled funding managed by UNDP.

[3] Includes transfers from the Unearmarked Sub-Account of US$ 7,792,371 and other net transfers, refunds, miscellaneous income, and adjustments and savings of US$ 3,883,221.

Table 7
Donor Contributions in 2006 (US$)

	Trust Fund for Disaster Relief Assistance		Trust Fund for the Strengthening of OCHA		
	Field Activities and Headquarters Projects	Natural Disasters, Humanitarian Funds and Other Activities	Core Activities and Headquarters Projects	IRIN	TOTAL
United Kingdom	11,416,827	12,953,555	3,600,000	1,562,000	29,532,382
Norway	12,432,236	5,435,282	1,515,450	1,351,323	20,734,291
Sweden	13,028,279	2,430,791	2,098,387	809,756	18,367,213
Pooled Funding – UNDP	14,268,074	1,846,487	–	–	16,114,561
United States of America	10,288,859	1,737,000	1,804,870	800,000	14,630,729
Netherlands	5,671,000	6,532,000	1,047,000	250,000	13,500,000
ECHO	6,985,352	1,553,672	2,149,100	648,812	11,336,936
Canada	5,307,601	851,176	683,500	439,847	7,282,124
Ireland	3,218,639	677,763	750,000	681,850	5,328,252
Switzerland	1,604,308	860,064	749,978	822,493	4,036,843
Australia	1,986,143	914,938	830,670	214,770	3,946,521
Italy	1,490,017	2,220,105	200,000	–	3,910,122
Finland	1,692,236	255,102	550,000	242,236	2,739,574
Belgium	1,955,269	–	382,651	–	2,337,920
Denmark	986,521	65,513	819,742	150,000	2,021,776
Spain	1,241,323	–	118,343	130,000	1,489,666
New Zealand	302,738	14,730	590,812	100,000	1,008,280
France	511,133	–	250,000	149,872	911,005
OPEC	–	849,925	–	–	849,925
Japan	450,000	–	300,000	–	750,000
Germany	–	48,053	441,624	–	489,677
Republic of Korea	50,000	–	300,000	–	350,000
Kuwait	–	300,000	–	–	300,000
United Arab Emirates	99,975	–	200,000	–	299,975
Luxembourg	–	–	222,045	–	222,045
Austria	122,793	–	–	–	122,793
Czech Republic	88,952	–	22,238	–	111,190
Lithuania	–	110,824	–	–	110,824
Saudi Arabia	99,980	–	–	–	99,980
Singapore	–	60,000	20,000	–	80,000
Private Donors	60,495	6,308	607	8,350	75,760
Philippines	60,826	–	–	–	60,826
Iceland	–	–	50,000	–	50,000
Portugal	–	50,000	–	–	50,000
South Africa	15,689	7,845	–	23,534	47,068
Mexico	35,000	–	–	–	35,000
Greece	–	–	26,350	–	26,350
Monaco	–	–	25,000	–	25,000
Estonia	–	7,655	15,310	–	22,965
Liechtenstein	22,840	–	–	–	22,840
China	–	–	20,000	–	20,000
Micronesia	10,000	–	–	–	10,000
Slovenia	–	–	5,000	–	5,000
Total	**95,503,105**	**39,788,788**	**19,788,677**	**8,384,843**	**163,465,413**

Voluntary Contributions to OCHA in 2006 from the Top 20 Donors

1: United Kingdom

OCHA Headquarters	Contribution US$
Core Activities	3,842,000
Projects	1,074,069
OCHA Field Offices	
FCRF Unallocated	2,273,432
Central African Republic	184,000
Democratic Republic of the Congo	500,000
Eritrea	424,762
Guinea	120,000
Somalia	590,429
Zimbabwe	281,426
Regional Office for West Africa (Dakar)	1,733,867
Regional Office for Middle East, North Africa, Iran and Afghanistan (Dubai)	459,000
Nepal	761,905
Pakistan	1,238,938
Papua New Guinea	58,000
Regional Disaster Response Adviser for Asia (Kobe)	93,000
Regional Office for Asia and the Pacific (Bangkok)	858,000
Haiti	21,000
Regional Office for Latin America and the Caribbean (Panama)	503,000
IRIN	1,562,000
Sub-total of *OCHA in 2006* Contributions	**16,578,828**
Other Contributions	
Non-*OCHA in 2006* and Other Activities	677,280
Natural Disasters	45,000
Emergency Response Funds	12,231,274
Total	**29,532,382**

2: Norway

OCHA Headquarters	Contribution US$
Core Activities	1,329,827
Projects	2,709,299
OCHA Field Offices	
Côte d'Ivoire	1,538,369
Democratic Republic of the Congo	2,203,759
Eritrea	60,000
Ethiopia	464,145
Somalia	747,887
Sudan	2,241,188
Uganda	310,000
Regional Office for Southern Africa (Johannesburg)	287,411
occupied Palestinian territory	817,595
Regional Office for Middle East, North Africa, Iran and Afghanistan (Dubai)	165,000
Nepal	751,880
Pakistan	65,000
Papua New Guinea	46,000
Regional Office for Asia and the Pacific (Bangkok)	210,326
IRIN	1,351,323
Sub-total of *OCHA in 2006* Contributions	**15,299,009**
Other Contributions	
Non-*OCHA in 2006* and Other Activities	3,346,759
Natural Disasters	535,245
Emergency Response Funds	1,553,278
Total	**20,734,291**

3: Sweden

OCHA Headquarters	Contribution US$
Core Activities	1,533,986
Projects	2,191,870
OCHA Field Offices	
Budgetary Cash Reserve Fund	5,000,000
Burundi	125,470
Central African Republic	125,470
Chad	376,411
Côte d'Ivoire	376,411
Eritrea	200,000
Guinea	250,941
Republic of Congo	125,471
Somalia	676,412
Uganda	501,882
Zimbabwe	250,941
Regional Office for Central and East Africa (Nairobi)	250,941
Regional Office for West Africa (Dakar)	511,448
occupied Palestinian territory	627,353
Indonesia	543,502
Nepal	125,471
Sri Lanka	474,640
Russian Federation	313,676
Colombia	544,370
IRIN	809,756
Sub-total of *OCHA in 2006* Contributions	**15,936,422**
Other Contributions	
Non-*OCHA in 2006* and Other Activities	1,125,400
Natural Disasters	50,686
Emergency Response Funds	1,254,705
Total	**18,367,213**

4: Pooled Funding – UNDP

OCHA Field Offices	Contribution US$
Democratic Republic of the Congo	5,500,000
Sudan	8,768,074
Sub-total of *OCHA in 2006* Contributions	**14,268,074**
Other Contributions	
Emergency Response Funds	1,846,487
Total	**16,114,561**

5: United States of America

OCHA Headquarters	Contribution US$
Core Activities	804,870
Projects	2,700,000
OCHA Field Offices	
Burundi	100,000
Chad	200,000
Democratic Republic of the Congo	1,000,000
Eritrea	200,000
Sudan	4,897,706
Uganda	500,000
Zimbabwe	100,000
Regional Office for Central and East Africa (Nairobi)	200,000
Regional Office for Southern Africa (Johannesburg)	200,000
Regional Office for West Africa (Dakar)	275,000
occupied Palestinian territory	560,153
Indonesia	75,000
Russian Federation	281,000
IRIN	800,000
Sub-total of *OCHA in 2006* Contributions	**12,893,729**
Other Contributions	
Non-*OCHA in 2006* and Other Activities	1,700,000
Natural Disasters	37,000
Total	**14,630,729**

6: Netherlands

OCHA Headquarters	Contribution US$
Core Activities	797,000
Projects	760,000
OCHA Field Offices	
Burundi	482,000
Côte d'Ivoire	300,000
Ethiopia	200,000
Somalia	2,048,000
Uganda	300,000
Zimbabwe	220,000
Regional Office for Southern Africa (Johannesburg)	400,000
Regional Office for West Africa (Dakar)	300,000
occupied Palestinian territory	361,000
Russian Federation	250,000
Colombia	300,000
IRIN	250,000
Sub-total of *OCHA in 2006* Contributions	**6,968,000**
Other Contributions	
Non-*OCHA in 2006* and Other Activities	1,445,000
Natural Disasters	75,000
Emergency Response Funds	5,012,000
Total	**13,500,000**

7: ECHO

OCHA Headquarters	Contribution US$
Core Activities	411,311
Projects	2,077,121
OCHA Field Offices	
Côte d'Ivoire	69,607
Democratic Republic of the Congo	2,013,981
Ethiopia	213,482
Somalia	511,774
Sudan	537,409
Uganda	847,718
Zimbabwe	413,806
occupied Palestinian territory	1,269,036
Indonesia	308,483
Sri Lanka	203,046
Russian Federation	4,828
Colombia	252,849
IRIN	648,812
Sub-total of *OCHA in 2006* Contributions	**9,783,263**
Other Contributions	
Non-*OCHA in 2006* and Other Activities	1,553,673
Total	**11,336,936**

8: Canada

OCHA Headquarters	Contribution US$
Core Activities	575,824
Projects	679,667
OCHA Field Offices	
Budgetary Cash Reserve Fund	871,916
FCRF Unallocated	656,660
Central African Republic	20,000
Côte d'Ivoire	148,000
Guinea	115,500
Sudan	1,434,960
Regional Office for Central and East Africa (Nairobi)	168,709
Regional Office for Southern Africa (Johannesburg)	85,000
Regional Office for West Africa (Dakar)	274,099
occupied Palestinian territory	522,692
Indonesia	88,968
Papua New Guinea	80,500
Sri Lanka	88,106
Regional Office for Asia and the Pacific (Bangkok)	47,500
Haiti	133,000
IRIN	439,847
Sub-total of *OCHA in 2006* Contributions	**6,430,948**
Other Contributions	
Non-*OCHA in 2006* and Other Activities	816,976
Natural Disasters	34,200
Total	**7,282,124**

9: Ireland

OCHA Headquarters	Contribution US$
Core Activities	550,000
Projects	350,000
OCHA Field Offices	
Central African Republic	415,020
Chad	556,105
Sudan	1,239,113
Regional Office for Central and East Africa (Nairobi)	604,594
Sri Lanka	253,807
IRIN	681,850
Sub-total of *OCHA in 2006* Contributions	**4,650,489**
Other Contributions	
Non-*OCHA in 2006* and Other Activities	677,763
Total	**5,328,252**

10: Switzerland

OCHA Headquarters	Contribution US$
Core Activities	599,978
Projects	867,961
OCHA Field Offices	
Ethiopia	476,942
Sudan	247,934
Russian Federation	121,951
Regional Office for Latin America and the Caribbean (Panama)	39,520
IRIN	822,493
Sub-total of *OCHA in 2006* Contributions	**3,176,779**
Other Contributions	
Non-*OCHA in 2006* and Other Activities	612,130
Emergency Response Funds	247,934
Total	**4,036,843**

11: Australia

OCHA Headquarters	Contribution US$
Core Activities	930,670
Projects	787,490
OCHA Field Offices	
Somalia	210,190
occupied Palestinian territory	34,680
Papua New Guinea	93,312
Regional Office for Asia and the Pacific (Bangkok)	357,950
Regional Disaster Response Adviser for the Pacific (Suva)	402,520
IRIN	214,770
Sub-total of *OCHA in 2006* Contributions	**3,031,582**
Other Contributions	
Non-*OCHA in 2006* and Other Activities	774,812
Natural Disasters	140,127
Total	**3,946,521**

12: Italy

OCHA Headquarters	Contribution US$
Core Activities	200,000
Projects	172,494
OCHA Field Offices	
Sudan	1,317,523
Sub-total of *OCHA in 2006* Contributions	**1,690,017**
Other Contributions	
Natural Disasters	2,220,105
Total	**3,910,122**

13: Finland

OCHA Headquarters	Contribution US$
Core	550,000
OCHA Field Offices	
Budgetary Cash Reserve Fund	1,242,236
Democratic Republic of the Congo	99,200
Eritrea	800
Sudan	350,000
IRIN	242,236
Sub-total of *OCHA in 2006* Contributions	**2,484,472**
Other Contributions	
Non-*OCHA in 2006* and Other Activities	255,102
Total	**2,739,574**

14: Belgium

OCHA Headquarters	Contribution US$
Core Activities	382,651
OCHA Field Offices	
Budgetary Cash Reserve Fund	1,317,517
Democratic Republic of the Congo	637,752
Sub-total of *OCHA in 2006* Contributions	**2,337,920**
Total	**2,337,920**

15: Denmark

OCHA Headquarters	Contribution US$
Core Activities	754,742
Projects	515,453
OCHA Field Offices	
Regional Office for Southern Africa (Johannesburg)	45,000
Nepal	200,000
Colombia	125,000
Haiti	133,580
Regional Office for Latin America and the Caribbean (Panama)	32,488
IRIN	150,000
Sub-total of *OCHA in 2006* Contributions	**1,956,263**
Other Contributions	
Non-*OCHA in 2006* and Other Activities	65,513
Total	**2,021,776**

16: Spain

OCHA Headquarters	Contribution US$
Core Activities	118,343
OCHA Field Offices	
FCRF Unallocated	1,684
Democratic Republic of the Congo	302,298
Guinea	3,232
Republic of Congo	42,816
Uganda	165,779
Colombia	725,514
IRIN	130,000
Sub-total of *OCHA in 2006* Contributions	**1,489,666**
Total	**1,489,666**

17: New Zealand

OCHA Headquarters	Contribution US$
Core Activities	590,812
OCHA Field Offices	
Sudan	302,738
IRIN	100,000
Sub-total of *OCHA in 2006* Contributions	**993,550**
Other Contributions	
Natural Disasters	14,730
Total	**1,008,280**

18: France

OCHA Headquarters	Contribution US$
Core Activities	200,000
Projects	300,000
OCHA Field Offices	
Côte d'Ivoire	130,000
Regional Office for West Africa (Dakar)	131,133
IRIN	149,872
Sub-total of *OCHA in 2006* Contributions	**911,005**
Total	**911,005**

19: OPEC

Other Contributions	Contribution US$
Non-*OCHA in 2006* and Other Activities	199,975
Emergency Response Funds	499,975
Natural Disasters	149,975
Total	**849,925**

20: Japan

OCHA Headquarters	Contribution US$
Core Activities	300,000
Projects	350,000
OCHA Field Offices	
Regional Disaster Response Adviser for Asia (Kobe)	100,000
Sub-total of *OCHA in 2006* Contributions	**750,000**
Total	**750,000**

>> Status of Earmarking by Donors in 2006

Table 8

Contributions according to *OCHA in 2006* Requirements in Descending Order

	OCHA in 2006 Requirements										
		Unearmarked				Earmarked				Other Contributions	
Donor	Total *OCHA in 2006* Appeal	Core Activities	Headquarters Projects	Field Offices	Total Unearmarked	Core Activities	Headquarters Projects	Field Offices	Total Earmarked	Humanitarian Funds, Natural Disasters and Other Activities	Total Contributions
United Kingdom	16,578,827	3,842,000	1,034,069	7,889,299	12,765,368	–	40,000	3,773,459	3,813,459	12,953,555	29,532,382
Sweden	15,936,422	1,533,986	2,191,870	5,533,730	9,259,586	–	–	6,676,836	6,676,836	2,430,791	18,367,213
Norway	15,299,009	1,121,598	2,380,647	4,898,121	8,400,366	208,229	328,652	6,361,761	6,898,643	5,435,282	20,734,291
Pooled Funding – UNDP	14,268,074	–	–	–	–	–	–	14,268,074	14,268,074	1,846,487	16,114,561
United States of America	12,893,729	–	–	–	–	804,870	2,700,000	9,388,859	12,893,729	1,737,000	14,630,729
ECHO	9,783,264	411,311	2,077,121	648,812	3,137,244	–	–	6,646,020	6,646,020	1,553,672	11,336,936
Netherlands	6,968,000	797,000	760,000	250,000	1,807,000	–	–	5,161,000	5,161,000	6,532,000	13,500,000
Canada	6,430,948	575,824	205,000	2,700,883	3,481,708	–	474,667	2,474,573	2,949,240	851,176	7,282,124
Ireland	4,650,489	550,000	350,000	309,190	1,209,190	–	–	3,441,299	3,441,299	677,763	5,328,252
Switzerland	3,176,779	500,000	50,000	269,672	819,672	99,978	817,961	1,439,168	2,357,107	860,064	4,036,843
Australia	3,031,583	930,670	787,490	787,490	2,505,650	–	–	525,933	525,933	914,938	3,946,521
Finland	2,484,472	550,000	–	1,934,472	2,484,472	–	–	–	–	255,102	2,739,574
Belgium	2,337,920	–	–	1,317,517	1,317,517	382,651	–	637,752	1,020,402	–	2,337,920
Denmark	1,956,263	754,742	300,000	486,068	1,540,810	–	215,454	200,000	415,454	65,513	2,021,776
Italy	1,690,017	200,000	51,282	–	251,282	–	121,212	1,317,523	1,438,735	2,220,105	3,910,123
Spain	1,489,666	118,343	–	1,684	120,027	–	–	1,369,639	1,369,639	–	1,489,666
New Zealand	993,550	590,812	–	402,738	993,550	–	–	–	–	14,730	1,008,279
France	911,005	200,000	300,000	411,005	911,005	–	–	–	–	–	911,005
Japan	750,000	–	–	–	–	300,000	350,000	100,000	750,000	–	750,000
Germany	441,624	441,624	–	–	441,624	–	–	–	–	48,053	489,678
Korea	350,000	300,000	–	–	300,000	–	–	50,000	50,000	–	350,000
United Arab Emirates	299,975	200,000	–	99,975	299,975	–	–	–	–	–	299,975
Luxembourg	222,045	222,045	–	–	222,045	–	–	–	–	–	222,045
Austria	122,793	–	–	56,917	56,917	–	65,876	–	65,876	–	122,793
Czech Republic	111,190	22,238	–	88,952	111,190	–	–	–	–	–	111,190
Saudi Arabia	99,980	–	–	–	–	–	–	99,980	99,980	–	99,980
Private Donors	69,452	–	–	95	95	607	60,000	8,750	69,357	6,308	75,760
Philippines	60,826	–	–	–	–	–	60,826	–	60,826	–	60,826
Iceland	50,000	50,000	–	–	50,000	–	–	–	–	–	50,000
South Africa	39,223	–	–	–	–	–	15,689	23,534	39,223	7,845	47,068
Mexico	35,000	–	–	–	–	–	–	35,000	35,000	–	35,000
Greece	26,350	26,350	–	–	26,350	–	–	–	–	–	26,350
Monaco	25,000	25,000	–	–	25,000	–	–	–	–	–	25,000
Liechtenstein	22,840	–	–	–	–	–	22,840	–	22,840	–	22,840
China	20,000	20,000	–	–	20,000	–	–	–	–	–	20,000
Singapore	20,000	20,000	–	–	20,000	–	–	–	–	60,000	80,000
Estonia	15,310	15,310	–	–	15,310	–	–	–	–	7,655	22,965
Micronesia	10,000	–	–	–	–	–	–	10,000	10,000	–	10,000
Slovenia	5,000	5,000	–	–	5,000	–	–	–	–	–	5,000
Kuwait	–	–	–	–	–	–	–	–	–	300,000	300,000
Lithuania	–	–	–	–	–	–	–	–	–	110,824	110,824
OPEC	–	–	–	–	–	–	–	–	–	849,925	849,925
Portugal	–	–	–	–	–	–	–	–	–	50,000	50,000
TOTALS	**123,676,626**	**14,023,854**	**10,487,479**	**28,086,621**	**52,597,954**	**1,796,336**	**5,273,177**	**64,009,159**	**71,078,672**	**39,788,788**	**163,465,413**

Table 9
Voluntary Contributions to OCHA by Activity in 2006 (US$)

Activities	United Kingdom	Norway	Sweden	Pooled Funding – UNDP	United States of America	Netherlands	ECHO	Canada	Ireland
Core Activities	**3,842,000**	**1,329,827**	**1,533,986**	**–**	**804,870**	**797,000**	**411,311**	**575,824**	**550,000**
Headquarters Projects	**1,074,069**	**2,709,299**	**2,191,870**	**–**	**2,700,000**	**760,000**	**2,077,121**	**679,667**	**350,000**
Evaluation and Studies Section	–	10,623	–	–	–	–	–	–	–
Field Information Management Project	–	–	200,000	–	–	–	1,737,789	–	–
Field Information Support Project	–	200,000	412,892	–	600,000	150,000	–	–	100,000
Gender Equality Project	–	100,000	100,000	–	–	–	–	125,000	–
Protection of Civilians Project	–	75,000	100,000	–	–	100,000	–	82,675	150,000
ReliefWeb Project	–	–	–	–	400,000	–	–	–	–
Environmental Emergencies Section	25,000	100,000	100,000	–	–	110,000	–	–	–
External and Donor Relations Section	430,000	–	–	–	–	150,000	–	80,000	100,000
Field Coordination Support Project	–	464,145	451,256	–	300,000	100,000	–	137,106	–
Internal Displacement Division	–	541,502	130,119	–	500,000	–	–	127,443	–
Logistics and Support Unit	–	250,000	180,738	–	–	–	–	–	–
Civil-Military Coordination Section	285,069	568,030	300,000	–	200,000	–	–	–	–
ReliefWeb	200,000	250,000	216,865	–	400,000	–	–	–	–
ReliefWeb Technical Infrastructure Upgrade	94,000	150,000	–	–	–	150,000	339,332	–	–
ReliefWeb (Kobe)	–	–	–	–	–	–	–	–	–
UNDAC Developing Countries Project	40,000	–	–	–	300,000	–	–	127,443	–
Budgetary Cash Reserve Fund	**–**	**–**	**5,000,000**	**–**	**–**	**–**	**–**	**871,916**	**–**
Field Coordination Response Fund (unallocated)	**2,273,432**	**–**	**–**	**–**	**–**	**–**	**–**	**656,660**	**–**
Africa	**3,834,484**	**7,852,759**	**3,771,799**	**14,268,074**	**7,672,706**	**4,250,000**	**4,607,777**	**2,246,268**	**2,814,832**
Burundi	–	–	125,470	–	100,000	482,000	–	–	–
Central African Republic	184,000	–	125,470	–	–	–	–	20,000	415,020
Chad	–	–	376,411	–	200,000	–	–	–	556,105
Côte d'Ivoire	–	1,538,369	376,411	–	–	300,000	69,607	148,000	–
Democratic Republic of the Congo	500,000	2,203,759	–	5,500,000	1,000,000	–	2,013,981	–	–
Eritrea	424,762	60,000	200,000	–	200,000	–	–	–	–
Ethiopia	–	464,145	–	–	–	200,000	213,482	–	–
Guinea	120,000	–	250,941	–	–	–	–	115,500	–
Republic of Congo	–	–	125,471	–	–	–	–	–	–
Somalia	590,429	747,887	676,412	–	–	2,048,000	511,774	–	–
Sudan	–	2,241,188	–	8,768,074	4,897,706	–	537,409	1,434,960	1,239,113
Uganda	–	310,000	501,882	–	500,000	300,000	847,718	–	–
Zimbabwe	281,426	–	250,941	–	100,000	220,000	413,806	–	–
Regional Office for Central and East Africa (Nairobi)	–	–	250,942	–	200,000	–	–	168,709	604,594
Regional Office for Southern Africa (Johannesburg)	–	287,411	–	–	200,000	400,000	–	85,000	–
Regional Office for West Africa (Dakar)	1,733,867	–	511,448	–	275,000	300,000	–	274,099	–
Middle East	**459,000**	**982,595**	**627,353**	**–**	**560,153**	**361,000**	**1,269,036**	**522,692**	**–**
occupied Palestinan territory	–	817,595	627,353	–	560,153	361,000	1,269,036	522,692	–
Regional Office for ME, NA, Iran, Afghanistan (Dubai)	459,000	165,000	–	–	–	–	–	–	–
Asia and the Pacific	**3,009,843**	**1,073,206**	**1,143,612**	**–**	**75,000**	**–**	**511,529**	**305,074**	**253,807**
Indonesia	–	–	543,502	–	75,000	–	308,483	88,968	–
Nepal	761,905	751,880	125,470	–	–	–	–	–	–
Pakistan	1,238,938	65,000	–	–	–	–	–	–	–
Papua New Guinea	58,000	46,000	–	–	–	–	–	80,500	–
Sri Lanka	–	–	474,640	–	–	–	203,046	88,106	253,807
Regional Disaster Response Adviser for Asia (Kobe)	93,000	–	–	–	–	–	–	–	–
Regional Disaster Response Adviser for the Pacific (Suva)	–	–	–	–	–	–	–	–	–
Regional Office for Asia and the Pacific (Bangkok)	858,000	210,326	–	–	–	–	–	47,500	–
Europe and Central Asia	**–**	**–**	**313,676**	**–**	**281,000**	**250,000**	**4,828**	**–**	**–**
Russian Federation	–	–	313,676	–	281,000	250,000	4,828	–	–
Americas and the Caribbean	**524,000**	**–**	**544,370**	**–**	**–**	**300,000**	**252,849**	**133,000**	**–**
Colombia	–	–	544,370	–	–	300,000	252,849	–	–
Haiti	21,000	–	–	–	–	–	–	133,000	–
Regional Office for Latin America and Caribbean (Panama)	503,000	–	–	–	–	–	–	–	–
IRIN	**1,562,000**	**1,351,323**	**809,756**	**–**	**800,000**	**250,000**	**648,812**	**439,847**	**681,850**
Total *OCHA in 2006* Requirements	**16,578,828**	**15,299,009**	**15,936,422**	**14,268,074**	**12,893,729**	**6,968,000**	**9,783,263**	**6,430,948**	**4,650,489**
Non-*OCHA in 2006* and Other Activities	677,280	3,346,759	1,125,400	–	1,700,000	1,445,000	1,553,673	816,976	677,763
Natural Disasters	45,000	535,245	50,686	–	37,000	75,000	–	34,200	–
Humanitarian Funds and Other Activities	12,231,274	1,553,278	1,254,705	1,846,487	–	5,012,000	–	–	–
Total Contributions by Donor	**29,532,382**	**20,734,291**	**18,367,213**	**16,114,561**	**14,630,729**	**13,500,000**	**11,336,936**	**7,282,124**	**5,328,252**

Switzerland	Australia	Italy	Finland	Belgium	Denmark	Spain	New Zealand	France	OPEC	Japan	Others	Grand Total
599,978	**930,670**	**200,000**	**550,000**	**382,651**	**754,742**	**118,343**	**590,812**	**200,000**	**-**	**300,000**	**1,348,174**	**15,820,188**
867,961	**787,490**	**172,494**	**-**	**-**	**515,453**	**-**	**-**	**300,000**	**-**	**350,000**	**225,231**	**15,760,655**
50,000	-	-	-	-	-	-	-	-	-	-	-	60,623
-	-	-	-	-	-	-	-	-	-	-	-	1,937,789
-	-	-	-	-	140,000	-	-	-	-	-	-	1,602,892
100,000	-	-	-	-	-	-	-	-	-	-	-	425,000
-	-	-	-	-	-	-	-	50,000	-	-	-	557,675
-	-	-	-	-	-	-	-	-	-	-	-	400,000
-	-	-	-	-	-	-	-	50,000	-	-	-	385,000
-	-	-	-	-	-	-	-	-	-	-	-	760,000
200,000	214,770	-	-	-	-	-	-	-	-	-	-	1,867,277
-	357,950	51,282	-	-	175,453	-	-	-	-	-	131,467	2,015,216
-	-	121,212	-	-	-	-	-	50,000	-	-	-	601,950
317,961	214,770	-	-	-	200,000	-	-	100,000	-	-	32,938	2,218,768
-	-	-	-	-	-	-	-	50,000	-	-	-	1,116,865
-	-	-	-	-	-	-	-	-	-	-	-	733,332
-	-	-	-	-	-	-	-	-	-	350,000	-	350,000
200,000	-	-	-	-	-	-	-	-	-	-	60,826	728,269
-	**-**	**-**	**1,242,236**	**1,317,517**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**8,431,669**
-	**-**	**-**	**-**	**-**	**-**	**1,684**	**-**	**-**	**-**	**-**	**56,917**	**2,988,693**
724,876	**210,190**	**1,317,523**	**450,000**	**637,752**	**45,000**	**514,125**	**302,738**	**261,133**	**-**	**-**	**139,447**	**55,921,483**
-	-	-	-	-	-	-	-	-	-	-	-	707,470
-	-	-	-	-	-	-	-	-	-	-	-	744,490
-	-	-	-	-	-	-	-	-	-	-	-	1,132,516
-	-	-	-	-	-	-	-	130,000	-	-	-	2,562,387
-	-	-	99,200	637,752	-	302,298	-	-	-	-	-	12,256,990
-	-	-	800	-	-	-	-	-	-	-	-	885,562
476,942	-	-	-	-	-	-	-	-	-	-	-	1,354,569
-	-	-	-	-	-	3,232	-	-	-	-	-	489,673
-	-	-	-	-	-	42,816	-	-	-	-	-	168,287
-	210,190	-	-	-	-	-	-	-	-	-	50,000	4,834,692
247,934	-	1,317,523	350,000	-	-	-	302,738	-	-	-	44,876	21,381,521
-	-	-	-	-	-	165,779	-	-	-	-	-	2,625,379
-	-	-	-	-	-	-	-	-	-	-	-	1,266,173
-	-	-	-	-	-	-	-	-	-	-	-	1,224,245
-	-	-	-	-	45,000	-	-	-	-	-	-	1,017,411
-	-	-	-	-	-	-	-	131,133	-	-	44,571	3,270,118
-	**34,680**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**99,975**	**4,916,484**
-	34,680	-	-	-	-	-	-	-	-	-	-	4,192,509
-	-	-	-	-	-	-	-	-	-	-	99,975	723,975
-	**853,782**	**-**	**-**	**-**	**200,000**	**-**	**-**	**-**	**-**	**100,000**	**144,980**	**7,670,833**
-	-	-	-	-	-	-	-	-	-	-	134,980	1,150,933
-	-	-	-	-	200,000	-	-	-	-	-	-	1,839,255
-	-	-	-	-	-	-	-	-	-	-	10,000	1,313,938
-	93,312	-	-	-	-	-	-	-	-	-	-	277,812
-	-	-	-	-	-	-	-	-	-	-	-	1,019,599
-	-	-	-	-	-	-	-	-	-	100,000	-	193,000
-	402,520	-	-	-	-	-	-	-	-	-	-	402,520
-	357,950	-	-	-	-	-	-	-	-	-	-	1,473,776
121,951	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**971,455**
121,951	-	-	-	-	-	-	-	-	-	-	-	971,455
39,520	**-**	**-**	**-**	**-**	**291,068**	**725,514**	**-**	**-**	**-**	**-**	**-**	**2,810,321**
-	-	-	-	-	125,000	725,514	-	-	-	-	-	1,947,733
-	-	-	-	-	133,580		-	-	-	-	-	287,580
39,520	-	-	-	-	32,488		-	-	-	-	-	575,008
822,493	**214,770**	**-**	**242,236**	**-**	**150,000**	**130,000**	**100,000**	**149,872**	**-**	**-**	**31,884**	**8,384,843**
3,176,779	**3,031,582**	**1,690,017**	**2,484,472**	**2,337,920**	**1,956,263**	**1,489,666**	**993,550**	**911,005**	**-**	**750,000**	**2,046,608**	**123,676,624**
612,130	774,812	-	255,102	-	65,513	-	-	-	199,975	-	411,492	13,661,875
-	140,127	2,220,105	-	-	-	-	14,730	-	149,975	-	179,193	3,481,261
247,934	-	-	-	-	-	-	-	-	499,975	-	-	22,645,653
4,036,843	**3,946,521**	**3,910,122**	**2,739,574**	**2,337,920**	**2,021,776**	**1,489,666**	**1,008,280**	**911,005**	**849,925**	**750,000**	**2,637,293**	**163,465,413**

Strategic Planning

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In 2006, OCHA made significant progress in its efforts to design and implement a new strategic planning process. By early 2006, OCHA management had recognized the need for dedicated planning capacity as part of strengthening OCHA's Office of the Under-Secretary-General (USG), and endorsed a strategic planning system which links new and existing planning and reporting mechanisms with performance management. An inter-branch planning team developed OCHA's strategic framework for 2007–09; this was presented at OCHA's annual global retreat in late June at which field and headquarters managers also participated in a planning clinic designed to put the framework into practice. Following a review of strategic planning in peer organizations, OCHA developed a proposal for the establishment of a new Strategic Planning Unit, to be located in the Office of the USG.

From early September, OCHA field and headquarters offices were assisted through the initial stages of implementing the strategic plan, ensuring that annual workplans and *OCHA in 2007* reflected the strategic framework and followed the new results-oriented planning and monitoring guidelines issued in August. Workplans were also analysed to better understand how OCHA would achieve its objectives, with special emphasis on ensuring that indicators were measurable and linked to specific objectives. Following an analysis of all workplans, a number of critical gaps were identified, as was the need for greater institutional clarity and complementarities among the objectives. In late October, the first in a series of internal workshops was held to strengthen OCHA-wide consensus on these strategic objectives. A study on Enterprise Risk Management (ERM) was also undertaken – including a comprehensive risk assessment – and it was decided to integrate ERM into the strategic planning process.

While the implementation of the new strategic planning process was still in its early stages at the end of 2006, lessons had already emerged that will strengthen and guide the process. The support of the senior management team remains crucial – both in directing OCHA's strategic vision and in its unequivocal support for a prioritization process that may challenge OCHA internal structures. While the objectives in the 2007 strategic framework were broad and inclusive, as the framework becomes more focused it could pose a challenge for some of OCHA's internal entities, as not all of OCHA's activities will be strategically imperative in every year. These challenges can be addressed through a transparent and participatory process for identifying annual strategic objectives, and by allowing sufficient resources for ongoing activities.

Guidance provided to OCHA staff detailing the framework and the new planning and reporting mechanisms was widely appreciated and seen as useful. Planning documents completed by branches and field offices integrated well into the new framework, and represented a vast improvement in reporting coherence on previous years. At the same time, the need for each objective to be underpinned by a clear strategy was evident. This should be addressed by involving staff more consistently throughout the year in strategic discussions, and by sharing the resulting strategies widely. Some concepts of results-oriented planning were not well understood by staff, and the identification of measurable indicators proved particularly difficult. Ongoing training and guidance will be critical to ensuring improved understanding in 2007, and management will need to play an increased role in monitoring quality control and accountability.

While the initial planning exercise was primarily an internal process, future plans should be preceded and informed by strategic discussions with key partners in the humanitarian community, including the IASC, the OCHA Donor Support Group and Member States. It will also be critical that the strategic framework continues to reflect shifting paradigms, policy debates, key United Nations reports and other developments affecting humanitarian assistance.

Humanitarian Reform

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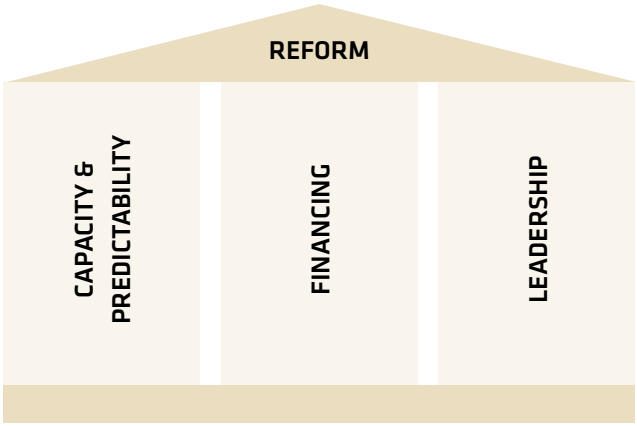
www.humanitarianreform.org

In late 2005, the members of the Inter-Agency Standing Committee (IASC) embarked on a process of humanitarian reform. This initiative stemmed from a review of the humanitarian response system which was commissioned by the Emergency Relief Coordinator (ERC) in mid 2005 to examine perceptions that humanitarian response does not always meet the basic requirements of affected populations in a timely fashion and can vary considerably from crisis to crisis.

The ongoing humanitarian reform agenda aims to strengthen humanitarian response by introducing new measures to enhance response capacity, accountability, predictability and partnership. It represents an ambitious effort by the international humanitarian community to reach more beneficiaries, with more comprehensive, needs-based relief and protection, in a more effective and timely manner.

The success of humanitarian reform will be founded on more effective partnerships between United Nations and non-United Nations humanitarian actors, and it has three IASC-endorsed pillars:

- more adequate, timely, flexible and effective humanitarian financing, including through the Central Emergency Response Fund (CERF);
- a strengthened Humanitarian Coordinator (HC) system, providing more strategic leadership and coordination at the inter-sectoral and sectoral levels; and
- implementation of the 'cluster approach' to build up capacities in gap areas – as part of wider efforts to ensure adequate response capacity, predictable and enhanced leadership, accountability, predictability and strong partnerships in all sectors.



In mid 2006, OCHA established the Humanitarian Reform Support Unit (HRSU) to provide support to HCs, field teams and agencies in driving forward this agenda. The Unit's priorities are to: ensure clarity on agreed IASC and United Nations policies related to the reform, and effectively communicate this to all stakeholders; ensure the consistency of approach required for successful implementation; and support implementation, monitoring and evaluation of the reform, at both headquarters and field levels.

Challenges, Accomplishments and Recommendations

The current humanitarian context is complex and constantly evolving. Many organizations are now active in disaster relief and humanitarian response around the world, and all of them have a stake in the success of reform.

Over one year into the reform implementation process, some common themes have emerged from the efforts of the humanitarian community in implementing the reform agenda. A critical lesson from 2006 was that the humanitarian reform process needs to be clearly communicated to all stakeholders if it is to take hold and be successful. In particular, the objectives and added value of the cluster approach and the wider humanitarian reform process must be better promoted and explained to Member States at United Nations headquarters, as well as to national authorities, national NGOs and other stakeholders on the ground.

It has been a particular challenge for humanitarian actors to adopt a new working culture with enhanced coherence between different agencies involved in similar sectors of response. There was significant progress as most clusters experienced increased levels of partner participation, indicating that formerly hesitant non-governmental partners began to appreciate the added value of joining the working groups. In 2006 they focused more on products and results and less on composition and work planning. Some clusters forged effective partnerships with global-level governmental and private sector actors, for example the United States Centre for

Disease Control and Ericsson Response. The effort to change mindsets and working methods may not require specific funds but it does require total commitment from those working in humanitarian operations, especially in terms of streamlining collaboration on planning and implementation, and ensuring coherence of their efforts towards commonly agreed goals.

Partnerships. Improved communication among all IASC partners, supported by OCHA, has meant that working relationships and a common understanding of humanitarian reform goals improved during 2006, with much greater clarification of capacity gaps and objectives. While the Global Humanitarian Platform (GHP) initiative, established in 2006, is not a part of the humanitarian reform agenda, it is worth noting its progress in strengthening United Nations/non-United Nations partnerships. The GHP is a three-year forum for dialogue among the heads of key United Nations humanitarian agencies, NGOs, the Red Cross and Red Crescent Movement and other international organizations. The GHP does not seek to convince humanitarian agencies to pursue a single mode of action or work, but rather to adopt shared responsibilities while respecting diversity.

Efforts at the global level were complemented by an agreement to expand the UNCTs in humanitarian emergencies to include other key humanitarian actors. The IASC agreed that broad-based humanitarian CTs should be established in all countries with HCs. This was an important step: as seen recently in Uganda, Pakistan and Lebanon, the replication of the IASC at the field level can lead to a better coordinated and more coherent and strategic humanitarian response.

Humanitarian financing. The new CERF committed over US$ 250 million in 2006 to approximately 340 projects in 35 countries, aimed at addressing funding gaps for both rapid response and under-funded emergencies. Two thirds of the funds in 2006 were used for rapid response emergencies in countries including Sudan and Lebanon, while the remaining funds were used to cover priority needs in a number of under-funded emergencies in countries including the Democratic Republic of the Congo (DRC) and Chad. The main challenge for the most efficient use of the fund was to develop clear criteria and ensure appropriate application and reporting procedures. Another key challenge was to support under-funded sectors in the better-funded appeals, especially in cases where a lack of funding in essential sectors prevented comprehensive coverage of life-saving activities.

The humanitarian community must move closer to incorporating predictability of humanitarian financing using all mechanisms available – not only the CERF. Initiatives to strengthen humanitarian financing include Emergency Response Funds (ERFs), pooled or common funding and the Good Humanitarian Donorship (GHD) initiative, in addition to flash appeals and the Consolidated Appeals Process (CAP).

Humanitarian coordinator system. The IASC recognized that another major challenge in ensuring effective implementation of the overall reform agenda was the state of the existing HC system. There was an agreed need to institutionalize improved systems and standards for the identification, appointment and training of those individuals most able to deliver effective and accountable leadership, and to interface with national authorities in humanitarian crises. A new roster of 22 potential HCs was established, for the first time including members of both United Nations and non-United Nations humanitarian organizations. The development of a training programme for HCs was initiated in the latter part of 2006 and a pilot training took place in November. In the coming year, outreach and activities to sensitize national authorities on the role of HCs should also be conducted as RCs/HCs serve a crucial role in determining how CERF funds are put to best use and ensuring that the CERF is a mechanism to further coordinate and plan an increasingly comprehensive humanitarian response. In addition, there will be more focus on how funding mechanisms (the CERF and ERFs among others) can support the HC in ensuring humanitarian needs are met.

There is also need to ensure that Resident Coordinators (RCs) are provided with training and support on humanitarian issues (including reform) so that they can successfully accomplish an increasingly complex set of humanitarian tasks, as well as ensure effective leadership on recovery and transitional planning. This is particularly relevant for RCs operating in disaster-prone countries, and countries threatened by internal or external conflict. RCs in these situations should be encouraged to include IASC partners in contingency planning exercises.

The cluster approach. The cluster approach was used in four major new emergencies in 2006: Pakistan, Indonesia (Yogyakarta), Lebanon and the Philippines. It was also introduced in five countries with ongoing humanitarian operations: the DRC, Liberia, Somalia, Uganda and Colombia. Gaps areas addressed included logistics, water/sanitation, nutrition, early recovery, camp coordination and management, protection, health,

emergency telecommunications and emergency shelter. To facilitate the capacity-building effort, a Cluster Appeal for Improving Global Humanitarian Response Capacity was launched in March 2006, requesting more than US$ 38 million to train deployable emergency staff, to boost common emergency stockpiles and to develop commonly agreed standards, guidelines, frameworks, systems and tools for emergency response. US$ 25 million (65 per cent) has been contributed so far although most of the funding arrived late in the appeals process, adversely affecting fulfilment of global cluster capacity-building objectives.

By designating clear focal points within the international humanitarian community for all the main sectors, the cluster approach should help governments to ensure well-coordinated and structured responses.

In a number of countries where the cluster approach was used, national authorities recognized its value in bringing more structure, accountability and professionalism to response. The approach also demonstrated added value in providing one single accountable focal point for the authorities and humanitarian partners engaged in sector-specific programming on the ground. At the end of 2006, the IASC conducted an Interim Self-Assessment of Implementation of the Cluster Approach in the Field which indicated that the cluster approach created a stronger spirit of partnership in the field, enhancing predictability and leadership and resulting in an increased focus on some of the well-known gap areas such as water/sanitation and protection. For example, in the response to the humanitarian emergency in Lebanon, lead agencies were designated for all the key sectors within the first few days, in sharp contrast to Darfur where for many months at the beginning of the emergency there had been a lack of clarity regarding the roles and responsibilities of some of the key agencies.

Most global clusters confirmed that their work on setting common response standards and harmonizing response tools led to greater pooling of knowledge and sharing of best practices, better contingency planning and more effective use of existing resources. The development of cluster-specific training programmes and emergency rosters addressed the need for more trained experts in certain sectors, such as and water/sanitation and protection. Most working groups reported that their efforts at the global level led to significantly improved partnerships at the field level (including with national authorities) and had a positive impact on the working culture and communication between national, United Nations and non-United Nations humanitarian actors.

The active participation by non-government partners in global clusters was constrained by a lack of resources. Finding creative ways to ensure the continued effective engagement of key NGOs (both international and local) will be critical to ensuring the continued relevance and success of global capacity-building and response preparedness. A concern noted in the evaluation of the tsunami response – that remains to be fully addressed – was the failure of international humanitarian actors to adequately build on the capacities of national NGOs, and to transfer knowledge and resources in preparation for the post-emergency phase. There is a general recognition that national NGOs often have, among other benefits, a comparative advantage in early response and operational planning because of their links with communities and authorities, as demonstrated during the initial humanitarian response in Lebanon. Efforts must be made to improve dialogue and cooperation with national NGOs, particularly those from developing countries, and to ensure their effective engagement in the Global Humanitarian Platform initiative.

In summary, there was significant progress in implementing the humanitarian reform agenda in 2006. The reform agenda is ambitious, however, and not all elements have progressed at the same pace. Much work remains to be done to consolidate new ways of working, to ensure continued added value and to build on achievements to date, so that humanitarian aid reaches those in need in a consistently predictable, effective and accountable manner. OCHA remains committed to continuing to provide support to all stakeholders as the implementation of humanitarian reform proceeds in 2007.

>> Global Cluster Leads

There are designated global cluster leads and co-leads for eleven sectors which in the past lacked either predictable leadership in situations of humanitarian emergency or strong leadership and partnership with other humanitarian actors. Sectors where leadership and accountability among international humanitarian actors are already clear are not included: food (led by WFP) and refugees (led by UNHCR).

A key responsibility of cluster leads at the country level is to ensure that humanitarian actors build on local capacity and maintain appropriate links with government and local authorities, state institutions, civil society and other stakeholders.

Ten Key Lessons for OCHA

The Tsunami Evaluation Coalition, the South Asia Earthquake and the Lebanon Crisis

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In 2006, the Evaluation and Studies Section led or participated in evaluation activities ranging from independent system-wide evaluations of the international response to the Indian Ocean tsunami and an inter-agency evaluation of the drought response in the Horn of Africa to internal lesson learning reviews of OCHA's performance during the Pakistan and Lebanon emergency responses. Some of the lessons learned are specific to OCHA, while others relate more generally to emergency response.

While each response differed in nature and scale, general lessons can be drawn to inform the way OCHA responds to crises, manages relationships and develops internal procedures to ensure consistent coordination. These lessons are timely for two reasons:

- The work of the Tsunami Evaluation Coalition (TEC) has been the largest investment in inter-agency accountability and learning since the Rwanda Joint Evaluation. OCHA, in coordination with partners in the United Nations, NGO and donor communities, must respond to the challenging recommendations set out in the TEC Synthesis Report.
- The humanitarian responses to the South Asia earthquake and the conflict in Lebanon both took place during the early stages of the humanitarian reform process. Much can be learned from how the humanitarian reform tools, in particular the cluster approach and the Central Emergency Response Fund (CERF), were applied and how they can be improved for sustainable reform.

The following ten lessons are derived from some of OCHA's most important experiences in 2006. Many are not new and echo earlier evaluations and reviews.

Surge Capacity

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

OCHA repeatedly faced the problem of weak surge capacity. While there are several surge mechanisms available (internal, UNDAC, standby partnerships), these need to be managed in a more cohesive and complementary way. A functional review of all surge instruments, including a profiling of surge staff capacities, could provide insights into the creation of a more effective overall mechanism for surge and standby capacity.

The holiday period timing of the Indian Ocean tsunami as well as its multi-regional impact revealed serious limitations in all actors' ability to rapidly deploy staff. Weak surge capacity meant that in some cases, untested consultants and inexperienced and junior staff were deployed.

Existing surge rosters need to include a more diverse range of staff that speak relevant languages and understand the dynamics of countries to which they may be deployed. Surge teams should be tailored to the needs of the emergency and have expertise in areas such as information management, coordination (including civil–military), reporting and environmental issues. The absence of a consolidated in-house roster and regular information exchange among the existing and operational rosters should also be addressed. OCHA should ensure that high-quality national staff have the opportunity to deploy to emergencies in other countries.

An online accreditation programme for current and future humanitarian workers could be developed, including only those – or alternatively favouring those – who have taken the minimum number of credits. This would be in line with the TEC recommendation to improve professionalism in humanitarian agencies by establishing accreditation and certification mechanisms.

The responses to the emergencies in Pakistan and Lebanon were quick: within 8–10 hours of the earthquake, OCHA

>> Short-term external emergency staff are instrumental during crises within a development context like Lebanon

Bringing in extra external capacity for a condensed period of time – a special HC, experienced emergency staff and services like the United Nations Joint Logistic Centre and Humanitarian Information Centres (HICs) – proved crucial to bolstering and reorienting the humanitarian response in Lebanon.

Natural disaster responses have shown that where the capacity of actors on the ground is geared towards the development environment, the expertise provided by short-term external emergency staff is instrumental in defining the response. Agencies' headquarters need to quickly assess the capacity of humanitarian CTs and establish how best to support them and to transfer capacity and knowledge to in-country actors.

and UNDAC had deployed staff to Pakistan, and in Lebanon, rapid deployment occurred even in the face of heavy bombardment. While OCHA was quick to deploy its first team, subsequent full and appropriate capacity was often not reached during the height of the emergency. The response in Lebanon never reached critical mass and lacked the appropriate balance and regional expertise. In Sri Lanka, the HIC was only fully staffed ten months after the tsunami. Common to both the tsunami and Lebanon responses, there was a lack of clear and transparent planning and decision-making on the profile and numbers of staff to be deployed, recruitment and equipping of the OCHA office. In Pakistan, the later replacement of surge capacity with regular staff was delayed, leading to the prolonged deployment of UNDAC teams.

Funding

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

In the tsunami-affected countries, pressure from United Nations senior management to propose a very large aid operation in the initial flash appeal led to unrealistic expectations for its implementation. This resulted in later problems with reallocating emergency funds to longer-term recovery. One lesson from this and other appeals is that the duration of appeals should be more clearly defined – whether for short-term relief or longer-term

>> Tracking expenditure and revising the flash appeal down in Lebanon – a positive signal to the government

Donors responded well to the flash appeal in Lebanon, enabling relief operations to be launched without delay. Six weeks after the appeal launch, and at the request of the Lebanese Finance Minister, an interim humanitarian report on its progress provided assurance to the host government and indicated to donors that an overall monitoring system was in place. This reporting ensured that the government and donors received real-time information on how their money was spent and what was achieved, enabling the impact of aid to be monitored.

Two months after the initial launch, the early phasing out of the humanitarian response and the shortening of the flash appeal's lifespan provided a second positive signal that the government was in the driver's seat and that humanitarian needs had largely been met – a step welcomed by donors.

There was concern in the Horn of Africa that the flash appeal risked becoming institutionalized as a funding mechanism for a broad range of needs. It must be recognized that neither consolidated nor flash appeals can address chronic structural problems of extreme poverty and insecurity. Other financing mechanisms, such as insurance schemes and social safety nets, must be developed to avoid this.

>> Lessons from the outpouring of sympathy following the tsunami

The media attention surrounding the tsunami resulted in an outpouring of sympathy from the public and governments around the world, presenting new opportunities for funding and partnerships for OCHA and other humanitarian organizations.

In Sri Lanka, it was reported that some people came to the OCHA office with generous offers of telecommunications and other support, but there was no capacity to follow these up. There was also no tracking of whether advice was followed to submit their offers elsewhere. OCHA must appoint a private sector focal point on the ground (in tandem with the private sector focal point at headquarters) to assist with channelling and responding to such offers.

transitional needs – according to realistic operational capacities. A flash appeal of the magnitude seen in the tsunami-affected countries should be restricted to relief needs plus some basic early recovery activities. The IASC policy to follow a flash appeal with a better-informed, longer-term consolidated appeal (if necessary) should be adhered to.

The Pakistan flash appeal was undertaken more quickly than previous large-scale flash appeals (launched within three days of the earthquake) but consequently it suffered from a lack of high-quality information and analysis. The appeal was successfully revised a few weeks later when better information and government plans were available.

Humanitarian actors must become more transparent and accountable to affected populations and the public – a concern often expressed following the tsunami. The IASC responded to this, expanding its financial tracking system (FTS) to display expenditure for projects in the tsunami flash appeal, online and in real time. This achieved the goal of providing public access to funding information, but the real-time provision of this information was found to be a burden to aid agencies, there was duplication of information from different databases and there were complaints that the FTS did not provide as much detail as expected. OCHA and UNDP have now agreed on a model for transitioning from the FTS for the flash appeal period to the Development Assistance Database (DAD) in the longer-term recovery period.

Fund-raising strategies must take better account of non-traditional donors (including civil society and the private sector) and develop procedures for engaging with them. The Horn of Africa and tsunami evaluations found that civil society, expatriates and the private sector play a critical role in resource mobilization during an emergency. United Nations fund-raising strategies should target civil society in affected countries and overseas populations, but it should be noted that OCHA will need to make a significant investment in new procedures in order to start working with these non-traditional donors.

Disaster Risk Reduction

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

The lack of preparedness by the United Nations and its partners was a common theme in evaluations, highlighting the importance of developing contingency planning and disaster-preparedness with government and local institutions. This should involve a regional component – as would have assisted the response in the tsunami-affected countries and in Lebanon. Good practice at the national level was evident in Pakistan and Lebanon. OCHA supported the establishment of the

>> Preparedness in the Horn of Africa

In the Horn of Africa, countries with viable governments were well prepared to scale up commodity-based responses using pre-existing mechanisms in a slow-onset disaster. However, sectoral responses to health and nutrition, water/sanitation and livelihoods needs were mainly ad hoc and not prepared for a rapidly evolving crisis.

While early warning systems in the Horn of Africa region were effective in collecting and disseminating a wide range of early warning data, there was little information exchange between early warning systems and regional actors. In addition, needs assessments in early warning systems focused on agriculture while neglecting gender and urban issues.

Pakistan Disaster Management Authority and seconded a National Disaster Response Adviser to the country. In Lebanon, before withdrawing its office, OCHA supported the government's development of a disaster preparedness plan. These initiatives were welcomed, however they were also perceived by some as 'too little too late'.

There is a continuing need to make the humanitarian response more demand-driven, and improving preparedness would have a positive effect on the appropriateness of aid delivery. Contingency planning and disaster preparedness should identify locally appropriate responses, and, at the headquarters level, non-standard gender-sensitive approaches to these should be examined.

There are many examples of inappropriate and supply-driven aid provision – such as the winter clothing provided to the Indonesian Red Cross or the tents suitable for hot climates provided in Pakistan-administered Kashmir. In the tsunami-affected countries, this was in part due to the pressure on donors from the media to be seen to be responding – pointing to the need to better educate the media.

Agencies struggled to identify ways to provide assistance in the middle-income, urban and politically complex Lebanese context, with the ability to support its own population. Greater emphasis on assessment and working with local capacity, and engaging competent staff from the region and the country, would help to avert many mistakes in aid provision. It should be noted that working more closely with non-state and local actors will require different skill sets and staffing capacity.

Information Management

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

The quality and accuracy of assessments was widely criticized, and in general they failed to influence decision-making: 'Too often, situation reports and assessments served the interest or mandate of the assessing agency more than that of the potential beneficiary' (TEC Needs Assessment Report).

>> TEC Needs Assessment Evaluation

Agreed standards of assessment quality and approach were lacking in the response to the tsunami. Common, countrywide information standards, definitions, criteria and software were not established, and as a result there was an uncoordinated, duplicative scramble for ill-defined, rarely shared data. Assessors used multiple assessment forms of variable quality and methodology, ultimately covering some areas repeatedly and others not at all.

Much more should be done to improve the assessment of needs and to use this information to shape the humanitarian response. In Lebanon, agencies could have done more to assist municipalities in identifying beneficiaries and in listening to their views on the neediest sections of their communities. For example, the municipalities believed that host families should receive assistance while the United Nations agencies identified IDPs as priority recipients. Some municipalities responded by stockpiling assistance to ensure that all those they believed needed assistance in their communities would receive it. This raises questions about whether United Nations targeting practices were appropriate, particularly in a context where cultural norms require attention. This failure to listen to and support host communities was also noted in the tsunami response evaluation.

To develop its relevance and usefulness, OCHA's information management systems must be aligned with humanitarian reform. More specifically, the HIC needs to redefine its role within the cluster system: with clusters now responsible for collecting cluster-specific information, the HIC must focus on consolidating this information. The lack of analysis provided by HICs was criticized in several of the evaluations undertaken in 2006. While the role of the HIC is emphasized as one of information management and not analysis, OCHA must ensure systematic analysis of the data provided by the HICs – whether this is undertaken within or between clusters.

In Pakistan and Sri Lanka, the HIC was criticized for locating the majority of its staff at the capital level. Subsequently, in Lebanon the HIC quickly located its staff and equipment in the southern Lebanese hub of Tyre.

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

The TEC found that the tsunami response lacked a consistent, quantified and coordinated gender analysis – an omission that resulted in serious protection anomalies and the persistence of male-dominated decision-making structures. Gender-disaggregated data for targeting programmes was absent.

The TEC recommends the deployment of a gender officer to the HC's office to support the mainstreaming of gender issues through all programmes. There is also a need to build capacity among humanitarian actors, through clear guidance on gender- and age-aware information gathering.

>> Emergency response still male-biased in Indonesia

A group of war widows in an Aceh village chose to leave their temporary shelters to avoid violence in the camps even though going back to their villages meant that they could not receive assistance. Similarly, a claim-holder survey in Sri Lanka found that women respondents were less satisfied with all phases of the tsunami response than their male counterparts. Six months into the recovery period, needs assessment data and baseline data for the HIC were not gender- and age-disaggregated.

Advocacy and Communications

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

Evaluations conducted in 2006 consistently referred to OCHA's added value in raising the profile of crises in the media and with donors. Visits by the ERC, along with proactive advocacy strategies by RCs/HCs and OCHA, were praised – particularly when the information was translated into the language of the affected population.

However, there was no effective joint agency mass communication with affected populations, including a complaints procedure and information-sharing on the availability and use of funds and planned activities. Little attention was given to mass communications in the first six months in particular, with the exception of Lebanon – partly due to self-imposed restrictions by agencies with committed project money. The expertise of certain United Nations agencies (such as UNICEF and UNHCR) should be tapped to assist OCHA to improve in this area: OCHA should be at the forefront of coordinating common advocacy and communications strategies for emergencies. Scarcity of information and unfounded rumours led to dissatisfaction in affected populations – something that is relatively easily addressed with transparent and regular public information-sharing (at the same time as mitigating opportunities for corruption). To minimize corruption, strict anti-fraud and anti-corruption strategies should be developed and widely shared by humanitarian CTs. A public information strategy can address potential image issues of international actors, a lesson also identified during the Iraq response.

>> The public image of the United Nations in Lebanon – the benefits of a proactive advocacy strategy

The situation in Lebanon confirmed the need to improve the unpopular image of the United Nations in the Middle East. During the conflict, two Arab United Nations Goodwill Ambassadors resigned from their posts in protest over what they saw as the United Nations' ineffective political response to the conflict. Despite this, OCHA and the HC were able to partially restore the United Nations' image through a proactive advocacy strategy. The Secretary-General, the ERC and the HC strongly condemned the atrocities, demanding humanitarian access for aid convoys, the lifting of Israel's economic blockade and the handing over of information on the firing of cluster bombs into southern Lebanon by the Israeli Defense Forces (IDF). The HC's message that the crisis was one of protection and not a humanitarian disaster was welcomed. The presence of staff focused on media and advocacy was crucial in achieving this.

Supporting Local Capacity

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

Several evaluations criticized the way the international response displaced national response mechanisms rather than building on them. Too often separate coordination and response mechanisms were established on the assumption that local capacities were weak. While this may have been the case during the early stages in some contexts, it took too long for the international response to scale down, handover and phase out.

National response capacity was demonstrated in the ways appropriate new institutions were promptly created (for example the Federal Relief Commission in Pakistan and the Higher Relief Commission in Lebanon) and existing institutions began action (for example the Disaster Prevention and Preparedness Agency in Ethiopia). In Lebanon and Pakistan, the humanitarian community introduced the cluster approach to these institutions, which generally received a positive response.

Despite the existence in many cases of strong national governments with well-developed institutions and functioning legal frameworks, at the local government level coordination mechanisms are often much less developed. The TEC evaluation pointed out that OCHA must place more emphasis on supporting local coordination structures rather than deploying junior or inexperienced staff or consultants to the province or district level. Effective coordination at the sub-national level requires as much expertise as at the national level, and this must be reflected in OCHA's deployment strategy.

A mapping of local capacities and potential partners during contingency planning or pre-disaster periods, and appropriate training, would lead to more effective coordination with local actors concerned and enable international actors to effectively contribute to, rather than displace, national response capacity.

In Pakistan, many local NGOs quickly formed to provide services and implement projects following the earthquake, yet few had appropriate experience or capacity. To manage this issue better, OCHA would require additional staffing capacity to address non-government actors in contingency planning and preparedness processes.

In the tsunami-affected countries, the sheer number of actors made it difficult to develop a cohesive coordination system. In such cases, NGOs should be encouraged to create NGO-specific national and international coordination platforms that appoint representatives to the IASC-CT.

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

To better support national government capacity, humanitarian actors should ensure the connectedness of short-term emergency activities and longer-term recovery. In both Pakistan and Lebanon, the humanitarian CT successfully handed over local coordination mechanisms to national authorities; clusters in both contexts coordinated the mechanics of ending or transforming the cluster at the conclusion of the emergency phase well.

Coordination capacity established for the emergency phase is usually quickly dismantled, as was the case in Lebanon. The combining of the RC and HC offices, as was done in Sri Lanka, was seen by many as the preferred way to avoid a rupture in coordination services during the transition period.

Relationship with the Military

Lesson 9: An effective humanitarian response requires appropriate coordination with national and international military bodies. Civil–military coordination must be strategic and adequately resourced to best integrate military support into humanitarian response.

The evaluations reveal both missed opportunities and some successes; cooperation with the military should be further explored. In Pakistan, the military was well positioned to respond, and United Nations coordination ensured that the military granted access to politically and militarily sensitive areas, such as Pakistan-administered Kashmir – where prior to the earthquake, access had been tightly controlled. This improved situation has been sustained.

There are also limitations to working with the military. For example, the IDF denied access for humanitarian

>> Lebanon – an innovative approach to working with the military

The notification and concurrence procedure established by the United Nations with the IDF in Tel Aviv during the conflict was an unusual but successful approach. For the first time, United Nations personnel deployed inside the IDF operations meant that there was a constant link between Israel and operations in Lebanon. Furthermore, the IDF developed a greater understanding, and possibly even respect, for the work of United Nations agencies. The situation enabled relatively safe passage of humanitarian convoys, and the notification procedure has the potential to be developed into a standard operating procedure for use elsewhere.

organizations south of the Litani River in Lebanon during the conflict, and prevented the movement of Lebanese civilians trapped in the far south of the country along the Blue Line bordering Israel and Lebanon.

>> Lessons on civil–military coordination from the tsunami response

During the acute phase of the tsunami emergency, military logistics were an invaluable part of the response. However, the humanitarian community failed to provide military bodies with a coherent assessment of needs across all countries. OCHA's civil–military capacity was limited by: shortcomings in its surge roster; lack of technical support; questionable terms of reference; weak pre-deployment briefings; difficulties with emergency contracting arrangements; and petty cash availability. OCHA has since produced a 'United Nations Humanitarian CMCoord Concept' which was endorsed by the IASC in May 2005, and CMCS staff are now routinely deployed during the early stages of a sudden-onset disaster.

The Cluster Approach to Coordination

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

Although it was agreed that the cluster approach would be first applied to new major emergencies in 2006, the inter-agency response to the South Asia earthquake of October 2005 offered an early opportunity to test the approach, and the UNDAC team, the HC and the humanitarian CT applied it as a framework for coordinating the emergency response. Ten months later, it was applied for a second time in the major sudden-onset emergency in Lebanon. In 2006, it was also applied in several ongoing emergencies (including Liberia, Uganda, the Democratic Republic of the Congo and Somalia) and in two new emergencies (the Philippines, Indonesia [Yogyakarta earthquake]).

The evaluations showed that there were several potential areas of improvement for the cluster approach. In both Pakistan and Lebanon, humanitarian CTs showed an inconsistent understanding of the cluster approach. In some instances, cluster leads faced difficulties in separating their cluster responsibilities (acting as independent brokers for all cluster members) from their agency-mandated functions. The participation by NGOs and government representatives in the clusters, particularly in Pakistan, was inconsistent. Gender, human rights and the environment tended to be overlooked in clusters' planning and activities. Some staff lacked the leadership experience and skills to coordinate clusters, and the information management function of the clusters was weak. The tendency to 'over-clusterize', or create unnecessary sub-clusters, was problematic.

>> The demonstrated benefits of the cluster approach in Pakistan

The inter-agency real-time evaluation of the cluster approach in the South Asia earthquake found that the new approach provided a single and recognizable framework for coordination, collaboration, decision-making and practical problem-solving in a chaotic operational environment. It was seen as flexible and adaptable to the in-country situation. However, for the clusters to function effectively as a coordination tool, not just an information-sharing tool, the approach needs to be strengthened – notably through the greater participation of OCHA.

In Somalia, the external real-time evaluation found that the cluster approach was valuable, in particular for the mobilization of resources, but that the approach placed considerable demands on participating organizations. The approach was not implemented in the rest of the drought-affected Horn of Africa countries because of the existence of established, government-driven coordination mechanisms.

Since mid 2006 and the creation of a Humanitarian Reform Support Unit, OCHA has made a concerted effort to address specific early concerns about the implementation of the cluster approach, including those raised in the evaluations. In the subsequent application of the approach in disasters affecting Indonesia (Yogyakarta) and the Philippines, feedback on the added value of the approach has been increasingly positive.

PART II

HEADQUARTERS CORE ACTIVITIES AND PROJECTS

Executive Management

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

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	Office of the USG New York	Office of the Director Geneva	Total
Requirements	1,263,439	891,081	2,154,520
EXPENDITURE			
Staff Costs	915,437	630,852	1,546,289
Consultant Fees and Travel	90,446	–	90,446
Travel	529,214	67,510	596,724
Operating Expenses	1,354	–	1,354
Contractual Services	36,689	–	36,689
Supplies, Materials, Furniture and Equipment	–	–	–
Fellowships, Grants and Contributions	25,000	–	25,000
Programme Support Costs	181,267	90,834	272,101
Total Expenditure (US$)	**1,779,407**	**789,196**	**2,568,603**

Income for Core Activities is recorded in total under the Trust Fund for the Strengthening of OCHA

In 2006, OCHA's Executive Management, under the leadership of the Under-Secretary-General, focused on advocacy in emergencies, resource mobilization and humanitarian reform – the implementation of the cluster approach, the strengthening of the Humanitarian Coordinator (HC) system and country-level coordination, the activation of the Central Emergency Response Fund (CERF) and the strengthening of partnerships with NGOs and the private sector.

OCHA Executive Management reinforced the administrative capacity of the Office to better support the implementation of humanitarian reform, assisting affected governments to respond quickly and effectively to natural and man-made disasters.

2006 was a challenging year for OCHA due to a significant senior leadership change. The Under-Secretary-General, the Directors of the New York and Geneva offices, the Director of the Coordination and Response Division (CRD), the Chiefs of the Policy and Advocacy and Information Management Branches all changed by the end of 2006. The Executive Management team ensured business continuation during the transition.

>> Objectives

- Lead the implementation of the humanitarian reform.
- Better serve the Secretary-General's country representatives.
- Strengthen affected governments' capacity.
- Aid United Nations governance bodies in their decision-making processes.

>> Activities and Accomplishments

The Emergency Relief Coordinator (ERC) provided strong leadership for humanitarian advocacy. He undertook a series of high-profile missions to Sudan, Uganda and Lebanon. He also travelled to West Africa, Israel and the occupied Palestinian territory, and focused attention on neglected emergencies, including by travelling to the Democratic Republic of the Congo. The ERC advocated for humanitarian issues in the Security Council, in eight briefings on country situations (including Sudan, Uganda and Lebanon) and on the protection of civilians.

To promote humanitarian reform, the Executive Management undertook missions to Europe, Asia and the Pacific, Latin America and the Middle East, developing

and sustaining dialogue with regional groups, the private sector, new donors, NGOs and the Red Cross and Red Crescent Movement. In New York and Geneva, the Executive Management ensured that Member States were thoroughly briefed on the year's major crises, as well as on neglected and under-funded emergencies.

Throughout 2006, OCHA Executive Management advocated for support to the CERF, which was officially launched on 9 March 2006 and received pledges for US$ 298 million during the year. While the operationalization of the CERF proved challenging, much was accomplished in its first year. In 2006 the nine United Nations agencies, through the CERF, committed more than US$ 250 million for over 320 projects in 35 countries for rapid response and under-funded emergencies. Guidelines were drafted and a CERF Secretariat was established. The High-Level Conference on the CERF held in New York in December saw over US$ 340 million pledged by 51 donors for 2007.

Country coordination continues to be given the highest priority. OCHA Executive Management worked closely with cluster lead agencies and humanitarian country teams in implementing the cluster system at the global and national levels, and mobilizing resources accordingly. An appeal for capacity-building for the clusters was launched in March 2006. OCHA Executive Management worked closely with relevant agencies of the HC system to identify better ways to support the RCs/HCs, including the establishment of an HC Support Unit and the development of appointment and selection criteria. OCHA Executive Management focused on strengthening its partnerships with NGOs. A two-day dialogue between United Nations and non-United Nations humanitarian organizations in Geneva in July resulted in the creation of the Global Humanitarian Platform, a joint commitment to strengthen country-level coordination, as well as the identification of cooperation principles.

OCHA Executive Management established a Humanitarian Reform Support Unit in Geneva to support the implementation of humanitarian reform – in particular the cluster approach. The Unit provided advice and support for the implementation of the cluster approach at global and country levels.

OCHA Executive Management dedicated special attention to the strengthening of OCHA's administrative capacity to better support field operations. The strategic planning process was improved and dedicated capacity established.

Throughout 2006, Executive Management played a leadership role in strengthening the International Strategy for Disaster Reduction system to better support Member States in the implementation of the Hyogo Framework for Action, as well as in forging operational partnerships with lead institutions such as the World Bank.

>> Performance Evaluation

- The cluster approach was adopted in five existing emergencies (Colombia, the Democratic Republic of the Congo, Liberia, Somalia and Uganda) and in three new emergencies (Yogyakarta earthquake, Philippines flooding and landslides and Lebanon). The Appeal for Building Global Humanitarian Response Capacity was 65 per cent funded.
- The HC appointment process was reviewed through the IASC Working Group. A pool of pre-selected HCs from United Nations and NGO organizations was established and used, and a training and induction for the HC pool took place in November 2006. A Consultative Workshop on OCHA emergency preparedness tools and procedures was held in January 2006 for RCs in disaster-prone countries.
- The CERF was better funded than its original target and was successfully used in rapid-onset and neglected emergencies: 54 donors pledged US$ 298 million to the CERF's grant facility in 2006 (50 per cent more than the original US$ 200 million target), while initial pledges for 2007, as of the 7 December High-Level Conference, totalled an additional US$ 344 million from 49 donors (including 16 new donors). During 2006 nine United Nations agencies received US$ 259,307,485 for both rapid-onset and under-funded emergencies.
- OCHA's Administrative Office was strengthened by an additional 26 staff, and three new senior positions were created. OCHA was granted the 'delegation of authority' to recruit its own field staff, which was previously administered by the Office of Human Resources Management. A realignment of functions between the New York and Geneva offices – including the consolidation of CRD in New York and the creation of the External Relations and Support Mobilization Branch – was implemented. A Strategic Planning Unit was also created.
- The International Strategy for Disaster Reduction (ISDR) Secretariat was strengthened to better support the ISDR system and its stakeholders in the implementation of the Hyogo Framework for Action 2005–15. Member States established the Global Platform for Disaster Reduction as noted by a General Assembly resolution. The donor basis was expanded and the contributions to the Trust Fund for Disaster Reduction increased. A partnership agreement on disaster risk reduction was initiated with the World Bank.

Donor and External Relations Section

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Requirements	1,615,816
Income from Voluntary Contributions	760,000
EXPENDITURE	
Staff Costs	522,079
Consultant Fees and Travel	-
Travel	54,276
Operating Expenses	6,189
Contractual Services	-
Supplies, Materials, Furniture and Equipment	4,819
Fellowships, Grants and Contributions	-
Programme Support Costs	76,357
Total Expenditure (US$)	**663,720**

With the humanitarian reform process gaining momentum, 2006 presented many challenges and opportunities for OCHA and the humanitarian community as efforts were intensified to put systems and procedures in place to ensure its successful implementation. The focus of the Donor and External Relations Section (DERS) was greatly influenced by evolving humanitarian reform initiatives. DERS pursued a two-track approach: advocating for broader support from humanitarian partners and enhancing the OCHA donor base; and fostering new humanitarian partnerships and exploring the potential of the private sector engagement. While the donor and external relations functions were combined in New York, DERS in Geneva focused primarily on resource mobilization, broadening partnerships and donor reporting.

>> Objectives

- Enhance donor support and broaden the donor base.
- Strengthen partnerships with Member States.
- Harness the potential of private sector support.

After the launch of the CERF, the DERS also continued to:

- Mobilize broad support for effective implementation of humanitarian reform, in particular the CERF. The target was to raise US$ 350 million from the launch of the CERF until December 2006 (for its operation in 2007).

>> Activities and Accomplishments

In 2006 DERS continued to serve as the key entity within OCHA interacting with external partners on substantive issues. In addition, it provided continuous support to OCHA through trend analysis, analytical information and interaction with donor governments.

Interaction with a number of emerging economies, representatives and partners from different regions as well as the private sector increased considerably, resulting in additional funding and other support to OCHA and the CERF. Under the OCHA Donor Support Group (ODSG) initiative, two humanitarian partnership meetings were convened – in Turkey in April and Abu Dhabi in May. The aim of both meetings was to promote a greater understanding of humanitarian reform and the work of OCHA, the variety of services available to the humanitarian community, and the added value of working in a multilateral context. Three countries became new members of the ODSG: New Zealand, the Republic of Korea and the United Arab Emirates (UAE).

DERS organized regular senior management visits to capitals of ODSG members, including Australia, France, Germany, Japan and New Zealand. High-level visits were also conducted to Brunei, China, India, the Kingdom of Saudi Arabia, Malaysia, the Republic of Korea, Thailand, Turkey and the UAE, in order to enhance partnerships for global humanitarian activities. A number of meetings were held with Member States, regional groups, the G-77, the Gulf Cooperation Council, the Organization of the Islamic Conference, the African Union and new European Union accession countries. Regular contacts were maintained with almost 100 Member States – in particular to mobilize support for the humanitarian reform and the CERF. OCHA pursued its dialogue on humanitarian reform with members of the G-77, in particular on the cluster approach to humanitarian response, humanitarian preparedness measures related to the risk of an avian flu pandemic, and natural disaster response and response preparedness. The aim was to identify gaps, understand the views and needs of recipient countries, mitigate impact through better coordination, and improve the collective response to natural disasters.

DERS played a key role in fund-raising for the CERF, allowing the CERF Secretariat to focus on programme implementation. In 2006, DERS organized two high-level

conferences to launch and solicit continued support for the CERF. More than 70 entities, including Member States, local government, NGOs and the private sector, committed their financial support for the CERF, which received US$ 298 million in 2006. Efforts to expand the donor base for global humanitarian action were successful, and two thirds of contributors to the CERF were emerging economies and developing countries.

A collaboration with the World Economic Forum (WEF) resulted in the development of cross-sectoral WEF/OCHA Guiding Principles for Philanthropic Private Sector Engagement in Humanitarian Action (launched in Davos in January 2007). These guidelines will contribute towards more action-oriented public/private partnerships and better correlation between priority humanitarian needs and key industries.

ochaonline2.un.org/businesscontributions

OCHA signed a cooperation agreement with DHL to develop two 80-person standby disaster response teams (one in Asia, one in the Americas) for emergency airport logistics support. Efforts to mobilize additional standby capacity in emergency telecommunications also resulted in a partnership with the United Nations Foundation, the Vodafone Group Foundation, Télécoms sans Frontières, UNICEF and OCHA. Under this arrangement, the two foundations will fund 192 days of Télécoms sans Frontières deployment in support of OCHA over the next three years.

In order to provide an incentive to private donors, OCHA signed a cooperation agreement with the United Nations Foundation that enables United States taxpayers to make tax-deductible donations to the CERF. The facility was launched in December 2006 and raised US$ 115,000 in its first month of operation. OCHA continued to look for charities in other regions to help raise funds for the CERF. The Emergency Relief Coordinator approached a number of large foundations and corporations to raise awareness of the CERF as a new vehicle for philanthropy.

>> Performance Evaluation

- The extrabudgetary contributions for OCHA's revised annual requirements increased from US$ 94.5 million in 2005 to US$ 121.9 million in 2006. This considerable increase in real terms also represented a proportional increase of 23.4 per cent of funding compared to 2005 – to 90.4 per cent of revised annual requirements. This was made possible primarily through the increase in contributions of existing ODSG members, and also by a small increase in the donor base.
- In addition to the extrabudgetary requirements outlined in OCHA in 2006, DERS assisted in mobilizing resources for Emergency Response Funds in Ethiopia, Indonesia and Somalia, designed to support NGO activities at the field level.
- DERS advocated strongly for increased support to the BCRF, which was established in November 2005 to assist OCHA in addressing year-end cash flow problems and enable one-year contracts to be issued to all eligible field staff (addressing the challenge to retain a quality workforce). Of the target of US$ 30 million, US$ 11.4 million was received by the end of 2006.
- In the context of the Good Humanitarian Donorship principles, the level of unearmarking dropped in 2006, from approximately 50 per cent in 2005 to 49 per cent. In real terms the portion contributed as unearmarked or loosely earmarked increased by US$ 3 million compared to 2005.
- There was a modest increase in the number of new partners who supported OCHA in 2006, including the Kingdom of Saudi Arabia, the Czech Republic, the UAE, the Republic of Korea and Estonia.
- Funds received were more evenly distributed throughout the year, with 50 per cent received in the first half of the year – a significant improvement on 2005 and 2003. However, in order to avoid unnecessary administration related to frequent contract extensions, OCHA continues to encourage donors to provide the majority of their funding in the first half of the year.
- A total of 51 donors pledged over US$ 340 million at the High-Level Conference on the CERF in December 2006. This included 35 donors who had contributed during 2006 as well as 16 new donors (Germany, New Zealand, Chile, Hungary, Malta, Cyprus, Israel, Ecuador, Algeria, the Bahamas, El Salvador, Lebanon, Andorra, Bulgaria, Jamaica and Humanity First). The meeting was very well attended with over 100 Member States represented.

Executive and Administrative Offices

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	New York EO Common Costs		Geneva AO Common Costs		Total
Requirements	1,073,710	776,755	5,631,030	610,319	8,091,814
EXPENDITURE					
Staff Costs	854,098	211,320	2,884,093	141,203	4,090,714
Consultant Fees and Travel	–	87,501	147,570	–	235,071
Travel	–	59,529	–	269,300	328,829
Operating Expenses	–	34,505	107,800	175,686	317,991
Contractual Services	–	122,207	209,002	66,380	397,589
Supplies, Materials, Furniture and Equipment	–	165,836	–	49,222	215,058
Fellowships, Grants and Contributions	–	–	–	–	–
Programme Support Costs	74,289	61,046	–	95,562	230,897
Total Expenditure (US$)	**928,387**	**741,944**	**3,348,465**	**797,353**	**5,816,149**

Income for Core Activities is recorded in total under the Trust Fund for the Strengthening of OCHA

The Executive and Administrative Offices (EO/AO) provide administrative services to OCHA's New York and Geneva headquarters offices. They assist the Under-Secretary-General/Emergency Relief Coordinator and OCHA's senior management in budgetary, financial and human resources management at headquarters and in the field.

During 2006, the EO/AO's main focus was on improving its ability to meet increased demands for administrative support to programmes and field activities, through: building capacity of the EO and AO; expanding training for field offices; and working closely with the Information Technology Section (ITS) in designing tools to improve the timeliness and quality of information provided to management.

>> Objectives

- Provide strengthened support to OCHA field operations.
- Ensure proper functioning of the Field Support Section.
- Develop tools, in collaboration with the ITS Section, to enhance the management of resources and operations.
- Assist in supporting Executive Management.

>> Activities and Accomplishments

Both EO and AO increased their staff numbers towards the end of the year, allowing for the provision of additional attention to client needs, better quality advice and timely administration of staff entitlements. The appointment of a Chief of Human Resources in Geneva in mid year, after an absence in this position of 15 months, enabled the office to deal with strategy, policy and procedure as well as the accumulated caseload.

Training was provided to staff to enhance skills and improve the overall performance of the office, as well as in preparation for the implementation of OCHA's delegation of authority to recruit, deploy and administer its own field staff. Recruitment procedures were streamlined and the Administration Office was expanded. The staff rotation guidelines that were completed in 2005 were endorsed by the Office of Human Resources Management and put into effect during 2006.

In collaboration with the ITS, the EO/AO:

- developed the OCHA Contact Management (OCM) System to track recruitment and provide human resources statistics including gender, geographical representation and location;
- deployed the Financial Accounting System (FAS) to the New York office – which now has full access to all financial information and activities including those of the Geneva office;
- developed a method of monitoring the download of transactions from the United Nations Integrated Management Information System to ensure that missing or incorrect transactions are identified and corrected in

the FAS – improving the reliability of financial reports used by the headquarters and field staff;

- enhanced the use of the online cost plan through the importing of financial and narrative data from previous years' cost plans – enabling branch and field offices to save time by not having to repeat data and narratives; and
- designed and implemented a central database for all financial authorizations issued to UNDP for its field offices – ensuring sufficient funding to cover UNDP's field offices' authorized activities; the database also allows quick and easy access to information for the verification of transactions processed by UNDP on behalf of OCHA field offices.

The CERF Secretariat was established and partly staffed, with full staffing expected during 2007. Operational guidelines for the CERF's usage and operating procedures (including application criteria and templates, project approval processes, narrative and financial reporting requirements and standard letters and memoranda of understanding) were completed in collaboration with the Controller's Office. The CERF website was launched – supporting accountability and transparency in the use of funds.

In collaboration with the Under-Secretary-General for Internal Oversight Services, a joint risk assessment for field offices was completed. Internal and external risks were identified, evaluated and shared with field offices during OCHA's global management retreat. The EO supported the Under-Secretary-General for Humanitarian Affairs in his presentations to intergovernmental bodies justifying OCHA's budgetary requests, and assisted Executive Management in General Assembly deliberations and preparation of: the programme budget for the period 2008–09; OCHA's annual cost plan as reflected in *OCHA in 2007*; and the *OCHA Annual Report 2005*. The biennial programme budget for 2008–09 was prepared.

>> Performance Evaluation

- The OCM System helped to identify bottlenecks and where corrective action or adjustments were required to improve the process. The average number of days for recruitment and deployment of field staff in 2006 was 139 days compared to 146 days in 2005.
- In relation to the Human Resources Action Plan, a gender balance at the professional and higher levels was achieved – with 52 per cent of female appointments against the target of 50 per cent.
- The completion of the online Field Administrative Manual and the administrative workshop held for field and desk officers contributed to increased staff satisfaction in field offices, as shown in participants' feedback.
- Vacancy rates were down from 3.3 per cent in 2005 to 3.1 per cent in 2006 for regular budget posts because of more streamlined recruitment, however due to the significant increase in staff requirements during the year, vacancy rates for extrabudgetary posts increased from 15.1 per cent in 2005 to 24.5 per cent in 2006.

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Field Support Section

Requirements	2,096,701
EXPENDITURE	
Staff Costs	857,359
Consultant Fees and Travel	-
Travel	58,812
Operating Expenses	-
Contractual Services	-
Supplies, Materials, Furniture and Equipment	-
Fellowships, Grants and Contributions	-
Programme Support Costs	18,251
Total Expenditure (US$)	**934,422**

Income for Core Activities is recorded in total under the Trust Fund for the Strengthening of OCHA

The Field Support Section (FSS) was established in March 2005 as the primary contact for administrative support (human resources, financial management and procurement) from headquarters to the field. Throughout 2006, FSS focused on suitability screening of applicants for field office positions, the development of tools to enhance administrative support to field coordination offices, and enhanced quality and consistency of field office cost plans and their timely implementation.

>> Objectives

- Facilitate and contribute to the development and implementation of field office cost plans, paying special attention to each office's in-house administrative

support, its vacancy management and scheduling of procurement to be done at headquarters level.

- Further refine suitability screening of applicants and preparations for recruitment and deployment of staff.
- Improve communication with all field offices through the use of tools such as the OCHA Contact Management System.

>> Activities and Accomplishments

For all advertised field positions, FSS prepared detailed matrices (129 in 2006) to assist headquarters-based and field-based managers in the selection and shortlisting of candidates. To ensure common quality standards in the final selection phase, FSS drafted guidelines on conducting interviews with shortlisted candidates. It provided quarterly statistics and overviews of the status of field post incumbency and recruitment, and contributed to integrating established tracking tools into the OCHA contact and staff management database, linking this data to similar data needed or provided by other sections in the Administrative Office/Executive Office.

FSS conducted a field staff survey between November 2005 and February 2006 to identify their administrative concerns and needs. The responses were analysed and FSS subsequently worked with human resources officers to address the concerns and needs identified; by August all issues raised in the survey had been responded to. Dialogue with field-based managers and the Coordination and Response Division became more structured through the introduction of a tracking tool for all outstanding administrative issues for the larger and more complex field offices. FSS also conducted missions to these field offices, which resulted in the preparation of guidelines on the management of national staff and a guidance note on the deployment of United Nations Volunteers.

FSS participated in the field office cost plan exercise (undertaken by OCHA management at field and headquarters levels during the last quarter of each year), in particular aiming for consistency in the areas of vacancy management, staff development, MOSS (Minimum Operating Security Standards) compliance and procurement undertaken at headquarters level.

The establishment of a roster of pre-screened candidates for field office posts requires further review of core field office functions and consensus among all internal stakeholders in order to ensure that roster vacancies meet the diverse human resources needs of the different field offices.

>> Performance Evaluation

- During the cost plan exercise, FSS focused on a review of human resources and standardized international procurement requirements, resulting in better quality cost plans. The aim was to focus on appropriate in-house administrative support in each field office, with attention paid to issues such as MOSS compliance and staff development. This focus facilitated the implementation of the field office cost plans, in particular in the area of early advertisement of vacancies.
- Throughout 2006 vacancy rates steadily decreased, with 17 per cent of regular posts remaining vacant by the end of the year (compared to 25 per cent at the end of 2005).
- The findings of the OCHA self-evaluation survey undertaken in May indicated that FSS is considered by field staff and managers to be effective in solving problems and maintaining dialogue with the field.

Staff Development and Learning Section

The Staff Development and Learning Section (SDLS) amended its objectives and workplan during the year to reflect its new focus on the OCHA Staff Development and Learning Framework. In conjunction with other OCHA strengthening projects, this was targeted as a key area for building OCHA-specific expertise and capacity in support of its overall mandate.

SDLS was expanded in its function and scope in order to carry out the Learning Framework and provide more support to managers and staff. The enhanced SDLS

Requirements	1,081,283
EXPENDITURE	
Staff Costs	229,042
Consultant Fees and Travel	75,447
Travel	20,875
Operating Expenses	2,376
Contractual Services	101,523
Supplies, Materials, Furniture and Equipment	-
Fellowships, Grants and Contributions	-
Programme Support Costs	55,495
Total Expenditure (US$)	**484,758**

Income for Core Activities is recorded in total under the Trust Fund for the Strengthening of OCHA

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operates in both New York and Geneva to serve staff in all locations. SDLS also developed a cross-functional team of Learning Focal Points to institutionalize collaboration among all branches in the learning process.

>> Objectives

- Promote equitable learning opportunities for all OCHA staff.
- Establish a mechanism for systematic review of the learning needs of all staff and their inclusion in OCHA's annual plan.
- Improve links between desired competencies and learning activities of individual staff members.
- Improve planning evaluation and reporting of learning activities.

During the course of 2006, the following objectives were also added:

- Introduce OCHA staff to the Learning Framework and its integration with PAS.
- Recruit SDLS staff to build capacity for Framework implementation activities.
- Strengthen the responsiveness of SDLS to all OCHA staff, regardless of their location.

>> Activities

OCHA's branches collaborated with SDLS in conducting assessments and analyses through interviews and focus groups across the Office. The resulting Learning Framework was introduced at the end of 2006 and integrates OCHA-specific learning and development activities, tools and resources into a coherent learning strategy for the development of staff's substantive skills. Core learning is divided into three areas: induction; humanitarian coordination; and management and administration.

Two Emergency Field Coordination Training (EFCT) workshops in Switzerland and two customized field-based courses in Khartoum and Rumbek (involving 30 per cent of staff based in Sudan) added 83 OCHA-trained staff to the more than 200 others – primarily in the field – who have been trained since EFCT began. The EFCT programme was continuously adjusted to reflect trends and deliver the most up-to-date methodology in humanitarian coordination.

SDLS provided support for the RCs' Collaborative Workshop (January) and the HCs' Retreat (March), contributed to the Humanitarian Reform Support Unit Cluster/Sector Leadership Training Needs Assessment (December), and provided assistance to the Internal Displacement Division on ProCap.

SDLS maintained and updated OCHA's Training Management Database, recording that of 500 training sessions in 2006, 256 were attended by male staff members and 244 by female, while 291 participants were from headquarters and 209 were from the field. SDLS regularly communicated information on learning opportunities to staff and facilitates staff attendance at training sessions. The Training Management Database will be enhanced as a planning tool as well as a tracking mechanism in 2007.

SDLS developed learning tools for induction and an online e-learning content management tool, and it put together a methodology paper for training of coordinators in the humanitarian context.

>> Performance Evaluation

- OCHA's Learning Framework makes core learning accessible across the Office by establishing learning priorities that apply to all staff as well as those that apply to functions.
- The Learning Framework includes mechanisms and supporting structures (such as learning focal points and a curriculum council) that enable SDLS to gather direct input from OCHA and develop its annual plan based on actual capacity development needs.
- SDLS developed a revised set of indicators that allow OCHA to consider more than just numbers of staff participating in learning activities – by measuring impact.
- The process of developing the Learning Framework introduced managers and staff to OCHA's new approach.
- SDLS was restructured to provide greater developmental advice and assistance across the Office and to guide the execution of the annual learning and development plan.
- While SDLS was not at full capacity in 2006, it will be fully staffed by mid 2007.

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

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	New York	Geneva	Total
Requirements	552,222	390,622	942,844
EXPENDITURE			
Staff Costs	355,320	223,260	578,580
Consultant Fees and Travel	–	9,505	9,505
Travel	31,250	23,815	55,065
Operating Expenses	–	–	–
Contractual Services	–	–	–
Supplies, Materials, Furniture and Equipment	–	–	–
Fellowships, Grants and Contributions	–	–	–
Programme Support Costs	35,262	33,402	68,664
Total Expenditure (US$)	**421,832**	**289,982**	**711,814**

Income for Core Activities is recorded in total under the Trust Fund for the Strengthening of OCHA

The Inter-Agency Standing Committee (IASC) was established in 1992 in response to General Assembly Resolution 46/182, calling for strengthened coordination of humanitarian assistance. The IASC is a unique inter-agency forum for humanitarian dialogue and decision-making, involving UN and non-UN humanitarian partners. Under the leadership of the Emergency Relief Coordinator (ERC), the primary role of the IASC is to shape humanitarian policy and ensure coordinated and effective response.

The Executive Committee on Humanitarian Affairs (ECHA) is one of four committees created by the Secretary-General within the framework of United Nations reform. Under the leadership of the Under-Secretary-General (USG) for Humanitarian Affairs, the primary aim of ECHA is to bring together political, peacekeeping and security departments of the United Nations Secretariat and United Nations agencies, funds and programmes to address critical policy and operational matters concerning humanitarian issues and crises. A joint IASC/ECHA Secretariat facilitates the work of the IASC and ECHA as effective, action-oriented and well-coordinated decision-making bodies. It supports the USG/ERC in his capacity as chair of both committees and the Director of OCHA Geneva in his capacity as chair of the IASC Working Group.

In 2006, the IASC/ECHA Secretariat contributed the implementation of OCHA's broad mandate to mobilize and coordinate effective humanitarian action by facilitating inter-agency policy discussions on key aspects of humanitarian reform (and since May with the Humanitarian Reform Support Unit [HRSU]), including implementation of the cluster approach, strengthening of the humanitarian coordination system and increasing dialogue between UN and non-UN agencies, particularly NGOs.

>> Objectives

- Strengthen support to the IASC and ECHA, contributing to the broad mandate of OCHA to mobilize and coordinate effective and principled humanitarian action.
- Ensure the efficiency of the interface of the IASC and ECHA with other inter-agency bodies (in particular the United Nations Development Group Office and the Executive Committee on Peace and Security), to strengthen links between humanitarian, political, development and human rights actors.

>> Activities and Accomplishments

In 2006, the IASC reached agreement on a number of key policy initiatives to improve coordinated humanitarian response in the field. The IASC Secretariat facilitated regular meetings of the IASC Principals and the IASC Working Group to achieve progress in humanitarian policy. Weekly information sharing meetings in Geneva and New York were also held to keep IASC members informed about humanitarian policy and operational initiatives.

The Secretariat helped to facilitate the Dialogue Meeting held in Geneva in July with the participation of 40 CEOs from UN and non-UN humanitarian organizations, leading to the establishment of the Global Humanitarian Platform. In preparation for that meeting, in May the Chief of the Secretariat participated in a joint United Nations/NGO mission to Somalia and Kenya to look at cooperation instruments between UN and non-UN agencies – in particular assessing how to better promote humanitarian CTs. The IASC Secretariat also participated in the executive boards of the International Council of Voluntary Agencies and Steering Committee for Humanitarian Response.

The Secretariat developed the IASC website which serves as the primary portal for humanitarian partners and the wider public accessing information about the IASC, its products and its key materials. In 2006, the IASC website had more than 21,000 unique visitors.

www.humanitarian.org/iasc

Monthly ECHA meetings were convened to support a cohesive and concerted approach to the major humanitarian crises in 2006, including those in Côte d'Ivoire, Iraq, Somalia, Sudan and Timor-Leste. In addition, six ad-hoc ECHA meetings took place, with four devoted to the Lebanon crisis in mid 2006. Under the leadership of the USG, ECHA's meetings focused on advocacy, resource mobilization, humanitarian access, regional approaches and achieving more effective and efficient humanitarian assistance through political and security interlinkages.

>> Performance Evaluation

- An Action Plan for Strengthening the HC System was endorsed by the IASC Principals, including the establishment of an HC pool (with members from both within the United Nations system and outside it) and the approval of the procedures to manage it.
- An IASC Guidance Note on Using the Cluster Approach to Strengthen Humanitarian Response was endorsed.
- Together with the HRSU and NGO partners, the IASC/ECHA Secretariat supported the establishment of inclusive humanitarian CTs in the field.
- During 2006, the IASC and its Working Group made over 150 actionable recommendations, of which two thirds were implemented. The majority of the pending action points are covered in the 2007 IASC Work Plan. In addition, a number of recommendations carried over from 2005 were finalized in 2006.
- During 2006, the ECHA Secretariat supported nine monthly ECHA meetings and six ad-hoc or ECHA core meetings. Out of the 70 action items resulting from these meetings, two thirds were implemented in 2006.

Emergency Response Coordination

Coordination and Response Division

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	New York	Geneva	Total
Requirements	3,287,924	2,909,402	6,197,326
EXPENDITURE			
Staff Costs	1,814,352	2,091,282	3,905,634
Consultant Fees and Travel	–	–	–
Travel	426,870	172,955	599,825
Operating Expenses	–	–	–
Contractual Services	–	–	–
Supplies, Materials, Furniture and Equipment	–	–	–
Fellowships, Grants and Contributions	–	–	–
Programme Support Costs	283,576	294,697	578,273
Total Expenditure (US$)	**2,524,798**	**2,558,934**	**5,083,732**

Income for Core Activities is recorded in total under the Trust Fund for the Strengthening of OCHA

The Coordination and Response Division (CRD) has three major responsibilities: to support the Emergency Relief Coordinator (ERC) as principal adviser on humanitarian issues to the Secretary-General and coordinator of the international humanitarian response; to support and guide United Nations RCs/HCs in the field on complex emergency and natural disaster issues; and to support the field, including through the management of OCHA's regional and field offices. CRD is responsible 'for supporting the coordination of country-level humanitarian strategies in natural disasters and complex emergencies, and is the working-level interface with member states and partner humanitarian organizations. CRD is also OCHA's primary interface with partner agencies involved in early recovery and reconstruction.

In 2006, CRD led OCHA's response to rapid-onset emergencies, including the South Asia earthquake, the crisis in Lebanon, the Yogyakarta earthquake and the drought in the Horn of Africa. At the same time CRD continued to support existing field operations, with particular attention to the effects of the Darfur crisis on Sudan, Chad and the Central African Republic (CAR), the worsening humanitarian situation in Sri Lanka, and the continuing challenges in the Democratic Republic of the Congo (DRC). OCHA played a key role in the Juba Peace Process between the Government of Uganda and the Lord's Resistance Army, with CRD staff providing technical support to the peace secretariat.

CRD consolidated the responsibilities of its country desks as part of OCHA's broad reorganization and realignment of functions. It also developed new procedures and accountabilities for reviewing CERF applications and supporting the implementation of the cluster approach.

>> Objectives

- Cooperate with relevant branches of OCHA to improve support to field offices in: administration, personnel management, planning, programming, policy development and advocacy.
- Improve the quality of information analysis, including assessments, preparedness and financial tracking.
- Support new initiatives towards achieving greater predictability of humanitarian financing, capacity and response in the context of the humanitarian reform process, including the upgraded CERF, the Hyogo Framework for Disaster Risk Reduction, and Integrated Missions and Transition.

>> Activities and Accomplishments

In 2006, CRD worked closely with OCHA field offices and HCs on neglected crises such as Afghanistan, Iraq, CAR, Chad, Timor-Leste, Kenya and Myanmar. In CAR and Chad, this resulted in additional Security Council and donor attention. In Kenya, OCHA supported the Secretary-General's Special Humanitarian Envoy for the

Horn of Africa to highlight the plight of the populations in northern Kenya suffering from devastating flooding. CRD missions to review OCHA's presence and activities were undertaken in Eritrea, Chad, CAR, Sudan, the Republic of Congo, Burundi, Guinea, Indonesia, the Russian Federation and Pakistan.

CRD prepared for the establishment of the Emergency Preparedness Section (EPS) in Geneva, with considerable efforts made to ensure complementarity between EPS and the Early Warning Unit. CRD and the Emergency Services Branch (ESB) jointly updated the existing guidelines for natural disaster response, and continued their close cooperation with the International Strategy for Disaster Reduction and Capacity for Disaster Reduction Initiative.

In preparation for the consolidation of country desks in New York, a number of management issues were addressed, including updating the terms of reference for desk officers, reviewing the role of regional offices and integrating early warning and contingency planning functions. The need to strengthen information management was identified as a priority – within CRD, and between CRD and the field – and efforts were made to harmonize reporting from the field and information exchange between Geneva and New York. All these topics are being managed systematically through working groups and thematic focal points.

CRD worked closely with the Departments of Political Affairs and Peacekeeping Operations on integrated mission planning, including: downsizing the United Nations mission in Burundi; the expansion of the United Nations mission in Timor-Leste; and preparations for United Nations support to the African Union mission in Darfur. CRD also worked with both departments to provide inputs for Security Council briefings. CRD collaborated with UNDP's Bureau for Crisis Prevention and Recovery and the United Nations Development Group Office in developing more coherent and predictable strategies for coordination in transitional settings, and began to operationalize these in Indonesia and Sri Lanka.

>> Performance Evaluation

- 2006 was a year of transition for CRD as it consolidated its responsibility for managing all complex emergencies and natural disasters. Although the progressive shift of functions required time and effort in both New York and Geneva, it did not impact negatively on OCHA's field operations. By the end of 2006, all OCHA offices in Africa were managed from New York, and the remaining offices were scheduled for handover in the first quarter of 2007. Three field offices were closed according to schedule.
- CRD worked closely with the Field Support Section to ensure that competent international field staff whose posts were abolished were placed in other operations, and began developing a policy for moving qualified national staff into international posts. Methods to more closely track key field vacancies were also implemented.
- While initial steps were made towards improving information analysis, more needs to be done to harmonize the quality of information. CRD, in collaboration with the Advocacy and Information Management Branch, will use the framework of the Information Management Review to improve this during 2007.
- CRD worked closely with the CERF Secretariat to create and improve processes for reviewing and recommending CERF projects. With the CERF now fully operational, the level of scrutiny required to review each project is of crucial importance to CRD. The review process steadily improved during the year, with turnaround times showing significant reductions.
- CRD improved OCHA's impact in shaping United Nations integrated missions and managing the transition from the emergency humanitarian phase of an operation to early recovery. While improvements were made in these two areas, long recruitment processes meant that dedicated staff capacity will only be available to CRD in 2007.
- CRD prepared nine Security Council briefings for the ERC and Deputy ERC.

Consolidated Appeals Process Section

Requirements	2,112,309
EXPENDITURE	
Staff Costs	1,114,531
Consultant Fees and Travel	29,445
Travel	100,830
Operating Expenses	13,158
Contractual Services	13,718
Supplies, Materials, Furniture and Equipment	9,364
Fellowships, Grants and Contributions	2,987
Programme Support Costs	167,017
Total Expenditure (US$)	**1,451,050**

Income for Core Activities is recorded in total under the Trust Fund for the Strengthening of OCHA

www.humanitarianappeal.net

The Consolidated Appeals Process (CAP) is the IASC's primary instrument for humanitarian strategizing and fund-raising. Since 1992 a total of 240 consolidated and flash appeals have raised US$ 30 billion. The purpose of consolidated appeals is to bring humanitarian implementing organizations together with a common analysis, strategy and action plan. It is also to combine what would otherwise be overlapping, competing single-agency appeals and disconnected projects into a comprehensive compendium of priority projects that avoids gaps and serves as a meaningful funding barometer for each crisis. More than 100 organizations (including the United Nations, IOM, NGOs and occasionally the Red Cross) list project proposals in CAPs and flash appeals each year. The relevant General Assembly resolution and IASC rules require a consolidated or flash appeal for any situation requiring an inter-agency response.

>> Objectives

- Strengthen the CAP as a tool for planning, programming and coordination, by furthering the use of the Needs Analysis Framework (NAF), developing guidelines for strategic monitoring and encouraging the main NGOs to partake in all aspects of the process.
- Maintain a comprehensive training programme to ensure that OCHA staff are effective in facilitating the CAP in the field and at headquarters.
- Manage the launch of consolidated appeals, flash appeals, mid-year reviews and revisions presented to donors.
- Improve the timeliness, accuracy and scope of the Financial Tracking System (FTS), and provide training to HCs and OCHA staff on the FTS.
- Support HCs to ensure quality in each stage of the CAP cycle.

>> Activities and Accomplishments

In 2006, the CAP Section launched seven flash appeals for breaking emergencies, mid-year reviews for all 17 of the 2006 consolidated appeals, 15 new consolidated appeals for 2007 and eight miscellaneous appeals. The Section organized a global launch of the appeals in New York, a 'Programme Kick-off' donor meeting in Geneva, and a mid-year review launch at the Economic and Social Council.

The FTS is now firmly established as the world's leading source of real-time humanitarian funding information. A total of 8,100 humanitarian funding items were recorded for 2006, to 117 countries, from 323 donor countries and organizations, through 673 implementing organizations, for 175 different natural or conflict-based disasters. In 2006, the FTS made new tools available, including: tables showing requirements and funding per cluster or thematic area, and per country for multi-country appeals; donor profile tables; a powerful new custom search function; the ability to show funds passing through pooled or common funds (as used in Sudan and the Democratic Republic of the Congo) and the CERF; and tables for regional and country-based humanitarian websites. The FTS was also reintegrated within the revamped ReliefWeb site.

The Secretary-General's signature on the Humanitarian Appeal 2007 (the set of new consolidated appeals launched in November 2006) demonstrates the continuing high profile of CAPs. Appeals, together with the FTS, highlight the most severe and neglected humanitarian crises, and allow stakeholders to direct resources where they are most needed.

The CAP Section provided major support and inputs to the timely launch and function of the CERF in 2006, including: development of guidelines, criteria and procedures; identification of under-funded crises for CERF allocations and estimation of correct apportionment; tracking of CERF allocations on FTS; contributions to the design of a CERF management database; training of stakeholders on CERF (and its interaction with appeals and other elements of

humanitarian reform) at headquarters and in the field; and participation in CERF Advisory Group meetings.

>> Performance Evaluation

- Of the 20 largest international and multilateral humanitarian aid agencies (as measured by funds received in 2006), all except two members of the Red Cross and Red Crescent Movement counted their projects in the various appeals in 2006. The cluster approach is expected to further reinforce the inclusiveness of CAPs, with the inclusion of the strategic inputs of all key actors such as NGOs and the Red Cross, and by securing their permission to count their key humanitarian project proposals in common appeals. This will improve on the current situation in which many NGOs keep their requirements and funding separate from the CAP, distorting the picture of funding needs.
- The CAP Section led the IASC's concerted effort to launch flash appeals faster, and the general consensus was that flash appeals in 2006 were mostly developed much faster than before. However, since several of the flash appeals in 2006 relate to relatively gradual-onset situations (for example the Somali refugee influx into Kenya in August–October, civil strife in Guinea-Bissau, Timor-Leste) with no definite disaster trigger date, the average number of days between the disaster's occurrence and the appeal's launch cannot be stated meaningfully.
- For those parts of the website measured by the FTS usage monitoring system, hits in 2006 totalled 22.6 million. The custom query function was re-launched with significant improvements; total kilobytes downloaded by users through this function in 2006 were approximately 17.5 million.
- The CAP Section facilitated or helped to organize 14 CAP or NAF workshops in the field and Geneva in 2006, involving 920 participants, of whom 285 were from NGOs and the Red Cross and Red Crescent Movement. Staff from 23 United Nations organizations and 21 donor countries participated. 18 OCHA staff were trained on the CAP, and 31 IASC agencies' staff were trained as CAP Trainers (17 in English, 14 in French). Thirty-four IASC agencies' staff were trained on the NAF. Feedback was collected after each workshop and incorporated into workshop design.
- 11 CAP countries, or 66 per cent (against the target of 75 per cent), used the NAF for 2007.
- The CAP Section's plans to develop and pilot a standard strategic monitoring tool were set back by re-assignment of the relevant staff post out of the Section as part of OCHA's realignment in 2006.

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Surge Capacity and Contingency Planning Section

Requirements	1,039,125
EXPENDITURE	
Staff Costs	607,641
Consultant Fees and Travel	-
Travel	85,109
Operating Expenses	-
Contractual Services	-
Supplies, Materials, Furniture and Equipment	-
Fellowships, Grants and Contributions	-
Programme Support Costs	90,063
Total Expenditure (US$)	**782,813**

Income for Core Activities is recorded in total under the Trust Fund for the Strengthening of OCHA

As part of the strengthening of OCHA's ability to rapidly deploy to crisis situations and its timely support to the field, in 2005 the Surge Capacity Project was upgraded to the Surge Capacity and Contingency Planning Section. This decision was made in response to a steady rise in the number, size and complexity of humanitarian emergencies, which had often overstretched the field capacities of both OCHA and the United Nations humanitarian system. Global strategic priorities for OCHA in 2006 made direct reference to 'strengthening response mechanisms and tools, including OCHA's surge capacity', and the OCHA Senior Management Team's report in September 2006 highlighted the need to integrate all of OCHA's surge capacity services under one managerial entity to ensure coherence and effective coordination of resources.

The capacity of OCHA and the international humanitarian community to respond quickly and professionally to disasters and emergencies was rigorously tested in 2006. New challenges arose in the face of the Lebanon crisis,

drought and floods in the Horn of Africa, displacement in Timor-Leste, the ongoing crisis in the Democratic Republic of the Congo (DRC), and the continued response efforts to the South Asia earthquake, among many other crisis and emergency situations.

>> Objectives

- Support RCs/HCs, OCHA field structures and CTs at the sudden onset of new crises or the intensification of existing crises.
- Provide immediate interim leadership when a new OCHA field office is established.
- Fill critical human resources gaps in existing OCHA offices and at headquarters.
- Facilitate and guide contingency planning, early warning and preparedness efforts of the IASC-CTs in crisis-prone countries.
- Support the CAP and mid-year review processes in the field.
- Guide inter-agency coordination processes in the field and promote the application of the humanitarian reform agenda.

>> Activities and Accomplishments

The main tasks of the Section were to support OCHA field structures, RCs/HCs and CTs at the sudden onset or intensification of a crisis where it was beyond the capacity of the CT, and to provide internal support at headquarters if needed. The Section provided immediate interim leadership when an OCHA office was understaffed or just established in a country (Zimbabwe, DRC). It facilitated and guided the contingency planning, early warning and preparedness efforts of IASC-CTs in crisis-prone countries (Serbia, Zimbabwe). In the field, it supported CAP and mid-year review processes, guided inter-agency coordination processes and promoted the application of the humanitarian reform agenda. It also developed a comprehensive inventory of all critical OCHA tools and services available to be deployed rapidly in response to disasters and emergencies, and was instrumental in strengthening OCHA's existing specialized rosters.

Specific activities of the Section in 2006 included: filling key coordination positions (Ethiopia, Zimbabwe); assisting in the establishment of OCHA field offices and hubs, or filling critical gaps (DRC, Kenya, Syria, Timor-Leste, United Arab Emirates); providing substantive advice to RCs/HCs and CTs on coordination mechanisms; piloting projects for implementation of the cluster approach and pool funding (DRC, Ethiopia); updating and drafting contingency plans (Senegal, Serbia, Zimbabwe); preparing CAP documents (Chad, Liberia, Yemen); and providing working support at headquarters. Contingency planning activities were carried out in close cooperation and consultation with the Contingency Planning Cell in the Coordination and Response Division (CRD) in New York.

>> Performance Evaluation

- All deployable staff members were fielded for 28 missions.
- Six urgent missions (DRC, Ethiopia, Liberia, Syria, Yemen and Zimbabwe) were deployed within 72 hours. Non-urgent missions were deployed within one week.
- 60 per cent of critical senior-level vacancies, which included missions to DRC and Ethiopia, were filled within 24 hours.
- Field-level contingency planning support was provided to three countries.
- All contingency plans were prepared according to IASC guidelines, of which 75 per cent were done in conjunction with national authorities.

Emergency Services Branch

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Requirements	553,008
EXPENDITURE	
Staff Costs	270,983
Consultant Fees and Travel	6,193
Travel	11,491
Operating Expenses	–
Contractual Services	2,324
Supplies, Material, Furniture and Equipment	–
Fellowships, Grants and Contributions	–
Programme Support Costs	37,874
Total Expenditure (US$)	**328,865**

Income for Core Activities is recorded in total under the Trust Fund for the Strengthening of OCHA

The Emergency Services Branch (ESB) is responsible for developing, sustaining, mobilizing and coordinating the deployment of OCHA's international rapid response capacities to provide assistance to countries affected by natural disasters and other emergencies. ESB is comprised of the Field Coordination Support Section (FCSS), the Civil–Military Coordination Section (CMCS), the Logistics Support Unit (LSU) and the Environmental Emergencies Section (EES) – each with its distinctive mandate and tools for disaster response. The Chief of ESB also oversees three units dealing with information management and technology.

Effective management and development of these projects was the overall objective of ESB in 2006. In addition, ESB's aim was to develop new partnerships and strengthen existing ones for cooperation in the areas of disaster response and response preparedness. The Branch aimed to better integrate different services in order to improve the quality of products provided to the humanitarian community at large, and to increase awareness of them among partners.

>> Objectives

- Continue to improve quality, timeliness, efficiency and interoperability of disaster response tools and services.
- Strengthen existing partnerships and develop new partnerships and networks in the areas of disaster response and response preparedness.
- Increase awareness of response tools and mechanisms among United Nations and non-United Nations partners.

>> Activities and Accomplishments

ESB's activities included dispatches of adequately trained and equipped UNDAC teams, civil–military coordination (CMCoord) officers and environmental emergency experts to natural disasters and complex emergencies. ESB coordinated international urban search and rescue activities and managed standby arrangements with partners through the provision of staff and support modules to field operations. It monitored logistical aspects of international relief operations, managed and replenished OCHA's stocks of relief items, and organized shipments from the United Nations Humanitarian Response Depot (UNHRD) in Brindisi, Italy.

The Humanitarian Hub in Cyprus, jointly managed by OCHA and WFP in response to the Lebanon crisis, brought together different actors including partner agencies, NGOs and donors managing logistics, air assets and information exchange. Notably, the Lebanon crisis saw the deployment of all ESB-managed tools and services, including CMCoord expertise and long-term assistance to the government with environmental expertise as well as logistical monitoring and updates. Simultaneously, UNDAC teams, environmental experts and partners assisting with information management (MapAction, Télécoms sans Frontières), as well as office and telecommunications support modules, were alerted and mobilized to disasters in Indonesia, Suriname, Côte d'Ivoire, Philippines, Bolivia and Horn of Africa countries.

ESB increased the level of preparedness, interoperability, cooperation and awareness of humanitarian response tools and services. A biennial TRIPLEX simulation exercise, co-organized by OCHA and International Humanitarian Partnership (IHP) countries, was held in September in Finland and brought together around 250 humanitarian partners representing 20 organizations with the common objective of improving cooperation in response. The preparatory process of collaboratively designing the exercise scenario provided a valuable opportunity to discuss interlinkages between the United Nations and its partners, including MapAction, Ericsson and the Norwegian Refugee Council.

ESB was closely involved with designing the Dubai International Humanitarian Aid and Development (DIHAD) Conference and Exhibition in April, which brought together existing and emerging humanitarian

actors in the Middle East region. ESB ensure that the conference and side events contributed to better informing new partners of both OCHA's and other international partners' tools and mechanisms for disaster response.

>> Performance Evaluation

- In 2006, all requests for deployment of UNDAC teams, and mobilization of UN-CMCoord officers and foreign Military and Civil Defence Assets (MCDA), environmental experts and relief shipments from the UNHRD, were answered within the required timeframes (from 12–24 hours for the UNDAC team, to five days in case of the relief shipments out of Brindisi).
- While the numbers of UNDAC deployments, requests for CMCoord expertise, standby partner deployments, environmental experts and relief flight dispatches matched the number of requests received, emphasis was increasingly placed on the quality of these deployments – including the creation of a more focused yet diversified pool of environmental experts and use of the new merit-based system of recruitment of UNDAC members.
- Partnerships with non-UN entities were developed, demonstrated by operational engagement with corporate actors such as DHL. Other new partnerships in 2006 included the Asia-Pacific Humanitarian Partnership, with its first deployment in support of UNDAC to the Yogyakarta earthquake in Indonesia. ESB held a multi-stakeholder environmental emergencies capacity-building workshop in Yemen for the first time, evidence of greater engagement with the Middle East region.
- Awareness of the available response tools and mechanisms was improved through innovative approaches linked to specific projects, such as the enhancement of the Virtual On-Site Operations Coordination Centre (VOSOCC) (the use of which increased by 50 per cent in 2006) and dissemination of an e-newsletter to the Environmental Emergencies Partnership network. Further awareness-raising of ESB's tools and services was undertaken at UNDAC and UN-CMCoord training, simulation exercises and capacity-building workshops, as well as during presentations to RCs/HCs and UNCTs. ESB ensured that all OCHA training events included modules on its response tools, services and the humanitarian reform agenda.
- A number of updated policy, reference and guidelines documents were widely disseminated by ESB in 2006, including: a revised version of the Oslo Guidelines on the use of MCDA in Disaster Relief, a UN-CMCoord Officer Deployment Plan, Shelter Guidelines, revised International Search and Rescue Advisory Group (INSARAG) Guidelines and an update of the UNDAC Field Handbook (which addresses humanitarian reform and the cluster approach). A draft UN-CMCoord Officer Field Handbook was also released for testing in 2006. These documents conveyed recent policy developments and their implications for humanitarian practice on the ground to a wide range of ESB stakeholders.

Field Coordination Support Section

Requirements	1,772,550
Income from Voluntary Contributions	1,867,277
EXPENDITURE	
Staff Costs	783,931
Consultant Fees and Travel	218,910
Travel	227,287
Operating Expenses	36,268
Contractual Services	1,939
Supplies, Materials, Furniture and Equipment	306
Fellowships, Grants and Contributions	-
Programme Support Costs	164,923
Total Expenditure (US$)	**1,433,564**

UNDAC Developing Countries

Requirements	938,931
Income from Voluntary Contributions	728,268
EXPENDITURE	
Staff Costs	108,053
Consultant Fees and Travel	228,857
Travel	170,299
Operating Expenses	44,267
Contractual Services	12,031
Supplies, Materials, Furniture and Equipment	6,500
Fellowships, Grants and Contributions	105,950
Programme Support Costs	87,875
Total Expenditure (US$)	**763,832**

The role of the Field Coordination Support Section (FCSS) is to strengthen the mobilization and coordination capacity of OCHA during emergencies by rapidly deploying human and material assets in the event of a major disaster, while contributing to OCHA's role in boosting response preparedness in developing countries.

FCSS has five major functions: managing the UNDAC system; managing OCHA standby partnerships; acting as Secretariat for the International Search and Rescue Advisory Group (INSARAG), the International Humanitarian Partnership (IHP) and the Asia-Pacific Humanitarian Partnership (APHP); and maintaining the Virtual On-Site Operations Coordination Centre (VOSOCC) and the Global Disaster Alert and Coordination System (GDACS).

>> Objectives

- Ensure UNDAC maintains its utility and is recognized as a value-added component of the international humanitarian response system, with particular reference to the continued development of UNDAC in Africa.
- Develop standby partnerships with new and non-traditional partners, particularly in the Middle East and Asia-Pacific.
- Enhance the relationship with IHP and support the development of the APHP.
- Extend the INSARAG network and upgrade common standards for international search and rescue.
- Ensure that information management activities are linked to the Field Information Support Project.

>> Activities and Accomplishments

Seven UNDAC courses were organized during 2006, including induction and refresher training in three regions: Africa-Europe, the Americas and Asia-Pacific. Two OSOCC courses (Africa-Europe and the Americas), a Training of Trainers course, and support staff training also took place. The UNDAC Field Handbook was updated and UNDAC training modules were revised to cover developments such as humanitarian reform and the cluster approach, working with the military, and assessment (developed in cooperation with the IFRC). To strengthen the UNDAC team in terms of professional expertise and commitment, the selection of candidates for induction courses moved from a national quota to a merit-based system, emphasizing specialized skills and regional experience. Members unavailable for deployment for two years were deactivated. INSARAG regional meetings were organized in Africa-Europe, the Americas and Asia-Pacific, and four regional USAR exercises took place, as well as INSARAG awareness training in Tunisia.

The IHP supported two UNDAC missions (Yogyakarta earthquake and Ethiopia floods) with technical support modules and personnel, and the APHP was deployed for the first time alongside IHP personnel (Yogyakarta). Technical support was received from UNOSAT (the United Nations satellite agency), MapAction and Télécoms sans Frontières. In 2006, FCSS deployed 18 experts under the standby partnerships arrangement to support OCHA offices in Eritrea, Côte d'Ivoire, occupied Palestinian territory, Pakistan, Somalia, Sudan and Thailand, and a training workshop was held for standby partnership members.

The revised INSARAG Guidelines were finalized and distributed in 2006, updating coordination methodology

and standards for classification of international USAR teams. Two classification exercises were conducted in the UK and the USA. The VOSOCC was updated to include new features and links to other disaster information providers in the GDACS.

>> Performance Evaluation

- UNDAC teams deployed to emergencies within 24 hours of request, with online/SMS alert and mobilization speeding up the process significantly. Eleven UNDAC missions were deployed during 2006: seven in response to sudden-onset natural disasters (the earthquake in Indonesia [Yogyakarta]; the Philippines landslide; floods in Bolivia, Suriname, Somalia, Kenya and Ethiopia); two environmental disasters (Indonesia cracked gas well; Côte d'Ivoire toxic waste dumping); and two disaster response preparedness missions (Tajikistan, Afghanistan) to assist governments to analyse national disaster response preparedness plans.
- Developing country participation in UNDAC was encouraged and 91 developing country members were sponsored for UNDAC missions or training through the FCSS Developing Countries Activities account. The first deployment of a Nigerian national UNDAC member took place in 2006. The UNDAC team now comprises 47 per cent disaster-prone or developing country members.
- The 18 experts deployed through the standby partnerships arrangement enabled OCHA's short-term staffing needs to be rapidly met.
- UNDAC's technical partners supported missions and training events during 2006. Regional IHP/APHP meetings, support staff training and the biennial TRIPLEX 2006 exercise brought together IHP countries and other partners. An enhanced APHP support module is now ready to be deployed. An IHP review was launched to evaluate its functioning and future development.
- Regional meetings and exercises fostered adherence to the revised INSARAG Guidelines, effective information exchange, practical training and cooperation. An estimated 90 per cent of all USAR teams are using the Guidelines.
- VOSOCC users have almost doubled (to 5,800) since the new version was launched.

Civil–Military Coordination Section

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Requirements	1,891,649
Income from Voluntary Contributions	2,218,768
EXPENDITURE	
Staff Costs	1,287,747
Consultant Fees and Travel	52,718
Travel	108,330
Operating Expenses	58,032
Contractual Services	889
Supplies, Materials, Furniture and Equipment	5,659
Fellowships, Grants and Contributions	-
Programme Support Costs	196,739
Total Expenditure (US$)	**1,710,114**

As the focal point for civil–military coordination and the use of Military and Civil Defence Assets (MCDA) by the United Nations system and the wider humanitarian community, in 2006 the Civil–Military Coordination Section (CMCS) facilitated and coordinated access to foreign MCDA in humanitarian emergencies in Pakistan, Algeria, Timor-Leste, Sudan, Lebanon and Somalia.

>> Objectives

- Deploy United Nations Civil–Military Coordination (UN-CMCoord) officers to humanitarian operations to act as focal point for all matters related to the civil–military interface.
- Implement the IASC-endorsed United Nations Humanitarian CMCoord Concept, through development of a roster of expert trained UN-CMCoord officers, and garner support from Member States for national standby capacity.
- Maintain and further develop as a Humanitarian Common Service the United Nations Civil–Military Coordination Officer system, and conduct UN-CMCoord training courses.
- Maintain and further develop standby capacity by using regional and national partners, as well as UN-CMCoord training graduates, as future trainers and in exercises.
- Undertake liaison between national military commands to include NATO and European Union military staff.

- Continue to advocate an effective approach to UN-CMCoord through participation in workshops and conferences.

>> Activities and Accomplishments

Through the internationally recognized MCDA requesting procedures, CMCS managed ten foreign MCDA mobilizations in 2006. MCDA requests were generated and managed in support of operations by WFP and UNHCR in Pakistan (for the earthquake) and UNHCR in Algeria (for the Tindouf floods). Requests were also managed on behalf of WFP and UNHCR during the Lebanon crisis and flooding in Somalia.

CMCS also managed and conducted UN-CMCoord training courses for the international community, often drawing on its graduates to act as UN-CMCoord officers in humanitarian emergencies. It conducted pre-deployment training for international military forces and assisted in the planning and coordination of United Nations agency participation in major military exercises with significant humanitarian assistance scenarios. CMCS acted as custodian for UN-CMCoord-related guidelines and managed the United Nations Central Register of disaster management capacities, including the directory of internationally available MCDA.

CMCS advanced the IASC-endorsed United Nations Humanitarian CMCoord Concept through the establishment of a UN-CMCoord Officer Deployment Plan, which facilitates communication and coordination of activities between humanitarian and military actors. In conjunction with the creation of an emergency roster capturing trained, eligible and deployable personnel, CMCS developed and piloted a specific training module linked to the existing UN-CMCoord staff-level training course.

In May 2006 civil–military cooperation was enhanced in the Asia-Pacific region through the deployment of a Regional UN-CMCoord Officer in Bangkok. He identified, engaged and formed linkages with humanitarian and military stakeholders in the region, and provided surge capacity in Timor-Leste.

The draft UN-CMCoord Officer Field Handbook, a practical reference guide for use by humanitarian and military actors, was released for broad testing in 2006.

CMCS disseminated and promoted the use of the principles of the 1994 Oslo Guidelines (Use of MCDA in Disaster Relief), re-launched in November, and MCDA Guidelines (Use of MCDA to Support United Nations Humanitarian Activities in Complex Emergencies), through presentations at conferences, seminars, workshops and meetings. It also developed the UN-CMCoord IMPACT interactive self-study training package on civil–military relationships in complex emergencies. CMCS organized the first UN-CMCoord policy dissemination seminar, and addressed the challenges and opportunities for disseminating existing guidelines in civilian and military organizations at the national and international levels.

CMCS participated in NATO pre-deployment training for the Afghanistan ISAF mission and the NATO Response Force (NRF) (which was subsequently deployed to assist in the South Asia earthquake). In addition, training support was provided to Military Staff Colleges of NATO member and partner states. Training courses were held in Finland, the Philippines, Kenya, Switzerland, Sudan, Liberia, Slovenia, Norway, Ghana, South Africa, Australia, Armenia and Ethiopia. CMCS participated in the planning and execution of 15 large-scale military-sponsored exercises involving military, humanitarian and regional actors. Audiences consisted of senior military leaders and their headquarters staff who conduct training prior to operational deployments.

CMCS deployed OCHA-trained UN-CMCoord officers in Pakistan (three officers) and for the duration of the Lebanon crisis (four officers). CMCS also provided functional support to established CMCoord officers stationed in Afghanistan, Sudan and Timor-Leste.

CMCS captured and stored data from civil–military coordination lessons learned and after-action reports from officers who had participated in exercises and humanitarian operations in Pakistan, Lebanon and Afghanistan.

>> Performance Evaluation

- Although in its infancy, the UN-CMCoord emergency roster was successfully employed during humanitarian operations in Timor-Leste and Lebanon.
- With the support of regional and national partners CMCS delivered 12 UN-CMCoord training courses, two staff-level courses and one in-mission workshop in Sudan. A total of 405 personnel graduated, representing the humanitarian community (the United Nations, the Red Cross Movement and NGOs), civil defence organizations and national and international military commands.

- All requirements to use UN-CMCoord training graduates as future trainers and participants in exercises were met within existing Section resources.
- CMCS researched, prepared, released and tracked ten foreign MCDA requests. All were released within three hours of receipt, with 70 per cent of all requests met by Member States. The remainder was achieved through commercial solutions.

Logistics Support Unit

Requirements	443,629
Income from Voluntary Contributions	601,949
EXPENDITURE	
Staff Costs	162,984
Consultant Fees and Travel	-
Travel	6,745
Operating Expenses	591
Contractual Services	-
Supplies, Materials, Furniture and Equipment	421
Fellowships, Grants and Contributions	-
Programme Support Costs	22,196
Total Expenditure (US$)	**192,937**

http://ochaonline.un.org/lsu

The Logistics Support Unit (LSU) undertakes logistics coordination (other than military) through close interaction with the Logistics Cluster and the United Nations Joint Logistics Centre (UNJLC). The Unit is responsible for the timely mobilization and delivery of emergency relief goods, in collaboration with partners within and outside OCHA. It manages OCHA's stocks of basic non-food, non-medical relief items (shelter materials, water/sanitation equipment and blankets), held at the United Nations Humanitarian Response Depot (UNHRD) in Brindisi, Italy, and organizes shipments to affected areas with the support of donor governments including Italy, Norway and Luxembourg. These stocks contribute to filling gaps in emergency assistance.

With its partners in the shelter cluster, LSU contributes to the development of guidelines and standards for emergency shelter, and during emergencies it monitors, processes and disseminates information about the logistical aspects of operations, highlighting main priorities and bottlenecks.

>> Objectives

- Strengthen coordination of inter-agency logistical efforts.
- Facilitate the dispatch of appropriate relief items to disaster-affected countries in a timely manner, either through the OCHA stockpile in the UNHRD, or by providing support to interested governments and partners to do so.
- Achieve progress in the areas of shelter guidelines, enhanced customs facilitation and logistical support to OCHA field and headquarters offices.

>> Activities and Accomplishments

In cooperation with the governments of Italy and Norway, it arranged 12 shipments of relief goods (of a total value of over US$ 2 million), to eight disaster- or emergency-affected countries. LSU negotiated, in cooperation with relevant United Nations Office at Geneva services, the extension of most of its existing long-term standard procurement contracts (due to expire in 2006) for a further year on the same terms and conditions. It also initiated discussions with a potential new partner for the Humanitarian Response Depot.

During the Lebanon crisis, OCHA issued nine 'Logistics Facts of Interest' to complement OCHA situation reports and other documents. LSU also collected and circulated information on in-kind contributions provided by around 40 governments. Ten tables were disseminated, with updates on the donor, date, type, channel and recipient of the donation.

>> Performance Evaluation

- On average and in line with agreed procedures, it took four days from the approval of a relief operation by the donor to the dispatch of goods from OCHA's UNHRD stocks. Given staffing constraints during the year, resulting from lengthy recruitment procedures, LSU was not able to implement a systematic follow-up to these deliveries.
- The OCHA Norwegian stocks were replenished in line with the agreed deadline of one month. The value of

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these in-kind contributions and relief goods for the OCHA Brindisi stocks totalled around US$ 882,000.

- Discussions with the Italian government about the replenishment of the stocks resulted in a contribution worth approximately US$ 2.5 million in December 2006. The value of goods procured with Italian-donated funds was approximately US$ 550,000.
- Discussions on the Model Agreement on Customs Facilitation did not proceed as projected, given the need for extensive legal counsel on both sides. The United Nations-approved draft is now being revised for final approval before signature by the interested government.

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Environmental Emergencies Section

Requirements	446,943
Income from Voluntary Contributions	385,000
EXPENDITURE	
Staff Costs	155,245
Consultant Fees and Travel	101,016
Travel	46,564
Operating Expenses	15,646
Contractual Services	4,141
Supplies, Materials, Furniture and Equipment	1,973
Fellowships, Grants and Contributions	-
Programme Support Costs	42,196
Total Expenditure (US$)	**366,781**

http://ochaonline.un.org/webpage.asp?Page=2186

The Environmental Emergencies Section (EES) mobilizes and coordinates international assistance to countries facing environmental emergencies and natural disasters with significant environmental impacts in collaboration with OCHA and the United Nations Environment Programme (UNEP).

EES focuses on identifying and addressing the most urgent and life-threatening environmental aspects of disasters such as chemical and oil spills, floods, forest fires, hurricanes, earthquakes, complex emergencies and other crises with potentially significant risks to human life, welfare and the environment. EES also supports response preparedness by helping countries to increase their environmental emergency response capacity, and provides secretariat support to the global Environmental Emergencies Partnership. EES ensures the presence of environmental experts on UNDAC missions to conduct rapid environmental assessments, and mobilizes experts and resources to address their findings wherever required.

Key issues faced by EES in 2006 included a continued, growing awareness of the importance of environment in disasters, and, accordingly, high demand for EES services. EES anticipates that this trend will only increase, and is taking steps to further enhance the effectiveness of its operations.

>> Objectives

- Ensure timely and effective mobilization and coordination of emergency assistance to countries facing environmental emergencies and natural disasters with significant environmental impact.
- Increase the number of deployable experts on the environmental emergencies roster.
- Develop an enhanced rapid environmental assessment tool.
- Ensure staff are appropriately trained through capacity-building efforts at national and regional levels.
- Expanding the Environmental Emergencies Partnership by engaging stakeholders in a range of collaborative activities.

>> Activities and Accomplishments

In 2006, EES responded to requests for assistance in connection with a range of emergencies, undertaking activities that included:

- ensuring the assistance of volcanologists to support the response preparedness activities of the United Nations following the May 2006 earthquake in Indonesia, and also conducting a dam integrity assessment in the Yogyakarta area;
- providing a range of environmental emergency services to mitigate the environmental impacts of the Lebanon crisis;
- conducting a rapid environmental assessment in Suriname following flooding to identify potentially

hazardous materials being released from industrial, mining and hydrocarbon storage facilities, and their presence in sewage/drinking water facilities;

- leading an UNDAC mission to East Java, Indonesia, to provide technical assistance to the Ministry of Environment in relation to hot mudflows; and
- supporting the UNDAC team mission in Côte d'Ivoire in connection with the dumping of toxic waste, by deploying a Swiss expert in hazardous materials and waste.

EES organized a multi-stakeholder environmental emergencies capacity-building workshop in Yemen, and delivered the environmental component of the UNDAC training course and provided support to an UNDAC capacity-building mission in Tajikistan. In March 2006, together with the Field Coordination Support Section, EES organized an environmental emergency awareness training for UNEP staff in Paris.

To increase the number of experts and partners with whom EES can collaborate during emergencies, three new practical interface procedures were developed and signed – with the International Maritime Organization, the Operational Satellite Applications Programme of the United Nations Institute for Training and Research, and the Secretariat of the Ramsar Convention on Wetlands. The global Environmental Emergencies Partnership, for which EES acts as Secretariat, is a platform and catalyst for information-sharing and enhanced collaboration between environmental emergency stakeholders. In 2006, this was achieved through an e-newsletter.

EES developed a pilot methodology to assess national capacities to respond to environmental emergencies (tested in early 2007). EES also initiated, at the request of the IASC and in close collaboration with UNEP, a project to develop guidance to support the inclusion of environment into cluster processes. Finally, EES undertook activities to further strengthen OCHA–UNEP collaboration in their response to environmental emergencies, for example, initiating a process to develop additional operating procedures.

>> Performance Evaluation

- All requests for assistance in environmental emergencies were addressed promptly – within a day in the event of an emergency, and in less than five to seven business days where the request was for non-emergency-related assistance.
- Efforts to ensure a clear division of labour between UNEP and OCHA were successful, as evidenced by their exemplary collaboration in the response to the Lebanon crisis, and a smooth response-to-recovery transition.
- A weakness identified was the insufficient number of environmental experts available for rapid deployment. In response to this, EES undertook efforts to establish new interface procedures and discussions with key partners to expand the range of experts available.
- EES undertook substantial efforts to develop a methodology for assessing national environmental emergency response capacities. The results from the piloting of this methodology will be reflected in ongoing enhancements to this tool. A major capacity-building exercise was carried out in collaboration with partner organizations in Sana'a, Yemen, which increased country-level capacity to deal with environmental disasters.
- The development of the tool to rapidly assess the environmental component of disasters was an area in which EES made slightly slower progress than anticipated due to the scope of the project. The partners that are developing the tool undertook a number of emergency missions for EES and were consequently not able to devote adequate time to the development of the methodology. EES took steps to rectify this and anticipates that the tool will be piloted by late 2007.
- The Environmental Emergencies Partnership continued to provide a practical and useful framework within which to engage stakeholders in environmental emergency preparedness and response.

Internal Displacement Division

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Requirements	3,677,266
Income from Voluntary Contributions	2,015,217
EXPENDITURE	
Staff Costs	2,354,956
Consultant Fees and Travel	121,004
Travel	346,081
Operating Expenses	37,882
Contractual Services	3,789
Supplies, Materials, Furniture and Equipment	7,153
Fellowships, Grants and Contributions	75,021
Programme Support Costs	378,559
Total Expenditure (US$)	**3,324,445**

In 2006, the Internal Displacement Division (IDD) focused on further strengthening the inter-agency response to internal displacement through support to the rollout of the cluster approach in the field, high-level donor and technical missions, and sustained engagement at headquarters level in the four clusters of direct concern to the IDP response (camp coordination and camp management, protection, emergency shelter and early recovery). The development of the OCHA Policy Instruction on Protection and the consolidation of the Protection Standby Capacity Initiative (ProCap) through the ProCap Support Unit, in collaboration with the Norwegian Refugee Council (NRC), were particularly important.

In light of the humanitarian reform process, and in particular cluster leadership arrangements (and subsequent to discussions with stakeholders in 2005), IDD started a process of downsizing in 2006. A number of posts were cut, several agency secondees were returned to their parent organizations and two posts were transferred to the newly established Humanitarian Reform Support Unit (HRSU). One staff member was also seconded to UNHCR. In October, OCHA's proposal to transform IDD into a Geneva-based Displacement and Protection Support Section (DPSS) as of January 2007 was endorsed by stakeholders, including the donor community.

>> Objectives

- Support the further strengthening of the inter-agency arrangements and the capacities of United Nations agencies and other relevant actors to meet the humanitarian challenges of internal displacement.
- Support the realization of an effective, accountable and predictable collaborative approach to the protection and assistance needs of IDPs at the country level through the HC system.
- Maintain and further strengthen specific external partnerships with the NRC's Global IDP Project and the Office of the Representative of the Secretary-General (RSG) on the Human Rights of IDPs.
- Provide support to UNHCR and UNDP, cluster leads in the four sectors of particular concern to IDD.

>> Activities and Accomplishments

Along with OCHA's Policy Development and Studies Branch (PDSB), IDD co-led the development of OCHA's Policy Instruction on Protection, aimed at articulating OCHA's role in supporting and facilitating the protection response at field level. This responded to a longstanding demand from the field for a clear delineation of OCHA's role and responsibilities regarding protection. It was also welcomed by the protection-mandated agencies.

Throughout 2006, IDD co-steered with the Internal Displacement Monitoring Centre the development of the IDP Profiling Guidelines. It also co-drafted with UNHCR and other agencies the Handbook on IDP Protection, and was actively involved in the development of a practical handbook on Housing and Property Restitution for Refugees and Displaced Persons. IDD remained an actively involved member of the Steering Group convened by the RSG on the Human Rights of IDPs, supervising the development of a manual for national policy-makers on IDPs. It also collaborated with the RSG to develop operational guidelines on human rights and natural disasters.

Through the deployment of ProCap Senior Protection Officers, IDD augmented its operational capacity to respond to protection crises, particularly in situations of internal displacement. The ProCap Online website was developed to facilitate the mapping of protection personnel in rosters and support streamlined deployment procedures. IDD, along with the Centre for Humanitarian Dialogue and in consultation with the United Nations and NGOs involved in ProCap, developed

http://ocha.unog.ch/ProCapOnline

the competency-based inter-agency ProCap training course. Three training events were held for a total of 57 standby roster members in 2006.

In order to improve the inter-agency response to internal displacement at the field level, and to support HCs and OCHA field offices, IDD carried out follow-up missions in the cluster priority countries of the Democratic Republic of the Congo (DRC), Uganda, Liberia and Somalia. It deployed an IDP Adviser to DRC and provided technical advice and direct assistance to the humanitarian CT on return planning (Sudan and Pakistan) and the development of protection frameworks and terms of reference for protection sector leads (Sudan, Chad, DRC, Burundi and Lebanon). To strengthen HCs' capacity in the field of IDP protection, IDD facilitated discussions on protection at the HCs' Retreat and the newly established HC pool induction course.

A number of missions by IDD's shelter adviser to Uganda and Southern Sudan resulted in UN-Habitat deploying full-time staff to both countries to prepare shelter and property support programmes for IDP return. IDD coordinated several donor and inter-agency missions (Liberia, Somalia, Uganda, Sudan, Colombia and Central African Republic), some of which included media participation. Through informal and formal donor consultations and debriefings to the humanitarian community and the media, IDD raised awareness on internal displacement and protection issues, advocated for an increase in financial and political support, and stressed the need for an increased presence of humanitarian actors in the field.

>> Performance Evaluation

- The development and impact of the ProCap initiative was positively assessed by a team of three independent consultants, and donors expressed their commitment to the project through their strong support. The 13 deployments of ten Senior Protection Officers were received positively by hosting agencies, and feedback from the ProCap training programme for protection experts in standby partner rosters indicated that efforts to build a more effective pool of protection officers were successful.
- While IDD was instrumental in the development of a number of IDP protection strategies in the field (at the request of HCs), in several cases there was a lack of follow-through on their implementation.
- The process of transforming IDD into DPSS included an after-action review to assess IDD's role and impact to date, and key areas of focus for the future. One of its findings was the absence of a procedure for other parts of OCHA to take up IDD recommendations. The establishment of DPSS will introduce greater clarity on respective roles, responsibilities and reporting lines, and will better streamline IDP issues in OCHA's overall strategy.

Humanitarian Reform Support Unit

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Requirements	322,329
EXPENDITURE	
Staff Costs	87,913
Consultant Fees and Travel	19,998
Travel	42,407
Operating Expenses	50
Contractual Services	224
Supplies, Materials, Furniture and Equipment	2,174
Fellowships, Grants and Contributions	-
Programme Support Costs	19,859
Total Expenditure (US$)	**172,625**

Income for Core Activities is recorded in total under the Trust Fund for the Strengthening of OCHA

www.humanitarianreform.org

The Humanitarian Reform Support Unit (HRSU) was established in July 2006 to support OCHA – in particular the Emergency Relief Coordinator (ERC), Deputy ERC and Assistant ERC (as Chair of the IASC Working Group) – in driving forward the humanitarian reform process. The HRSU works to ensure a common understanding of the reform (and stakeholders' respective roles and responsibilities within it) across OCHA and among cluster leads including NGOs, the Red Cross and Red Crescent Movement, donors and members of the IASC – to enhance accountability, predictability and partnership for a more effective humanitarian response.

>> Objectives

- Build consensus on key humanitarian reform issues and ensure clarity on agreed IASC and policies related to the reform.
- Communicate IASC policies related to the reform to all stakeholders, ensuring consistency of approach and successful implementation of humanitarian reform.
- Support the implementation of reform at both headquarters and field levels.

>> Activities and Accomplishments

Consensus was reached on key reform issues through HRSU's support for the development, revision and endorsement of the IASC Guidance Note on Using the Cluster Approach to Strengthen Humanitarian Response. In collaboration with OCHA's Evaluation and Studies Section, HRSU also supported the IASC Interim Self-Assessment of the Implementation of the Cluster Approach in the field. This reviewed progress made in the field and provided a realistic background against which the Guidance Note was considered at the IASC working group in November.

Further consensus-building was undertaken, with HRSU providing support to the Global Humanitarian Platform. This dialogue between the United Nations and non-United Nations communities formulated the principles of partnerships and more equitable representation of the non-United Nations community in decision-making forums at the field level.

In consultation with global cluster leads, the HRSU compiled the 2006 Global Cluster Appeal for Improving Global Humanitarian Response Capacity, which consolidated the budgets for each of the nine clusters' global-level capacity-building requirements and field-level costs. It requested more than US$ 38 million, of which US$ 25 million (65 per cent) was contributed for the period 1 April 2006 to 31 April 2007.

HRSU spearheaded an IASC process to develop a humanitarian reform website that would serve as a common information platform and central repository to provide guidance and operational support on reform to the global humanitarian community. HRSU also provided and disseminated information products, including a newsletter and regular updates, and key messages were disseminated by email and through OCHA.

HRSU supported the implementation of the cluster approach in five ongoing emergencies (Uganda, Somalia, Liberia, the Democratic Republic of the Congo and Colombia) as well as in new emergencies (including Lebanon and the Philippines, and the earthquake in Yogyakarta, Indonesia) through support missions and regular dialogue. HRSU deployed a staff member to act as deputy HC at the outset of the Lebanon crisis.

HRSU held Humanitarian Reform Workshops in OCHA's regional offices in Panama (Latin America and the Caribbean), Dakar (West Africa) and Nairobi (Central and East Africa), reaching around 170 stakeholders in the humanitarian community at the country level. Workshop participants were provided with advocacy materials and tools for the continued implementation of humanitarian reform in their daily work.

Additional capacity-building was undertaken by developing an IASC training strategy to build up a pool of cluster leads. The strategy was informed by a thorough needs assessment, which included consultation with more than 60 IASC partners. Existing trainings, such as those run by UNDAC and the Emergency Team Leadership Programme, benefited from HRSU's guidance on bringing the programmes in line with humanitarian reform.

Building on work undertaken to empower the field, HRSU supported the first briefing of the HC pool as part of the broader objective of developing, delivering and assessing a system of learning for a total of 14 HCs (including those from non-United Nations organizations) – contributing sound leadership to the international humanitarian community's response to emergencies.

>> Performance Evaluation

- HRSU's support and promotion of the humanitarian reform agenda, positively assessed in user surveys conducted during the regional Humanitarian Reform Workshops, demonstrated that the key functions of the HRSU remain important to OCHA in moving the humanitarian reform agenda forward.
- A heightened awareness of humanitarian reform initiatives being undertaken at headquarters and in the field resulted in a number of new partnerships being established within the humanitarian community, and more stakeholder participation in these initiatives. For example, cluster working groups reported improved partnerships at the field level and improved communication between national, United Nations and non-United Nations humanitarian actors. The health cluster listed approximately 29 partners working on improving the global humanitarian response capacity.
- The field remains reliant upon the capacity and willingness of stakeholders to support country-level actors – equipping them with tools and resources (guidelines, standard operating procedures, trainings) for a more effective humanitarian response. HRSU's role in developing operational guidance and training programmes was welcomed by IASC members.
- Much progress has been made in mainstreaming humanitarian reform throughout OCHA through internal briefings and trainings, but further improvements in mainstreaming will depend on the engagement of all branches, sections and units, and of all field and regional offices.

Policy Development

Policy Development and Studies Branch

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Requirements	3,080,800
EXPENDITURE	
Staff Costs	1,602,416
Consultant Fees and Travel	112,740
Travel	239,695
Operating Expenses	-
Contractual Services	28,425
Supplies, Materials, Furniture and Equipment	-
Fellowships, Grants and Contributions	37,000
Programme Support Costs	221,690
Total Expenditure (US$)	**2,241,966**

Income for Core Activities is recorded in total under the Trust Fund for the Strengthening of OCHA

The Policy Development and Studies Branch's (PDSB) main role and mission is to: provide policy guidance and clarity on humanitarian issues; support effective humanitarian action by being relevant and operationally practical; and support OCHA's role in the broader humanitarian community.

In 2006, PDSB focused its work on: supporting the development and implementation of humanitarian reform initiatives and providing leadership on the evaluation of humanitarian response; the protection of civilians in armed conflict; and gender equality programming. In addition, PDSB addressed the interpretation of International Humanitarian Law, civil–military relations, negotiations with non-state groups and disaster management and risk reduction in the context of the Hyogo Framework for Action (HFA).

>> Objectives

- Develop and promote a humanitarian policy agenda.
- Foster strategic and operational coherence.
- Improve accountability and effectiveness.

>> Activities and Accomplishments

PDSB supported OCHA's work in promoting key humanitarian policy issues through the inter-governmental organs of the United Nations – specifically the General Assembly and the Economic and Social Council. In response to concern about the prevalence of gender-based violence in humanitarian emergencies, and as part of the General Assembly resolution on strengthening the United Nations' coordination of emergency humanitarian assistance, PDSB worked with IASC and Secretariat partners to gain Member States' recognition of gender-based violence as a humanitarian concern. PDSB led the development of the Secretary-General's report on disasters and the process of re-introducing disasters onto the IASC agenda, and worked in coordination with military organizations worldwide to promote humanitarian principles and standards in civil–military relations. PDSB led an assessment team to consider the potential economic, humanitarian and social impacts on the population of the Democratic Republic of the Congo of implementing the measures referred to in Security Council Resolution 1698.

Following the establishment of the Humanitarian Reform Support Unit (HRSU) in 2006, PDSB continued to support reform efforts by providing the Unit with policy advice in the drafting of the IASC Guidance Note on Using the Cluster Approach and in managing the IASC interim self-assessment on implementation. PDSB also collaborated with HRSU in reviewing the composition of IASC-CTs, which later became the Global Humanitarian Platform initiative.

PDSB provided recommendations from evaluations and lesson learning reviews conducted during the year. These addressed themes including the cluster approach, partnerships with non-state actors, the strengthening of the HC system and humanitarian financing. Evaluation findings on the implementation of humanitarian reform in new emergencies, such as in Lebanon and Pakistan, provided valuable early learning on the effectiveness of the reform agenda, and suggested ways it could be improved.

In line with humanitarian reform, particularly the need for greater predictability and more systematic action on issues of humanitarian concern, PDSB initiated measures to strengthen effectiveness on addressing HIV – which was designated as a cross-cutting issue in the humanitarian reform process. OCHA is supporting the integration of HIV into humanitarian action through the development

of policy guidance and training tools for OCHA and the broader humanitarian community. Work is currently underway at the inter-agency level to upgrade existing guidance and institutional arrangements in relation to HIV (taking account of existing structures including the central role of UNAIDS). PDSB is also working to improve attention to the needs of older people in crisis settings, including the development of appropriate guidance, to enhance existing programming in this area.

PDSB contributed to the development of a number of policy guidelines in 2006, and distributed and promoted existing instruments for policy implementation. PDSB also undertook the design and implementation of OCHA's Policy and Guidance Management System, a key initiative aimed at strengthening and intensifying the skill levels, professionalism and predictability of OCHA's staff performance. The System was launched by the ERC in April 2006. New publications to which PDSB contributed included: United Nations Manual for Humanitarian Negotiations with Armed Groups; IASC Gender Handbook; Civil–Military Coordination Handbook; other generic and country-specific policy guidelines on civil–military relations; and a Pre-Deployment Briefing Package for Force Commanders. A Civil–Military Coordination Handbook and a sexual exploitation and abuse field training manual and film were developed in 2006 and are expected to be published in 2007. PDSB, in collaboration with all relevant partners, developed an IASC work programme to advance policy and related guidance on risk reduction in the context of disasters associated with natural hazards.

To improve accountability and effectiveness, PDSB was involved in nine evaluations, including the inter-agency evaluation conducted by the Tsunami Evaluation Coalition (TEC) and a lesson learning review on the United Nations' response to the Lebanon crisis. It also led the revitalization and streamlining of OCHA's strategic planning process. A new CAP strategic monitoring tool was tested in the occupied Palestinian territory, and based on the lessons learned from this experience the tool will be redefined in 2007.

In 2006, PDSB contributed to the development of the Secretary-General's note of guidance on integrated missions, and revised the Integrated Missions Planning Process which was endorsed by the Secretary-General during the year. PDSB staff also provided support to the Peacebuilding Support Office and was a member of the transitional team created to support the establishment of that office. Building on OCHA's experience in establishing the CERF, PDSB's main support focused on the development of terms of reference that would lead to the establishment of the Peacebuilding Fund. PDSB, with the United Nations Development Group Working Group on Transition, worked on finalizing the Guidance Note on Transitional Strategies.

A staff member of PDSB was deployed to Juba, Southern SUdan, to provide public information support to the RC/HC, including: supporting the USG/ERC's mission to ereas affected by the Lord's Resistance Army (LRA); establishing an inter-agency puplic information and communications group; and developing a communications strategy for OCHA Juba (to be taken forward by a permanent public information officer in 2007)

>> Performance Evaluation

- A staff member of PDSB was deployed to Juba, Southern Sudan, to provide public information support to the RC/HC, including: supporting the USG/ERC's mission to areas affected by the LRA; establishing an inter-agency public information and communications group; and developing a communications strategy for OCHA Juba (to be taken forward by a permanent public information officer in 2007).
- PDSB successfully promoted the policy positions of the IASC on key humanitarian issues. In both the Economic and Social Council and the General Assembly, delegations voiced strong support for the CERF, the need to strengthen country-level leadership through the HC system, the importance of building humanitarian response capacity (including standardizing methodologies for collecting and analysing data and assessing needs), and the need to broaden United Nations/non-United Nations partnerships to be able to respond more effectively to emergencies.
- Member States adopted, by consensus, nine humanitarian resolutions including a wide-ranging resolution on strengthening the coordination of the United Nations' emergency humanitarian assistance. The resolution recognized gender-based violence as a humanitarian concern as well as the need to improve support to victims and ensure that national laws and institutions are adequate to prevent, investigate and prosecute these acts.
- PDSB implemented the first phase of the Policy and Guidance Management System, including the development of a policy instruction, standard operating

procedures and guidelines on the use of the System, guidance templates, an intranet site and an inter-branch task team to set initial priorities. It also begin drafting key guidance materials.

- There was significantly improved attention to OCHA's gender equality policy in the work planning documents of field offices.
- PDSB provided field offices with: a monitoring and evaluation help desk for field offices; ad hoc support on the protection of civilians; and real-time civil–military policy support for crisis response to emergencies (including Afghanistan, Timor-Leste, Lebanon, Kenya, Somalia, Sudan and Uganda). PDSB undertook several missions and short-term deployments in 2006 to give field offices technical support on monitoring and evaluation, protection of civilians, public information and gender equality.

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Protection of Civilians Project

Requirements	753,369
Income from Voluntary Contributions	557,675
EXPENDITURE	
Staff Costs	336,961
Consultant Fees and Travel	57,564
Travel	55,273
Operating Expenses	1,395
Contractual Services	30,172
Supplies, Materials, Furniture and Equipment	2,440
Fellowships, Grants and Contributions	-
Programme Support Costs	62,895
Total Expenditure (US$)	**546,700**

OCHA is entrusted by the Secretary-General to lead and coordinate activities that advance the protection of civilians in armed conflict agenda. The Protection of Civilians (POC) Project is a core element of PDSB's efforts to support the humanitarian policy agenda, and foster strategic and operational coherence within the Secretariat and the IASC and among Member States. The principal focus of the Project is to enhance the policy framework for the protection of civilians through the provision of strategic coordination, advocacy and information management support at both headquarters and field levels.

In 2006, the project aimed to actively engage with the Security Council, Member States and regional organizations to strengthen the framework for the protection of civilians in armed conflict, to strengthen response at the field level, and to ensure strategic coherence and greater collaboration at headquarters.

>> Objectives

- Ensure broader support for the protection of civilians in armed conflict through increased engagement with governments and regional organizations to foster development of their protection policies and response.
- Strengthen field response through the development of materials and tools, and the provision of tailored support such as country-specific workshops.
- Provide policy advice to colleagues in headquarters including the Department of Peacekeeping Operations (DPKO), Department of Political Affairs, IASC partners and OCHA desk officers, to enable them to provide appropriate protection-related support services.

>> Activities and Accomplishments

The adoption of a third Security Council resolution in April 2006 on the protection of civilians in armed conflict complemented the two existing resolutions strengthening the overall framework. Efforts in 2006 focused on supporting and providing guidance for peacekeeping operations. The POC Project initiated discussions with DPKO on developing practical guidance and tools to assist peacekeepers in the interpretation of protection mandates. The POC Project also continued with a series of round table consultations with Security Council, Member States, United Nations departments and agencies, INGOs and academic institutions to examine the implementation of the protection elements of peacekeeping mandates.

A round table meeting convened in May examined the implementation of the protection mandate of the United Nations Operation in Côte d'Ivoire (UNOCI). As an outcome to this meeting, a follow-up workshop was organized in Côte d'Ivoire in October, bringing together over 80 participants from government, UNOCI, United Nations agencies, NGOs and civil society to agree upon a protection framework and plan of action for the country.

In mid 2006 efforts were made to revitalize the Member State Support Group for the Protection of Civilians in Armed Conflict and develop a more strategic approach to advancing elements of the protection agenda. Particular focus was placed on working with regional organizations. The POC Project supported the seventh high-level meeting between the Secretary-General and heads of regional organizations, establishing a broad network of 23 regional institutions and a smaller, more focused group of eight regional organizations. Plans were also initiated for the first in a series of sub-regional meetings for regional organizations on the protection of civilians.

Increasing emphasis was placed on the provision of stronger field support when it is most needed. During the conflict in Lebanon a senior policy adviser was deployed by PDSB to support the HC and to work, in particular, with protection actors to formulate a stronger field response. The POC Project also established an advisory group of academics and researchers to provide ad hoc advice on a range of humanitarian policy issues at the height of the crisis. Policy support was provided on a bilateral basis to a number of OCHA field offices, including those in Afghanistan, Somalia and Côte d'Ivoire.

The POC Project supported inter-agency efforts to address the problem of sexual exploitation and abuse by humanitarian workers and peacekeepers. A field training manual on sexual exploitation and abuse and a film on the standards of conduct for United Nations staff and related personnel were developed. The Project also worked with Member States to engender support for a draft assistance and support strategy for victims of sexual exploitation and abuse. At the end of 2006, PDSB worked with DPKO, UNICEF and UNDP to convene a high-level conference on eliminating sexual exploitation and abuse by United Nations and NGO personnel.

In supporting the Protection Cluster Working Group, training support for HCs and RCs was provided, in addition to informal briefings to incoming members of the Security Council. The POC Project promoted the protection agenda through regular thematic briefings to the Security Council and incorporation of protection issues into situation-specific reports and briefings.

>> Performance Evaluation

- In total, 23 regional organizations participated in the sub-working group on the protection of civilians in armed conflict through the high-level meeting process. Several regional organizations were part of an informal network, and several were involved in the planning of the first in a series of sub-regional meetings for regional organizations to be held in Dakar in April 2007.
- A total of 43 United Nations Member States incorporated protection of civilians elements into their national policies by ratifying key international treaties or by developing specific policies or frameworks during 2006.
- Three OCHA field offices established reporting mechanisms on the protection of civilians in armed conflict. Due to constraints on resources and competing priorities, work on developing a protection information mechanism is still in progress and yet to be rolled out to the field. The POC Project did, however, provide ongoing support to the development of a reporting mechanism on children in armed conflict, which has been established in eight countries.
- In total over 200 individuals received training or participated in round table consultations and workshops during the year, including representatives of United Nations missions, United Nations agencies and departments, NGOs, academic think tanks and 25 Member States.

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Evaluation and Studies Section

Requirements	406,800
Income from Voluntary Contributions	60,623
EXPENDITURE	
Staff Costs	-
Consultant Fees and Travel	227,980
Travel	15,323
Operating Expenses	1,136
Contractual Services	13,693
Supplies, Materials, Furniture and Equipment	-
Fellowships, Grants and Contributions	10,000
Programme Support Costs	34,857
Total Expenditure (US$)	**302,989**

The goal of the Evaluation and Studies Section (ESS) is to promote greater accountability, learning and improved effectiveness of humanitarian action. The ESS oversees a range of evaluative activities, documents lessons and undertakes lesson learning reviews (LLRs), promotes institutional learning and knowledge sharing, and focuses on the achievement of results and the use of results information (for example, by contributing to OCHA's results-based management framework). The work of the ESS covers both inter-agency and OCHA-specific evaluations, LLRs and desk reviews.

As in previous years, ESS's initial workplan for 2006 was modified to accommodate specific requests by management and to address new emergencies such as the Lebanon crisis. Key issues faced by the ESS included: ensuring management follow-up to evaluation recommendations; finding better ways to communicate evaluation results; providing better impact assessment; and finding high-quality consultants.

>> Objectives

- Improve effectiveness of evaluations.
- Improve monitoring and evaluation support to OCHA's field offices.

>> Activities and Accomplishments

In 2006, ESS was involved in a total of eleven evaluation activities (nine of these directly managed or conducted by ESS), including: the completion, synthesis and dissemination of a system-wide evaluation of the international response to the tsunami (the TEC, or the Tsunami Evaluation Coalition), as part of which OCHA led the inter-agency evaluation of the international coordination of the response; an evaluation of the Human Security Trust Fund; an inter-agency real-time review of the application of the cluster approach in Pakistan; and participation in an inter-agency evaluation of the United Nations' response to the 2006 drought in the Horn of Africa. OCHA-specific evaluation activities included external reviews of ReliefWeb and Humanitarian Response Funds in several countries, and an internal assessment of the impact of select OCHA training and capacity-building programmes (Emergency Field Coordination Training and Civil–Military training). An in-depth internal LLR was also undertaken to learn from OCHA's responses to the South Asia earthquake and the Lebanon crisis. About half of all evaluation activities were undertaken on an inter-agency or joint basis, a slightly lower proportion than last year.

A significant number of inter-agency evaluation activities were centered around the TEC which was chaired by OCHA, culminating in an official launch of its Synthesis Report during the 2006 Economic and Social Council session in Geneva. The TEC itself was a major achievement – an initiative that brought together over 40 United Nations agencies, NGOs, donors and academics with the shared objective of providing accountability on one of the largest humanitarian response efforts ever. While the TEC findings were critical and pointed to a system that did not build on local capacities, did not coordinate but rather competed for resources, and did not provide for a smooth transition from relief to recovery, there was general agreement that these findings were not unique to the tsunami response, but a confirmation of systemic weaknesses. Like the Humanitarian Response Review undertaken in 2005, it is expected that the outcomes of the TEC will influence humanitarian reform for years to come.

In recognition of the need for more timely evaluative feedback on humanitarian operations, ESS worked with key partners on developing a common approach to inter-agency real-time evaluations. The resulting note was endorsed by the Active Learning Network for Accountability and Performance in Humanitarian Action's (ALNAP) membership and the approach is expected to be piloted for one year from mid 2007.

In 2006 the ESS instituted a monitoring and evaluation help desk for field offices. It also undertook a mission to the occupied Palestinian territory to pilot the IASC strategic monitoring and evaluation tool for the CAP,

which resulted in the recognition that strategic monitoring and evaluation must be aligned with the Needs Analysis Framework. The Section was closely involved in other activities during 2006, including: revitalizing OCHA's strategic planning process; leading an inter-branch taskforce to develop the strategic plan for 2007–09; developing a performance indicator menu; and drafting a planning guide to streamline planning, monitoring and reporting (and also to provide better guidance to OCHA for setting up monitoring and evaluation systems). A planning clinic for OCHA managers was conducted in June which was received positively: participants welcomed the new planning guidance tool and the fact that it was simpler than the old one and included templates for reporting. Due to competing priorities no other training events were held.

>> Performance Evaluation

- The inclusive approach used by ESS, in combination with a transparent management process, was successful in terms of greater effectiveness of the evaluations undertaken – as evidenced by a higher acceptance rate of the recommendations made by the evaluation teams. Another success factor was timeliness: the inter-agency real-time evaluation of the cluster approach in Pakistan may have been too late to be considered 'real-time', but it was able to provide timely lessons to global cluster working groups.

www.tsunami-evaluation.org/The+TEC+Synthesis+Report/Full+Report.htm

- The performance record on the implementation of evaluation recommendations remained uneven. ESS tracks the implementation of recommendations made by external evaluations and reviews back to 2002: to date about 83 per cent of evaluation and review recommendations have resulted in concrete actions. Around 48 per cent have been implemented and 35 per cent are in the process of being implemented. The degree of compliance varies, and management needs to ensure that those recommendations reported as being implemented are addressed completely. Implementation rates are significantly lower for inter-agency evaluations and more efforts need to be invested to find ways to enforce partner agencies to act on inter-agency evaluations. Implementation rates are also lower for internal LLRs which are currently not included in the implementation performance record.
- While it was not possible to undertake the planned internal evaluation to systematically review the quality of evaluation reports in 2006, the fact that all reports managed directly by the ESS were well received by key stakeholders is some indicator of success. All terms of reference now stipulate that evaluation reports must adhere to the United Nations' standards, and this is used as a tool to ensure quality of the evaluation reports.
- Improved monitoring and evaluation support to field offices was achieved in part through the engagement of ESS in the strategic planning process – in recognition of the fact that in the absence of a strategic planning framework it was not possible to set up a rigorous and results-oriented monitoring and evaluation system that reflected a corporate results framework. ESS's work on the strategic planning framework resulted in all OCHA field offices following the guidance provided by the new planning guide, which in turn resulted in improved 2006 workplans.

Gender Equality Project

Requirements	328,715
Income from Voluntary Contributions	425,000
EXPENDITURE	
Staff Costs	260,682
Consultant Fees and Travel	10,100
Travel	19,536
Operating Expenses	1,203
Contractual Services	1,546
Supplies, Materials, Furniture and Equipment	-
Fellowships, Grants and Contributions	40,000
Programme Support Costs	43,299
Total Expenditure (US$)	**376,366**

The primary responsibility of OCHA's Gender Advisory Team (GAT) is to mainstream gender concerns into OCHA's core mandate and support the implementation of OCHA's Policy on Gender Equality and its accompanying Plan of Action. Facilitating gender mainstreaming throughout the IASC is one of the GAT's major activities. As demonstrated by the conclusions of the real-time evaluations of the responses to the tsunami, the South Asia earthquake and the Darfur crisis, gender analysis and gender mainstreaming are often forgotten, especially in the early stages of an emergency – underscoring the importance of the GAT's work to OCHA's mandate.

>> Objectives

- Implement OCHA's Policy on Gender Equality and its accompanying Plan of Action, and increase attention to gender equality programming (including gender-based violence programming) in field workplans and CAPs.
- Raise the awareness of OCHA staff about gender equality issues.
- Coordinate inter-agency work on gender equality programming under the IASC.

>> Activities and Accomplishments

To make humanitarian assistance more effective, it was recognized that there is a need for a common inter-agency understanding of, and coherent approach to, gender equality programming. Two initiatives were started in 2006, representing a broadening of the planned capacity-building of OCHA staff on gender equality issues.

Firstly, OCHA worked with its partners in the IASC to develop a five-point strategy (the 5 Ways Proposal), to strengthen gender mainstreaming in humanitarian action, including the development of the field-friendly IASC Gender Handbook for Humanitarian Action, *Women, Girls, Boys and Men; Different Needs – Equal Opportunities* (finalized in 2006, to be published in early 2007). The handbook provides humanitarian field practitioners with guidance on gender equality programming in humanitarian settings, as well as specific activities for the different sectors of humanitarian response and tools to measure their implementation. This is the first set of guidelines that has been prepared by all of the clusters. Secondly, an implementation agreement was made with the Norwegian Refugee Council to establish and administer a roster of senior-level gender advisers to advise the HCs and humanitarian CTs, and support gender networks in the first three to six months of humanitarian emergencies. The roster members will be ready for deployment in mid 2007.

In 2006, OCHA took part in the establishment of Stop Rape Now: United Nations Action against Sexual Violence in Conflict. The initiative advocated for better protection from sexual violence of people affected by humanitarian crises, and the provision of comprehensive support for survivors of sexual violence. At the country level, it worked to strengthen coordination of the different United Nations agencies' efforts in this area. It also ensured the identification of gaps and good practices and the streamlining of data collection and reporting of cases of gender-based violence in emergencies to produce an evidence base of comparable data that will inform prevention efforts.

The GAT worked with the IASC Sub-Working Group on Gender and its gender-based violence group to roll out the IASC's Gender-Based Violence Guidelines in 2006. Preliminary efforts to mainstream gender into UNDAC and OCHA's induction training were undertaken. The proposed expert group meeting on human rights, protection and gender did not take place, however considerable advancement of the inter-relatedness of these three areas was made with their inclusion in the new IASC Gender Handbook.

The Senior Gender Adviser conducted capacity-building sessions on gender equality with OCHA staff in the Advocacy and Information Management and Emergency Services Branches, and while on missions to East Africa.

Gender equality issues were routinely included in ProCap trainings.

>> Performance Evaluation

- Compared to four country offices that made mention of gender issues in their 2006 workplans, four offices mainstreamed gender equality programming into their overall 2007 workplans and an additional six country offices, two regional offices and most headquarters branches developed specific gender action plans by the end of 2006. Reviewing the implementation of the 2005–06 gender action plan, the GAT found that monitoring implementation was made difficult by the lack of measurable indicators in the original planning document.
- Out of 37 OCHA offices and branches, 26 named focal points on issues related to gender equality programming in 2006. Efforts are being made to strengthen communication between the GAT and the focal points network. More effort is needed to make this an interactive network enhancing OCHA's capacity for policy implementation.
- Due to funding and staffing constraints, the planned development of a self-instructional learning programme could not be initiated in 2006. Both HC and UNDAC trainings still lack a strong gender component.
- Only ad hoc reviews of CAPs from a gender perspective were conducted in 2006 due to lack of capacity in the GAT. The conclusions of these reviews were communicated to country desks and field offices with suggestions for improvements, but since reviews were done at the end of the CAP, recommendations were generally not acted on as yet. More efforts are needed to improve the correlation between gender analyses and the design of response programmes.
- In 2006, gender-based violence was included in General Assembly Resolution 61/134 – the first time it has been mentioned in a General Assembly 'humanitarian resolution'.

Advocacy and Information Management

Advocacy and Information Management Branch

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Requirements	6,036,203
EXPENDITURE	
Staff Costs	3,569,396
Consultant Fees and Travel	199,732
Travel	259,105
Operating Expenses	11,542
Contractual Services	-
Supplies, Materials, Furniture and Equipment	235,997
Fellowships, Grants and Contributions	50,000
Programme Support Costs	478,722
Total Expenditure (US$)	**4,804,494**

Income for Core Activities is recorded in total under the Trust Fund for the Strengthening of OCHA. This table consolidates expenses for Advocacy and Information Management.

Humanitarian advocacy supports the Emergency Relief Coordinator (ERC) and the international humanitarian community in carrying out effective and principled humanitarian action, while accurate and timely information underpins effective humanitarian operations and decisions.

In OCHA, the Advocacy and Information Management Branch (AIMB) is responsible in the delivery of these two key functions through several projects and service areas: the Advocacy and Public Information Section in New York and its Geneva counterpart, the Advocacy and External Relations Section; the Information Analysis Section; and the Information Technology Section.

>> Objectives

- Advance humanitarian advocacy by supporting the ERC and key OCHA spokespeople in influencing and shaping OCHA's primary audiences' understanding of priorities and the needs of beneficiaries.
- Develop and improve public information and information management tools to enhance early warning, preparedness and response.
- Strengthen the use of ICT to improve the efficiency of OCHA's operations and service delivery.

>> Activities and Accomplishments

In 2006, humanitarian advocacy was advanced through the ERC's high-profile representation of the millions of people affected by crisis and the agenda of humanitarian community. It was consolidated through strengthened advocacy undertaken by AIMB (and United Nations agencies and NGO partners), including the placement of strategic messages in public speeches, opinion pieces and newspaper articles, and greater engagement with the media – resulting in positive media coverage globally.

New humanitarian partnerships were established with Members States during the year, resulting in some concrete gains: the signing of a memorandum of understanding for the provision of public information surge capacity from selected national governments, and advocacy support for specific crises and thematic issues.

Improvements in early warning capacity to better support strategic decision-making were achieved through the inter-agency process, with risk assessment criteria agreed upon for countries of concern and minimum preparedness actions established among humanitarian partners. There was significant enhancement of surge capacity mechanisms within AIMB, ensuring that OCHA could respond swiftly and effectively to sudden-onset emergencies as part of the ongoing implementation of the humanitarian reform process.

AIMB also worked to boost operational humanitarian response by providing timely and effective support to HCs on the ground – improving the ability of IASC partners to respond more efficiently to emergencies in accordance with the cluster approach.

>> Performance Evaluation

- A Humanitarian Information Network Workshop (the third in a series of workshops designed to create and strengthen regional communities of practice) was held in OCHA's Regional Office for Central and East Africa in Nairobi – the first to take place in Africa. This opened up dialogue on the new reform environment and resulted in the identification of ways forward for the nascent Pan-African Humanitarian Information Network to strengthen information exchange.

- OCHA's flagship websites, ReliefWeb, OCHA Online and IRIN (its multimedia news agency), continued as highly effective global advocacy tools, expanding in both impact and reach, and gaining new clients and information partners.
- As the cluster lead for Emergency Telecommunications, AIMB managed inter-agency telecommunications activities, contributing significantly to the implementation of the cluster approach.

Advocacy and External Relations

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In 2006 OCHA's Advocacy and Public Information Section (APIS), located in New York, and its Advocacy and External Relations Section (AERS), located in Geneva, supported the Secretary-General, the Emergency Relief Coordinator (ERC), HCs and OCHA broadly in advocating for effective and principled humanitarian action at the global, regional and country levels. Advocacy support was either undertaken directly or provided to other OCHA branches in interfacing with the Office of the Spokesperson of the Secretary-General (OSSG), the media, and international and regional bodies. Both APIS and AERS promoted advocacy on key humanitarian issues and worked towards the inclusion of humanitarian concerns in United Nations decisions and communications and in the decision-making processes of Member States. Regular contacts were maintained with the media, NGOs, civil society groups and academic institutions.

At the end of 2006 the AIMB in New York was divested of responsibility for AERS functions in Geneva.

>> Objectives

- Improve the visibility and coverage of complex emergencies, emerging and sudden-onset crises and natural disasters.
- Deploy trained and rostered public information specialists to emergencies.
- Support common priorities with IASC partners through advocacy campaigns.
- Ensure capacity development in advocacy at the field level.
- Increase online accessibility to inform the public of OCHA's priorities at headquarters and in the field.

>> Activities and Accomplishments

In 2006 senior management approved OCHA's advocacy policy, its field advocacy manual and its public information handbook. The policy and guidelines rollout in early 2007 will include headquarters briefings and hands-on support in selected field and regional offices – as a first step towards ensuring that these are incorporated into all field and regional office work planning for 2008.

OCHA's extensive media outreach was maintained during 2006, ensuring that the ERC's field missions and humanitarian priorities received maximum coverage. APIS arranged over 100 media interviews with the ERC, as well as numerous interviews with other senior officials. In addition to providing guidance for these interviews, APIS drafted statements by the Secretary-General on humanitarian issues, disseminated press releases, organized press briefings and provided regular inputs to the OSSG's noon briefings. It also provided briefings on humanitarian issues at universities, United Nations diplomatic missions and private and philanthropic organizations.

In 2006, APIS wrote more than a dozen op-ed pieces and numerous articles focusing attention on forgotten emergencies and key humanitarians concerns on behalf of the ERC. These were published in some of the world's leading newspapers, as well as a range of other international publications. AERS undertook 150 'one-to-one' interviews with the media on various crises worldwide, and organized more than 20 press conferences in Geneva for the ERC, senior management and senior field representatives visiting Geneva.

Following the establishment in 2005 of the United Nations Secretariat's first ever public information surge capacity roster (with 21 staff from OCHA, the Department of Political Affairs and the OSSG), in 2006 the Section deployed three surge staff for one month each – to Pakistan, Côte d'Ivoire and Southern Sudan. It also supported the deployment of public information staff to Yogyakarta, Indonesia, following the earthquake, and to Damascus, Syria, during the Lebanon crisis. In 2006 a memorandum of understanding was signed with the

Swedish International Development Cooperation Agency and the Norwegian and Danish Refugee Councils for external public information surge capacity. APIS also undertook field missions to support the public information and advocacy capacity of UNCTs in Uganda, Nepal and Somalia.

In 2006 APIS highlighted the issue of sexual violence in conflict, organizing events with the US Institute of Peace, New York and Harvard Universities, Physicians for Human Rights and members of the United Nations Security Council. APIS continued joint advocacy activities with United Nations agencies and selected INGOs, hosting meetings with InterAction and advocacy counterparts on humanitarian developments in Sudan, the Democratic Republic of the Congo, the Central African Republic, the occupied Palestinian territory, Lebanon, Sri Lanka, Somalia, Côte d'Ivoire and other countries affected by crises.

http://cerf.un.org

APIS undertook a complete review of the CERF website, and was instrumental in organizing the first annual high-level conference in support of the CERF – drafting and publishing a brochure and other public information support material. APIS also managed OCHA Online, OCHA's corporate website, adding content to reflect changes in organizational structure and current priorities such as human security, gender equality, resolutions adopted by all the major United Nations bodies on humanitarian issues, natural disasters and forgotten emergencies.

http://ochaonline.un.org

In 2006, AERS focused its external relations activities on strengthening OCHA's cooperation with members of the Organization of the Islamic Conference in Geneva, as well as with European nations and institutions. Having successfully negotiated an agreement between OCHA and the European Commission on cooperation and coordination in disaster relief operations, AERS began negotiations for a similar agreement with the Council of the European Union to address cooperation in complex emergencies. A structured dialogue was established with the Council of Europe in Strasbourg and with its Parliamentary Assembly. AERS worked at strengthening OCHA's dialogue with selected members of G-77 in the context of the humanitarian reform and on specific objectives related to improving natural disaster response and mitigation. OCHA's cooperation with the private sector was enhanced, in particular with the World Economic Forum, to encourage more private sector companies wishing to participate in disaster preparedness and response activities.

AERS produced a travelling exhibition on natural disasters which was supplied to OCHA's field offices for general advocacy purposes and special events. AERS distributed the quarterly Natural Disaster Bulletin to all permanent diplomatic missions in Geneva and through ReliefWeb, and it produced a special issue bulletin on humanitarian reform. In 2006 there was an increased number of requests from universities and study programmes to provide information and briefings on OCHA and humanitarian assistance.

>> Performance Evaluation

- Media coverage of humanitarian issues was greater in 2006 as a result of a concerted effort to increase OCHA's dissemination of op-eds, press releases and other forms of media outreach, as well as the development of field advocacy and crisis communications strategies. In addition to producing around 170 press releases, over 400 updates were provided to the OSSG.
- In 2006, OCHA built on or established effective liaison with Al Jazeera (Arabic and English) and Al-Arabiyya. Every op-ed written in 2006 was successfully placed in leading newspapers, including the *New York Times*, *Le Monde*, the *International Herald Tribune*, *Al Hayat*, *Moscow News*, the *Wall Street Journal*, *Al-Hayat*, the *Times of India*, the *Jakarta Post* and the *Financial Times*.
- The United Nations Secretariat's internal public information surge capacity roster took the first steps in its expansion with the finalization of memoranda of understanding with selected Member States. The roster is intended to ensure the coordination of United Nations public information activities on the ground and the availability of official United Nations spokespeople to meet media demands.
- In 2006, OCHA Online received more than 20 million hits. OCHA will aim to increase the website's number of users in 2007 by expanding its coverage of emergencies and by making it more dynamic.
- Access to decision-makers in Europe was enhanced, with OCHA invited to contribute to major European Union and NATO policy events relating to response to humanitarian crises and preparations for peacekeeping operations.

Information Analysis Section

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Early Warning Unit

The Early Warning Unit's (EWU) core function within the Information Analysis Section of AIMB is to alert senior management, relevant headquarters sections and partners when a country or region appears to be heading towards a humanitarian crisis. For structural and capacity reasons, the Unit focuses primarily on emerging complex humanitarian crises and slow-onset natural disasters.

In the last quarter of 2006 senior management decided to incorporate OCHA New York's contingency planning functions into EWU, resulting in the formation of an Early Warning and Contingency Planning Section within the Coordination and Response Division in January 2007. By combining these two functions and locating them in the response side of the organization, OCHA will be able to respond with more targeted and timely preparedness actions both internally and with its partners.

>> Objectives

- Support global early warning monitoring services.
- Ensure OCHA has the tools available to enable it to act on early warning alerts received.
- Analyse risks and recommend preparedness measures.
- Sensitize key internal and external stakeholders to OCHA's early warning methodology for projecting future scenarios.
- Facilitate and participate in inter-agency early warning, mitigation and preparedness missions to countries and regions of concern.

>> Activities and Accomplishments

During 2006, significant progress was made in enhancing collaboration through inter-agency forums dedicated to conflict prevention, early warning, contingency planning and emergency preparedness. In the IASC Sub-Working Group on Preparedness and Contingency Planning, humanitarian agencies enhanced their efforts to share practices and develop guidance and tools for linking early warning to early action. The quarterly IASC Early Warning – Early Action report was also refined using editorial and user guidelines. The United Nations Inter-agency Framework for Coordinating Early Warning and Preventive Action ('the Framework Team'), which meets regularly to formulate joint preventive measures for countries at risk of conflict, made significant structural changes to enhance its capacity to translate policy discussions into joint conflict prevention strategies at the field level. EWU was an integral part of both of these groups.

EWU provided early warning analyses to identify and respond to emerging, deteriorating and recurrent humanitarian crises. It produced over 20 early warning reports (mainly fact sheets and alerts) that provided a catalyst for early humanitarian action within OCHA. More than 1500 Early Warning Flashes, which provide updates on emerging humanitarian crises around the globe, were sent to OCHA colleagues and partners at headquarters, regional and field levels.

EWU refined the Early Warning – Early Action methodology (a tool for the systematic collection and analysis of early warning information) to make it more humanitarian focused. To ensure that early warning analysis translates into humanitarian action to prepare for and respond to crises, the Unit, in collaboration with other parts of OCHA, produced an action checklist that triggers specific preparedness actions to be undertaken by all sections of OCHA at headquarters, regional and field offices.

In 2006 EWU worked closely with the field in the production of the quarterly IASC Early Warning – Early Action Report. This presents early warning information provided by IASC members which can be used to identify potential humanitarian crises for the following months which may merit increased inter-agency humanitarian action. The report also contains a checklist of Minimum Preparedness Actions (MPAs) for use by CTs. Increased input from field offices ensured that OCHA's strategic position was better reflected in the Report.

The EWU's Intranet page was updated throughout 2006; by year end the site contained over 350 early warning-related documents. In addition, 3,000 early warning-related news articles and analyses were uploaded to the early warning flash database.

>> Performance Evaluation

- More than 20 early warning analyses on emerging crises and a set of OCHA MPAs were produced in 2006.
- Based on inputs received from all of OCHA's regional and field offices, three consolidated risk matrices for the quarterly IASC Early Warning – Early Action Report were provided in 2006.
- In an effort to promote understanding of OCHA's early warning methodology, EWU facilitated a two-day Early Warning Information Management workshop in Nairobi. Its recommendations will improve the way headquarters and the field work together to ensure that early warning leads to early action.
- The Humanitarian Early Warning Service website (HEWSweb) was increasingly recognized as a tool for strengthening inter-agency understanding of potential risks and hazards.

www.hewsweb.org

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ReliefWeb

	New York & Geneva[1]	Kobe	Total
Requirements	2,070,830	448,855	2,519,685
Income from Voluntary Contributions	2,250,197	350,000	2,600,197
EXPENDITURE			
Staff Costs	1,272,037	308,490	1,580,527
Consultant Fees and Travel	180,626	–	180,626
Travel	114,945	32,600	147,545
Operating Expenses	11,292	14,900	26,192
Contractual Services	224,620	11,000	235,620
Supplies, Materials, Furniture and Equipment	73,929	20,000	93,929
Fellowships, Grants and Contributions	–	1,000	1,000
Programme Support Costs	244,068	50,439	294,507
Total Expenditure (US$)	**2,121,517**	**438,429**	**2,559,946**

[1] Includes expenses of US$ 398,446 for the implementation of the ReliefWeb Technical Infrastructure Upgrade Project

www.reliefweb.int

ReliefWeb assists the international humanitarian community in the effective delivery of assistance by providing relevant, timely and reliable information as crisis events unfold. In 2006, ReliefWeb monitored 29 complex emergencies, 115 natural disasters and nine situations of concern (including forgotten emergencies). Offices in three locations (Kobe, Geneva and New York) provided around-the-clock coverage and ensured comprehensive outreach to both users and information providers. NGOs, United Nations agencies, international organizations, governments, news media sources and academic institutions contributed approximately 40,000 documents to ReliefWeb during the year. In November, ReliefWeb celebrated its tenth anniversary.

ReliefWeb's achievements in 2006 met the challenges posed by the humanitarian reform agenda, providing essential information management tools and products for informed decision-making by the international humanitarian community. ReliefWeb partnered with OCHA's Field Information Support (FIS) Project to ensure cooperation and support for related field-based activities, and it strengthened its response capacity with links to the Global Disaster Alert and Coordination System (GDACS) and UNDAC. In line with reform objectives to ensure the availability and use of relevant tools and information services, ReliefWeb undertook a system-wide evaluation of its information services, and made progress on the further development and formalization of its own policies and guidelines.

>> Objectives

- Provide timely and relevant information on complex emergencies and natural disasters, including quality maps and products, 24 hours a day.
- Develop products derived from information shared through the site, such as sectoral matrices to assist in surge capacity.

- Increase outreach to information actors and partners, including Member States, regional organizations and donors, as well as the private sector.
- Further develop and apply ReliefWeb policies, standards and guidelines in information management.
- Advocate for the application of best practices in information management through the Humanitarian Information Network (HIN), using results and analysis from an in-depth user satisfaction evaluation.
- Strengthen the technical infrastructure of ReliefWeb with improved automation and enhanced site services.

>> Activities and Accomplishments

ReliefWeb's technical infrastructure was upgraded in 2006, with the development of new features, interface and utilities improvements, and enhanced metrics capacity. The site's management of information was also improved for easier access by humanitarian actors. To ensure faster and more accurate search results, the development of a search engine facility began in October. In line with efforts to increase staff efficiency, work started on building an automated search tool. Two usability tests were conducted in Geneva and New York and the outcomes were integrated into plans for improvements to the site's architecture and mapping. A daily podcast service was trialled to test the site's multimedia capacity and usability.

ReliefWeb was the primary organizer of the third regional HIN Workshop in Nairobi in May. The purpose of the workshop was to support the development of humanitarian information management, exchange and practice in Africa, particularly in the context of the humanitarian reform agenda. ReliefWeb promoted the use of standards for information management and exchange, and it won a 2006 Web4Dev Award for web design excellence. In November, the New York ReliefWeb team participated in panels at the Web4Dev Conference on web governance models and the importance of independence in the evaluation of web projects.

A key achievement for ReliefWeb in 2006 was the implementation of the RedHum initiative in OCHA's Regional Office in Panama. An outcome of the HIN Workshop in Panama (held in 2005), RedHum is a Spanish language information system that facilitates information-sharing in Latin America and the Caribbean (which should also encourage the addition of Spanish content to the ReliefWeb site).

ReliefWeb's three locations strengthened communities of practice with information partners through participation in conferences, seminars and meetings such as InterAction, the Centre for Research on the Epidemiology

>> The HIN Workshop, Nairobi, May 2006

In May 2006, humanitarian information practitioners from Africa met in Nairobi for the Humanitarian Information Network (HIN) Workshop. A first of its kind in Africa, the format of the workshop was guided by: the recommendations of previous regional HIN workshops in Bangkok and Panama; OCHA's recent field information management workshops; planning for an inter-agency workshop on information management; and, most importantly, consultations with regional and national counterparts from Central, Southern and West Africa. The purpose of the workshop was to support the development of humanitarian information management, exchange and practice in Africa based on appropriate and sustainable technology (and including multi-language capacities), particularly in the context of the cluster approach. Special attention was paid to building links between information management, advocacy and early warning, and the development and maintenance of local and regional communities of practice.

The primary outcome of the workshop was the endorsement of a 'Statement on Best Practices in Information Management and Exchange in Africa', in which an overarching recommendation was the establishment of a Pan-Africa Humanitarian Information Network (PAHIN). This is notable because it takes account of existing mechanisms and systems in Africa and links to the development of a global network of communities of practice.

www.sahims.net/pahin

As part of moving the PAHIN initiative forward, the Southern Africa Humanitarian Information Management Network (SAHIMS) for coordinated disaster response will host a dedicated PAHIN section on its website. This will provide an opportunity for HIN workshop participants to highlight their work and develop important partnerships. A Symposium+5 event is planned for 2007, and steps are currently underway to ensure that other recommendations from the Workshop workshop's 'Statement on Best Practices' are acted upon.

>> Key Recommendations from ReliefWeb's 2006 Evaluation

- Become a more essential tool for decision-making by providing layers of insights, key linkages, framing and analyses of significant issues.
- Expand partnerships with information providers by ensuring ReliefWeb presence at the regional level.
- Clarify policies and develop content standards and formats for humanitarian information exchange.
- Grow non-user audiences by improving access and usability through lighter pages, maps, CDs for archives and improved email, and by promoting existing services more widely.
- Enhance the value of ReliefWeb's products and services by personalizing the user experience, automating news feeds, improving the layout of email messages, expanding multilingual content and increasing interoperability.
- Strengthen the management of ReliefWeb by recruiting a larger core of permanent staff, reducing staff time on content posting and expanding technical staff.
- Ensure uninterrupted service 24 hours a day, every day of the year, and monitor support and troubleshooting.
- Evaluate the current platform and identify potential future needs.

of Disasters (CRED), ProVention, the Department of Peacekeeping Operations and UNICEF Situation Centres and Operations Centres, the Humanitarian IT Network in Geneva, the International Council of Voluntary Agencies, Voice, the United Nations Geographic Information Working Group, and the regional Humanitarian Reform Workshop in Panama. As decision-makers are among ReliefWeb's primary audiences, incoming members of the United Nations Security Council were briefed on resources available through the site.

ReliefWeb strengthened its preparedness, early response and surge capacities by establishing a standard operating procedure for emergency coverage, including the production of map products. This was tested during both the Indonesia earthquake in May and the Lebanon crisis in July. The current trigger mechanism for disasters was refined, and through collaboration with the Emergency Services Branch tools like UNDAC and GDACS were strengthened.

Eighteen staff members from ReliefWeb's three locations were brought together in October to devise a three-year strategic plan for 2007–09 focusing on people, products and platforms – approved by OCHA senior management at its November meeting. This also addressed recommendations that emerged from an evaluation of ReliefWeb undertaken in early 2006.

>> Performance Evaluation

- ReliefWeb content production was equal to that in 2005 – nearly 40,000 published documents. The number of maps published in 2006 increased dramatically (by 108 per cent), and the number of vacancy notices rose by 17 per cent. ReliefWeb registered 7.94 million page views in the first quarter of 2006 and peaked in the third quarter at 8.17 million.
- Over 2,700 information providers made contributions to ReliefWeb in 2006, with over 90 per cent sharing documents and posting vacancy notices. The Lebanon crisis (July to December 2006) marked a peak in activity with the publication of 3,078 documents (including 189 maps) from 260 information providers.
- Outreach to information partners helped to secure increased sources of content and consolidate ReliefWeb's presence in the field, as exemplified by the RedHum project.
- Standards for information exchange have been adopted by a number of humanitarian actors and supported by initiatives like the HIN Africa Workshop.
- Work on some of ReliefWeb's planned technical developments was delayed by lengthy procurement and recruitment processes. Services to ensure data security and site stability were mapped in 2006 and will be a focus of work in 2007.

Field Information Support Project

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Requirements	1,861,322
Income from Voluntary Contributions	1,602,892
EXPENDITURE	
Staff Costs	967,157
Consultant Fees and Travel	27,441
Travel	142,457
Operating Expenses	-
Contractual Services	-
Supplies, Materials, Furniture and Equipment	15,252
Fellowships, Grants and Contributions	15,000
Programme Support Costs	151,750
Total Expenditure (US$)	**1,319,057**

The Field Information Support (FIS) Project supports the delivery and coordination of humanitarian assistance by taking a lead role in information management preparedness and response activities for the humanitarian community, and by enhancing OCHA's information management capacity. In terms of preparedness, in 2006 FIS worked on defining situations in which enhanced information management capacity may be required and developing appropriate response tools and applications to meet those needs.

A key challenge for FIS in 2006 was to provide leadership to the humanitarian community through a system-wide approach to information management practices. This approach was informed by both the humanitarian reform process and an IASC information management workshop (held in June 2006) which outlined the steps required to improve ongoing alignment of information management priorities, mechanisms and systems among humanitarian agencies. The workshop report, which was submitted to the IASC Working Group for endorsement, emphasized the leadership role envisioned for OCHA in the provision of information management services.

Evaluations of OCHA's recent responses to sudden-onset emergencies showed that the role of the Humanitarian Information Centres (HICs) needs to be thoroughly reviewed, and this will be addressed through the IASC Information Management Working Group.

>> Objectives

- Improve information management capacity in OCHA field offices through enhanced and standardized information management products and services.
- Develop and implement data preparedness initiatives (including producing guidance material and developing the geospatial global database and the OCHA GeoNetwork) to support regional preparedness and response strategies.
- Support the deployment, operation and transition of HICs.
- Improve information management capacity in OCHA's field offices through the rolling out of products and services.
- Provide training on the benefits and use of these products to all OCHA field staff.
- Expand preparedness activities through enhanced cooperation with OCHA's early warning initiatives, developing a natural disaster response information management strategy and related procedures.
- Build on OCHA's existing tools and mechanisms, in particular the UNDAC team, the International Search and Rescue Advisory Group (INSARAG) network and the Global Disaster Alert and Coordination System (GDACS) mechanism.

>> Activities and Accomplishments

During the first half of 2006, FIS supported HICs in Sri Lanka, Pakistan, Liberia and Sudan (Darfur) in their plans for the transitioning of functions and intellectual capital to appropriate partners or to an OCHA Information Management Unit. FIS also provided information management surge capacity to the OCHA offices in Somalia and Indonesia (Yogyakarta). In response to the July crisis in Lebanon and under a limited security ceiling which did not allow for the full deployment of HIC staff, FIS established an HIC in-country as well as a Virtual HIC at OCHA headquarters (New York) – allowing for 24-hour coverage and the ability to respond with the full complement of information management tools.

A global training course was conducted in July to expand the pool of HIC-trained staff: a total of 21 humanitarian and/or technical professionals were trained as managers, liaison or GIS officers, and data coordinators.

OCHA organized internal evaluation meetings for HICs in Pakistan, Niger and Lebanon. A joint OCHA/DFID/OFDA/ECHO mission reviewed the HIC and the information management environment in Pakistan, and made recommendations for improvements. A consolidated report on the evaluations and lessons learned reports on HICs were prepared by FIS and shared with the IASC.

At the request of its humanitarian partners, OCHA assumed a leadership role in the IASC team formed to ensure ongoing implementation of the IASC-agreed recommendations on information management support to the humanitarian reform process. It was also proposed that OCHA work with cluster lead agencies to assess the information management capacities and review all relevant information management tools, services and capacities available for emergency response of cluster lead agencies and other relevant partners. An internal process of information management review was developed and an Inter-Branch Working Group on Information Management was established, with two key deliverables: the development of an internal OCHA policy on information management and clarification of OCHA's role in information management in the context of humanitarian reform and the cluster approach.

In response to the humanitarian reform agenda and the framework it provides for improved information management at the field level, regional information management workshops were integrated into ongoing regional Humanitarian Reform Workshops. In August 2006, the first Humanitarian Reform Workshop was held for Latin America and the Caribbean; West Africa's workshop was held in early September; and East and Central Africa's was held in late September. FIS staff participated in all of these workshops, giving training in information management as it relates to the humanitarian reform agenda.

>> Performance Evaluation

- FIS worked directly with field offices to ensure that they learned and felt ownership of the process – a more, a more time-consuming and worthwhile process, but one which meant that the development of some tools fell behind the schedule originally proposed.
- Following the mission to Pakistan in February, OCHA took steps towards developing – in cooperation with its humanitarian partners – improvements in operational and strategic information management to be instituted over the next three years. The new vision is one of partnership and cooperation, with responsibility placed upon all humanitarian agencies to meet the challenge of new accountabilities in ensuring information availability.
- A Virtual HIC for Lebanon was established for the first time by headquarters (New York) following the escalation of the crisis. An HIC was also rapidly established in Lebanon in August, as soon as security conditions allowed it. OCHA's expertise in scalable information management response has increased (as shown by the Lebanon case), demonstrating that FIS can respond in a way which is suitable to the type and scale of disaster.
- Late in 2006, the HICs received the UN 21 Award for 2005 in the 'field-based category'.

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Field Information Management Project

Requirements	1,642,702
Income from Voluntary Contributions	1,937,789
EXPENDITURE	
Staff Costs	793,173
Consultant Fees and Travel	115,609
Travel	229,700
Operating Expenses	810
Contractual Services	102,984
Supplies, Materials, Furniture and Equipment	432,574
Fellowships, Grants and Contributions	-
Programme Support Costs	217,988
Total Expenditure (US$)	**1,892,838**

In 2004 OCHA's Field Information Management (FIM) Strategy was approved and three years' thematic funding was provided by the European Commission Humanitarian Office (ECHO) to assist with the development of OCHA's information management capacity. The FIM Project, charged with implementing the Strategy, aims to increase support to the humanitarian community through improving decision-making tools and analysis.

During 2006 the FIM Project's activities centred around mainstreaming information management into OCHA's field operations through the rollout of OCHA's standardized suite of information management tools, including field websites, 'Who Does What Where' contact and project information databases, a geospatial data repository (OCHA GeoNetwork – the United Nations Standard Geographical Data Discovery Platform) and the Field Document Management System (FiDMS). FIS supported field offices with the recruitment and training of Information Management Officers to work in OCHA field and regional offices. FIM's staff, in close collaboration with FIS, provided technical support to field offices, and

worked towards improving information management tools based on field office feedback.

In the last quarter of 2006, the FIS Project absorbed the activities of the FIM Project as part of mainstreaming the objectives of the Field Information Management Strategy into the core functions of OCHA. The FIM Project was formally closed at the end of 2006.

>> Objectives

- Build and launch field and regional OCHA websites, and ensure sites include Contact Directories, Meeting Schedules and Minutes, a 'Who Does What Where' database, Situation Reports, a Map Centre, and appeals and financial information including FTS and CAP;
- Ensure 'Who Does What Where' databases are populated with relevant contact information for entities including (but not limited to) United Nations agencies, NGOs and government actors, and that cluster, sector and geographic information is captured for relevant actors;
- Ensure GIS and Information Management Officers are trained in updating and maintaining the OCHA GeoNetwork node, and that minimum base map data layers are entered into the GeoNetwork.
- Ensure all documents produced by OCHA as well as other relevant documents are captured within FiDMS.
- Promote a minimum standard for information management in field offices.

>> Activities and Accomplishments

During 2006 the FIM Project improved the integration of existing OCHA applications with those being brought online under the FIM Strategy, through the provision of training for OCHA field and headquarters staff. In January 2006, FIM conducted a global Field Information Management Training Course attended by 27 participants from 18 field offices.

FIM developed an OCHA Information Management Toolbox – a resource designed to assist humanitarian affairs professionals manage information in support of better humanitarian planning and response. The Toolbox covers: Information Management Principles and OCHA Standard Products; GIS and Technical Tools; Humanitarian Information Centre Management and Administration; and General Reference.

FIS and FIM, in collaboration with ReliefWeb and the Information Technology Section, initiated a series of fortnightly Brown Bag Lunch training sessions in which information management tools were explained to staff at headquarters in New York and Geneva – aimed at all staff but with a focus on those who regularly work with the field. A series of teleconferences were held with field-based Information Management Officers to ensure ongoing dialogue and feedback on the application of information management tools in the field offices.

>> Performance Evaluation

- A total of 18 field and regional standardized office websites were launched in 2006.
- The FiDMS was implemented in all field offices where a Lotus Notes server exists.
- A total of 17 'Who Does What Where' databases were established on the headquarters server with the corresponding offices currently implementing local versions. Two exemplary cases of the use of these databases were in Sudan and in the Yogyakarta earthquake response, both of which incorporated detailed project information into the database. OCHA's Regional Office for West Africa used the database as an office-wide contact management system.
- As part of OCHA's ongoing data preparedness efforts, the majority of field offices were given login credentials to GeoNetwork to upload their GIS-related data. During the Horn of Africa floods, the use of GeoNetwork enabled colleagues in Nairobi and Addis Ababa to easily share large spatial data files, and ensured consistency in OCHA's information provision in both countries.

Information Technology Section

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OCHA's Information Technology Section (ITS) provides the information and communications technology (ICT) infrastructure, applications and support for effective information management at headquarters, in the field and in support of emergency operations. ITS is also responsible for leading the coordination of Inter-Agency emergency telecommunications, and for acting as Chair and Secretariat of the IASC Sub-Working Group on Emergency Telecommunications (WGET) and Process Owner of the Emergency Telecommunications Cluster (ETC).

The major ICT challenge in 2006 was to support OCHA operations in difficult situations such as Sudan and the Lebanon crisis. ICT infrastructure and services, as well as information management facilities, are essential to these operations, and rapid and effective deployment of ICT solutions is becoming increasingly important.

>> Objectives

- Provide ICT support, including infrastructure and connectivity, to OCHA operations at headquarters and in the field.
- Coordinate inter-agency emergency ICT activities, including leading the ETC as Process Owner.
- Provide ICT surge capacity, including stocks, staff and standby arrangements.
- Develop and maintain applications and databases (including OCHA Online, financial accounting and tracking, and a document management system).
- Provide electronic information dissemination services to improve internal communication, including further expansion of the Intranet.

>> Activities and Accomplishments

In 2006 ITS focused on field support: missions were deployed to OCHA offices in Colombia, Chad, United Arab Emirates, South Africa and Zimbabwe, while the usual support to OCHA field offices and to emergencies was also provided. Personal ICT Kits that allow OCHA staff to work independently of any existing ICT infrastructure were developed and deployed, which strengthened ICT surge capacity.

Field connectivity was enhanced in many cases: by increasing bandwidth in a number of field offices, and by implementing a virtual network between headquarters and five field locations (all in Sudan) through satellite connections. OCHA also played a leading role in an inter-agency initiative to procure satellite services.

The essential information systems that support OCHA's internal communications, administration and public websites were maintained, and in many cases enhanced, in 2006. A new system for tracking donor contributions was developed and the CERF website was enhanced to provide up-to-date information on contributions and allocations. The Financial Tracking System (FTS) was fully integrated into ReliefWeb. An OCHA staff and contact management system was developed and implemented to support administrative processes at headquarters and in the field. OCHA's Intranet, a core tool for internal communications, grew rapidly both in available content and in usage – but more work needs to be done.

ITS was active as Chair of both WGET and the ETC, and coordinated inter-agency emergency telecommunications responses in the Lebanon crisis and the Yogyakarta earthquake in Indonesia (while also providing ongoing support for the response to the South Asia earthquake). ITS made key contributions to the 2006 International Conference on Emergency Communications on the Tampere Convention, and advocated for ratification by additional Member States in other important international forums. As ETC Process Owner, ITS participated in emergency simulations in Norway and at TRIPLEX 2006, Finland. Enhanced collaboration was initiated with the private sector and NGOs through the development of standby partnership agreements with Télécoms sans Frontières, Ericsson and the Global VSAT Forum (an independent association of key companies involved in satellite communications).

>> Performance Evaluation

- ITS provided ICT support, infrastructure and connectivity, ensuring uninterrupted functioning of essential systems at headquarters and field offices during 2006. Of OCHA's 24 country and regional offices, 90 per cent (22 offices) now meet the minimum ICT standards.
- ITS significantly increased its leadership in inter-agency telecommunications activities and made an important contribution in the implementation of the cluster concept under the IASC humanitarian reform initiative.

- ICT surge capacity and telecommunication services were efficiently deployed to two crises: in Lebanon, support was provided both on the ground and remotely from headquarters, and in the response to the Somalia floods Personal ICT Kits were successfully used.
- The OCHA Contributions Tracking system was developed to enable OCHA to closely track the disbursement of donor contributions in the field.

Systems to support CERF administration were improved. The OCHA Document Management System was also enhanced and its document classification scheme was streamlined.

- To ensure effective internal communications, the OCHA Intranet was enhanced both in functionality and the quantity and variety of content; as a result it has experienced an increase in daily usage.

PART III

COORDINATION ACTIVITIES IN THE FIELD

OCHA's 34 field and regional offices continued to provide humanitarian coordination support to United Nations agencies, NGOs, the Red Cross Movement and other members of the humanitarian community. The rollout of the new humanitarian reform tools – CERF grants, the cluster system and a strengthened HC system – was significant in bolstering the activities of many existing and new field operations. Progress was achieved in OCHA's efforts to work more closely at the field level with its humanitarian partners – the Red Cross and Red Crescent Movement, national and international NGOs, and in particular United Nations agencies. In the various locations in which OCHA works, new humanitarian mechanisms are referred to as either humanitarian country teams, or as IASC country teams where the IASC is represented.

The response to the devastating earthquake of October 2005 in Pakistan, India and Afghanistan continued into 2006, primarily in Pakistan. From January, OCHA's office supported the shift from relief to recovery planning, and monitored the return of the affected population to their homes. To ensure smooth transition to recovery, OCHA's remaining staff were incorporated into the RC's office in June 2006. The drought and then flooding in the Horn of Africa (Kenya, Ethiopia, Eritrea and Somalia) elicited a robust OCHA response. OCHA provided direct support to the Secretary-General's Special Humanitarian Envoy for the Horn of Africa, and enhanced its coordination activities in the affected countries – most notably through improved information management. In one of the first uses of the CERF, US$ 25 million was released to accelerate the response to this crisis. In May, a major earthquake struck the area surrounding Yogyakarta, Indonesia. OCHA quickly dispatched an UNDAC team and instituted coordination mechanisms using staff already in Indonesia as part of the response to the Indian Ocean Tsunami. The cluster system was established promptly, and OCHA provided a cluster coordinator to ensure that the system was effectively implemented.

During 2006 the Darfur crisis began to have serious spillover effects in the sub-region, with the numbers of refugees and IDPs increasing in Chad and the Central African Republic. In response, OCHA strengthened its presence in both countries. The humanitarian situation in Sri Lanka deteriorated dramatically as a result of renewed fighting between the government and the Liberation Tigers of Tamil Eelam. OCHA reoriented its focus from coordinating tsunami operations to assisting the humanitarian community's response to population displacements and humanitarian needs resulting from the internal conflict. The conflict in Lebanon required OCHA to mount a regional response: in the face of the large-scale displacement and destruction, it established bases initially in Syria and Cyprus, and then within Lebanon in Beirut and Tyre. OCHA drew extensively on its existing staff to rapidly establish coordination mechanisms during the active phase of the conflict, and to facilitate access for humanitarian goods into southern Lebanon. Following the cessation of hostilities, OCHA handed over its coordination responsibilities to the United Nations RC's office.

Elsewhere, significant operations continued in the Democratic Republic of the Congo (DRC), Somalia, Uganda, Colombia and Cote d'Ivoire. Despite political progress in some of these countries (successful elections in DRC and promising peace talks in Juba between the Government of Uganda and the Lord's Resistance Army), there has not yet been a significant reduction in humanitarian needs in these countries; OCHA's operations there remained constant. The need for sustained attention to countries emerging from conflict was reinforced by the situation in Timor-Leste, where fighting resulted in almost 10 per cent of the population being displaced and forced to move to IDP camps. In response, OCHA sent three staff members to re-establish its presence in Dili after an absence of almost five years. At the same time, several offices were closed in 2006: most notably, the last OCHA staff member left Sierra Leone in April 2006 after a presence of more than ten years. The Humanitarian Information Centre in Liberia was handed over to the government, and residual coordination duties in Pakistan and Lebanon were handed over to other United Nations actors.

OCHA's regional offices played a growing role in surge capacity, contextual analysis and early warning, and support to ensuring coordinated responses to cross-border issues.

OCHA's revised field budget requirements rose from US$ 74.2 million in 2005 to US$ 85.8 million in 2006. Income rose to US$ 83.6 million, from US$ 56.7 million in 2004.

While the world did not experience a 'mega-disaster' like the Indian Ocean tsunami or the South Asia earthquake, 2006 still proved to be a challenging year for OCHA: the implementation of humanitarian reform had significant impact on the evolution of OCHA's role in the field. OCHA field and headquarters staff put considerable effort into implementing the cluster system in the pilot countries and in new large-scale natural disasters, and establishing effective procedures for quickly disbursing the US$ 259.3 million in CERF grants in both rapid-onset and under-funded emergencies.

Integrated Regional Information Networks

www.irinnews.org

Requirements	6,993,430
Income from Voluntary Contributions	8,384,843
EXPENDITURE	
Staff Costs	4,768,976
Consultant Fees and Travel	1,104,892
Travel	514,772
Operating Expenses	732,484
Contractual Services	458,663
Supplies, Materials, Furniture and Equipment	279,499
Fellowships, Grants and Contributions	–
Programme Support Costs	1,021,709
Total Expenditure (US$)	**8,880,995**

Integrated Regional Information Networks (IRIN) is a multimedia humanitarian news agency managed by OCHA that provides news, analysis and advocacy tools related to the humanitarian impact of crises and emergencies. IRIN has a field presence in areas affected by humanitarian crises, ensuring a unique flow of timely and reliable news for aid workers, decision makers, affected populations and the media. Guided by OCHA's mandate, IRIN maintains editorial independence in its coverage of more than 60 countries in sub-Saharan Africa, the Middle East and Central Asia.

During 2006, IRIN focused on some of the worst humanitarian crises and disasters in the world while consolidating its news service for cost-effective coverage. As part of a major drive to improve its services, IRIN established an integrated newsroom in Nairobi with close ties between IRIN Film, IRIN Radio and IRIN Photo to enhance multimedia coverage. The Asia office in Ankara was closed and the Dubai office was made responsible for both Asia and Middle East coverage.

>> Objectives

- Consolidate the existing news service to ensure continued timely, accurate and impartial reporting on humanitarian issues in the regions covered.
- Increase focus on emerging or neglected crises and post-conflict countries.
- Ensure specific humanitarian concerns, such as violence against women, are highlighted in the media.
- Expand the Middle East service to ensure comprehensive coverage of the region's humanitarian concerns in English and Arabic.

- Improve the flow of information to those affected by conflict by continuing to produce high-quality radio content with selected local radio stations.

>> Activities and Accomplishments

IRIN reported extensively on deadly conflicts and internecine violence in Africa, focusing on Sudan, the Democratic Republic of the Congo (DRC), Burundi, Somalia, northern Uganda, Chad and Côte d'Ivoire. In southern Africa, IRIN's reporting focused on the vulnerability of populations to poverty, HIV/AIDS and food insecurity. IRIN's Middle East service became fully operational in 2006 and reported from ten troubled locations in the region, focusing on Iraq, the occupied Palestinian territory and Lebanon during the 34-day conflict.

IRIN generated in-depth packages of analysis and research on issues such as malaria, small arms, minorities at risk, youth and violence, the South Asia earthquake and the global water crisis. Around 5,000 copies of the publication *Broken Bodies – Broken Dreams, Violence against Women Exposed* were distributed to donors, advocacy groups and United Nations agencies worldwide.

In total during 2006 IRIN produced more than 4,000 articles, special reports and features, seven in-depth reports and five special web pages in English and French. IRIN also augmented its photo gallery, with more than 600 high-resolution images now accessible free of charge from the IRIN website.

IRIN Film produced nine short documentaries and a range of short media clips addressing humanitarian issues, such as emergency needs in Somalia, the impact of cluster bombs in Lebanon, the challenges of returnees in Southern Sudan and post-earthquake rehabilitation efforts in Pakistan.

IRIN's PlusNews service, produced in English, French and Portuguese, continued to be the largest source of original reporting on HIV/AIDS in Africa. During 2006, PlusNews joined a consortium of United Nations agencies seeking to expand HIV/AIDS prevention, treatment and care services to communities of humanitarian concern. IRIN Radio produced radio programmes, news reports and features for partner radio stations and provided training and support to radio journalists in Afghanistan, Angola, Burundi, Lesotho, Somalia, South Africa and Sudan, and the five corridor countries of Côte d'Ivoire, Ghana, Togo, Benin and Nigeria. A partnership with the Abidjan-Lagos Corridor Organization enabled IRIN to make programmes on HIV/AIDS with 15 partner stations in the same five corridor countries as part of a programme supported by the World Bank.

>> Performance Evaluation

- Traffic on IRIN's website grew substantially compared to 2005. Visits to the website jumped from 800,000 per month in 2005 to 1.2 million in 2006, an encrease of 50 per cent.
- A total of 95 per cent of readership survey respondents believed IRIN reporting was objective and almost 80 per cent of respondents rated IRIN as their first- or second-most important source of humanitarian news. About 56 per cent of respondents said they or their agencies regularly redistributed IRIN reports through internal and public mail lists, publications and agency websites.
- Web tracking revealed that IRIN reports were re-published on more than 500 news sites in 2006. News organizations such the BBC, CNN, Reuters AlertNet, AllAfrica.com, Al-Arabiya and the Dubai-based news channel MBC either used IRIN content or followed up IRIN stories to produce their television or online reports.
- As a result of the strengthening of the Dubai office and its network of stringers, the IRIN Middle East service established a reputation for accurate and balanced news reporting. Due to both technical and funding challenges of establishing another bilingual news provider, IRIN now expects to launch its Arabic service by mid 2007.
- IRIN listener surveys indicated that IRIN Radio continued to have a high impact among populations affected by emergencies, displacement and HIV/AIDS. In Burundi, Somalia and Sudan, IRIN helped to maintain a consistently high level of public debate on humanitarian issues. In West Africa, IRIN Radio engaged local health activists and journalists to address the HIV/AIDS concerns of civilians – broadcast by 15 local radio stations. In Afghanistan, IRIN reports were used on Good Morning Afghanistan which was broadcast nationally on the government RTA network and local FM radio stations.

Africa

TUNISIA
ALGERIA
LIBYA
EGYPT
MAURITANIA
MALI
NIGER
CHAD
SUDAN
ERITREA
ETHIOPIA
SOMALIA
GAMBIA
GUINEA
LIBERIA
NIGERIA
CAMEROON
TOGO
KENYA
UGANDA
RWANDA
BURUNDI
ANGOLA
ZAMBIA
ZIMBABWE
BOTSWANA
NAMIBIA
SOUTH AFRICA
SWAZILAND
LESOTHO
COMOROS
MAURITIUS
ATLANTIC
OCEAN
INDIAN
OCEAN

Burundi

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http://ochaonline.un.org/burundi

Requirements	1,996,939
Income from Voluntary Contributions	707,471
EXPENDITURE	
Staff Costs	1,121,290
Consultant Fees and Travel	–
Travel	77,967
Operating Expenses	207,108
Contractual Services	53,050
Supplies, Materials, Furniture and Equipment	85,333
Fellowships, Grants and Contributions	10,000
Programme Support Costs	202,117
Total Expenditure (US$)	**1,756,865**

>> Context

The consolidation of security and stability in Burundi through 2006 enabled the new government to initiate a series of early recovery and development initiatives, boosted by the launch of the Poverty Reduction Strategy Paper (PRSP) and the signing of a ceasefire agreement with the last active rebel movement (Palipehutu-FNL). The Peacebuilding Commission's decision to select Burundi as one of its first two focus countries was a positive development, however the consequences of the decade-long conflict and the government's limited delivery capacity required continued humanitarian action.

A prolonged drought in the northern and eastern parts of Burundi from September 2005 to January 2006 required a significant response in emergency agriculture and food aid, and sustained nutritional surveillance. This food deficit was compounded by considerable damage to crops during unusually heavy rains in November/December 2006 and January 2007.

Harsh economic conditions and political tensions in Burundi resulted in low repatriation figures: only 45,000 Burundian refugees chose to return in 2006 – leaving around 380,000 outside the country (mainly in Tanzania). IDPs were no more eager to return to their places of origin, with a status quo in the northern and central regions where consolidation of peace and trust among communities lagged.

>> Objectives

- Improve coordination of joint rapid assessments and response, contingency planning and cross-border operations.
- Support the process of transition from relief to development with an emphasis on short- to medium-term programmes focusing on population reinsertion and community recovery.
- Continue harmonization of common databases and information systems in priority sectors to support planning.
- Monitor and evaluate impact of response plans.
- Continue advocacy on protection of civilians and victims of gender-based sexual violence, and support mainstreaming human rights-based approaches in humanitarian action.

OCHA also focused on bridging the gap between emergency response and humanitarian need, and the various strategies for reconstruction and development, by establishing much closer relationships with key actors such as UNDP and the World Bank.

>> Activities and Accomplishments

OCHA engaged in sustained contacts with the newly created Comité National pour la Coordination des Aides (CNCA) and worked with the members to harmonize the

government's 2006 emergency programme with the CAP. OCHA and the CNCA presided over the development of the 2007 CHAP/CAP, which focused on key emergency response activities. This collaboration continued in the field with a three-week joint visit to 15 out of 17 provinces in late August/early September – aiming to ensure that through the CAP there would be only one international emergency programme for Burundi in 2007.

OCHA supported new coordination structures at the provincial level by assisting the new UNDP field offices while gradually handing over activities in the regions covered by the two OCHA sub-offices (Ruyigi and Makamba) which closed as planned at the end of December 2006. The IDP Action Plan was updated and discussed with the Ministry of National Solidarity in March. However its formal adoption by the authorities was not expected in the short term due to the lack of clear land policy and pending the commencement of the activities of the Land and Property Issues Commission. OCHA's Information Management Unit updated its key 'Who Does What Where' and GIS databases in June, and thematic and geographic maps were uploaded to the OCHA Burundi website. It took over most of the activities of ONUB's GIS Unit on its departure in December.

Two CERF allocations were granted to Burundi in 2006 (one in June and another in September) totalling more than US$ 4 million. OCHA supported the HC in identifying and selecting CERF requests in consultation with the IASC-CT.

>> Performance Evaluation

- OCHA undertook an increased number of joint assessment missions in collaboration with Burundian authorities (mostly provincial), United Nations agencies and NGOs (about 120 out of 200 per year). Along with the WFP, FAO and NGO partners, OCHA continued to take a lead role as part of the executive committee of the food security early warning and response project, which anticipated crisis points from June to the end of the year and advocated with donors for support in preventative action. The early response helped to prevent the large-scale famine anticipated in November.
- The Burundi CAP was 48 per cent funded in 2006, with US$ 56,063,918 received against a requirement of US$ 117,800,086. Projects which attracted the most funds were multisectoral assistance to refugees (receiving 100 per cent of requested funding) followed by agriculture with 33 per cent and education with 30 per cent of requested funds received. The least-funded sectors included shelter and non-food with no coverage, followed by health and water/sanitation with coverages of just 13 and 14 per cent.
- Eighty new organizations subscribed to OCHA Burundi's information tools (news, situation reports and maps) in 2006, and a monthly average of 1,000 page views was received on the website. OCHA produced 19 administrative maps, 14 thematic maps and nine maps on its 'Who Does What Where' database. A total of 143 requests (from government, United Nations agencies, international and national NGOs, universities and donors) were received for maps, and 690 copies were distributed in 2006.
- The participation of key representatives from United Nations agencies, ONUB, NGOs and authorities in seven IASC-CT meetings held during the year helped to strengthen the humanitarian agenda and ensure that ongoing emergency concerns were not overshadowed by early recovery and post-conflict issues.
- The effective working mechanisms between OCHA and ONUB resulted in joint humanitarian operations, provision of security to refugees and humanitarian workers in conflict zones, and logistics and engineering support to humanitarian assistance (in particular for the delivery of UNICEF educational materials and WHO/UNICEF drugs). These mechanisms also assisted in the provision of security. Almost daily contacts with ONUB's civil–military cell, NGOs and regional civilian and military authorities ensured a regular flow of updated information on the security and humanitarian situation in areas still affected by the conflict between the Palipehutu-FNL and National Defence Forces.

Central African Republic

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Requirements	763,631
Income from Voluntary Contributions[1]	744,490
EXPENDITURE	
Staff Costs	346,600
Consultant Fees and Travel	3,727
Travel	38,000
Operating Expenses	80,885
Contractual Services	18,675
Supplies, Materials, Furniture and Equipment	54,742
Programme Support Costs	70,542
Total Expenditure (US$)	**613,171**

[1] Includes allocations from the Field Coordination Reserve Fund of US$ 204,000

>> Context

Growing political and ethnic tensions continued to fuel instability and insecurity in the Central African Republic (CAR) in 2006. Increased military activity by government forces and armed groups in the north of the country, as well as the ongoing lack of basic social services outside Bangui, resulted in a further deterioration of the humanitarian situation. Needs in the agriculture, education, food, health and water/sanitation sectors continued to grow. However, protection and human rights raised the most concern. In the north of the country, warring parties deliberately set hundreds of villages alight. Arbitrary executions, torture, rape and looting took place in a climate of impunity. Tens of thousands of Central Africans sought refuge in the bush where they did not have access to adequate food, shelter, water and sanitation amenities, nor health and education services. Humanitarian organizations estimated that by the end of 2006 about 1 million Central Africans were in need of humanitarian assistance, including 150,000 IDPs and 70,000 refugees in neighbouring Chad and Sudan.

Despite substantial efforts by aid organizations, humanitarian needs in CAR during 2006 were not covered. The lack of financial resources, the lack of a humanitarian presence in the most affected areas, and the lack of implementing partners and emergency expertise in the country were all major obstacles to a comprehensive humanitarian response.

By the end of 2006, the aid community had grasped the urgency of the situation: NGOs increased their presence in the country and United Nations agencies stepped up their emergency capacity and changed the way they operated (for example, no longer using armed escorts). Media attention increased. New opportunities also emerged for the country: with the support of the international community, political and military actors engaged in genuine dialogue, and donors and Bretton Woods institutions started re-engaging with the country.

Following a review of its capacity in CAR in April, OCHA decided to strengthen its presence in the country to better support the RC/HC and the humanitarian CT in their efforts to address growing challenges.

>> Objectives

- Strengthen coordination mechanisms to ensure timely provision of assistance to vulnerable populations in need, particularly in the northern areas of the country.
- Improve common humanitarian information systems and tools to facilitate both the identification of priority areas of intervention based on geographic and sector needs and the formulation of an advocacy strategy on humanitarian needs in the country.
- Ensure a collaborative approach between humanitarian and development actors to maximize the impact of programmes.
- Advocate for a joint mission with relevant humanitarian and development partners to review the United Nations strategy in CAR.

- Review OCHA's presence in CAR.

Furthermore, OCHA endeavoured to increase the presence of NGOs in the country. It also advocated for United Nations agencies to increase their presence and response capacity in the most affected provinces.

>> Activities and Accomplishments

In 2006, OCHA coordinated numerous assessment missions and led the contingency planning process. OCHA supported the HC in coordinating humanitarian response through, among other activities, the CAP/CHAP and the contingency planning processes. In 2006, CAR benefited from US$ 5.9 million from the CERF, and the CAP was 64 per cent funded at US$ 38 million (which does not include the CERF).

OCHA ensured that coordination mechanisms worked regularly and that clusters were formed, promoting a more inclusive approach towards NGOs and the Red Cross and Red Crescent Movement. It coordinated various assessment missions to the most affected areas. Advocacy efforts were increased, and humanitarian organizations and the media were provided with more information and products. Specific events, such as a local CAP launch, were organized. Contacts with authorities and armed groups improved humanitarian access.

>> Performance Evaluation

- Following a six-month absence of senior United Nations leadership in the Central African Republic, a new RC/HC arrived in June. From this point, the humanitarian coordination mechanisms functioned on a regular basis and synergies between NGOs, the Red Cross and Red Crescent Movement and the United Nations improved. OCHA coordinated a significantly higher number of assessment missions and coordinated efforts to update the contingency plan on a monthly basis.
- Though the management of information improved in 2006 and was able to assist in a better humanitarian response, much remains to be done. A lack of funds, as well as insufficient in-country OCHA expertise on information management, prevented the improvement of common humanitarian information systems from taking place.
- The CAP and development instruments were well coordinated, leading to a common analysis and strategy among humanitarian partners for addressing the situation in CAR.
- In November, OCHA coordinated the first multi-disciplinary mission to CAR, including donors, NGOs and United Nations agencies. This initiative raised the profile of the crisis, with weekly visits to the country by donors, media and NGOs, and more humanitarian organizations operating in the country.
- Following a review of its capacity in CAR in April, OCHA doubled its presence in the country to better support the RC/HC and the humanitarian CT in their efforts to address growing humanitarian challenges.

Chad

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Requirements	1,558,981
Income from Voluntary Contributions	1,132,516
EXPENDITURE	
Staff Costs	397,010
Consultant Fees and Travel	3,931
Travel	107,765
Operating Expenses	185,193
Contractual Services	19,965
Supplies, Materials, Furniture and Equipment	216,623
Fellowships, Grants and Contributions	6,600
Programme Support Costs	120,821
Total Expenditure (US$)	**1,057,908**

>> Context

Lack of political dialogue, mounting inter-ethnic tensions and the spillover of the Darfur crisis saw instability in Chad continue throughout 2006. In 2006, President Deby's government came under increased military pressure, and throughout the year the Chadian military was engaged in intermittent but often fierce fighting with armed rebel groups. While Chadian authorities focused on military objectives, vast areas of eastern Chad were left either in a security vacuum or under the control of pro-government armed groups and militias. Agreements between Chad and Sudan to stop 'hostile activities' were never implemented, and tensions between the two countries remained high – impacting on the humanitarian agencies' operating environment. Concerned about the situation in eastern Chad, the Security Council requested the Secretary-General to establish a multidimensional peacekeeping presence in eastern Chad to protect civilians and monitor the borders with Sudan and the Central African Republic (CAR).

The deterioration of the political, security and military environments exacerbated an already serious humanitarian situation. In 2006, repeated Janjaweed attacks on border villages and violent inter-ethnic clashes triggered the internal displacement of an estimated 100,000 Chadians, while military build-up and the increased circulation of weapons put the civilian character of refugee camps and IDPs settlements at risk. After a sharp deterioration in the humanitarian situation and additional movements of the population, OCHA was asked to coordinate relief operations for IDPs. At the end of the year, to support the RC/HC and the humanitarian CT in addressing new coordination challenges, OCHA began to increase its presence in Chad.

>> Objectives

- Ensure that humanitarian strategies and response to the refugee situations in the east and south of the country include assistance to vulnerable Chadian host communities and are coordinated with national development strategies.
- Strengthen national and international coordination mechanisms, as well as information management and assessment tools.
- Advocate with international partners (including the donor community) to increase resources for a more comprehensive response to the crisis, including improvement in the security environment, provision of resources for community-based recovery initiatives and timely response to the emerging humanitarian situation in the south.

>> Activities and Accomplishments

OCHA supported the HC's office and monitored the implementation of humanitarian strategies through field, inter-agency and cross-border missions, through the CHAP/CAP process, and through situation reports, background papers and notes.

NGOs and donors were regularly included in coordination activities, including CHAP/CAP processes and contingency planning. International organizations and Chadian authorities agreed on a joint humanitarian approach, however the implementation of national coordination mechanisms was hampered by the prevailing political and security situation.

In July, in light of growing humanitarian challenges, OCHA stepped up its information management capacity, enabling it to provide better support to the RC/HC and the humanitarian CT in the collection, management and dissemination of humanitarian data. Contact lists and detailed 'Who does What Where' databases were kept updated, maps were produced, a website was launched and a humanitarian documentation centre was established.

Chad was among the first countries to benefit from CERF allocations, under both its rapid response and under-funded windows. In total, United Nations agencies were given US$ 9.4 million from the CERF. In July, an OCHA mission was dispatched to the country in order to advise the RC/HC on best ways to implement the cluster approach. The mission noted lack of clarity among agencies regarding coordination mechanisms in general, and the cluster approach in particular. It recommended that OCHA's presence be strengthened and training provided to staff on the humanitarian reform process before considering the full implementation of the cluster approach.

In July, OCHA decided to strengthen its presence in the country to better support the humanitarian community (contrary to earlier plans to phase OCHA's presence out by the end of 2006). Following the agreement to open two sub-offices (Abeche and Gore) and the provision of additional capacity for the N'Djamena office, only the Abeche office was opened in 2006. Due to the changing context in Gore, resources will be shifted to Goz Beida and Farchana in 2007.

Cross-border monitoring missions were held with Sudan in Chadian IDP areas in February, and in November with the CAR UNCT in Gore. This enabled the respective humanitarian CTs to share information and analysis and to better understand interaction between the three countries.

>> Performance Evaluation

- The USG/ERC's visit to Chad in May prompted the Security Council to consider and then agree to the deployment of a multidimensional presence to protect civilians in eastern Chad.
- Donors were very responsive to the CAP, covering more than 80 per cent of requirements (US$ 193 million).
- Although humanitarian strategies were inclusive and community-based, assistance to host communities remained insufficient. Despite donors' generous funding of the CAP, the sector of 'economic recovery' was still unfunded. A review of existing relief and development projects was initiated with the objective of better coordinating humanitarian and development programmes.
- Information management and assessment tools were strengthened. OCHA opened a documentation centre, established a GIS working group and produced and disseminated materials such as databases and maps. Due to the lack of capacity in the field, a deficit in public information persisted.
- The accelerated deterioration of the humanitarian situation in the second half of 2006 overwhelmed coordination organizations, which had been performing satisfactorily to that point.

Côte d'Ivoire

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http://ochaonline.un.org/cotedivoire

Requirements	3,995,982
Income from Voluntary Contributions[1]	2,562,387
EXPENDITURE	
Staff Costs	2,097,279
Consultant Fees and Travel	–
Travel	122,859
Operating Expenses	335,127
Contractual Services	77,416
Supplies, Materials, Furniture and Equipment	247,901
Fellowships, Grants and Contributions	25,000
Programme Support Costs	377,726
Total Expenditure (US$)	**3,283,308**

[1] Includes allocations from the Field Coordination Reserve Fund of US$ 348,000

>> Context

In 2006 the civilian population in Côte d'Ivoire continued to suffer with a deterioration of protracted political, protection and humanitarian crises. Continued cycles of violence, violations of human rights and International Humanitarian Law, and impunity in all parts of the country increased the level of human vulnerability and maintained the number of displaced at more than 700,000 people throughout the country. During 2006 more than 50 people were killed in inter- and intra-ethnic clashes in the west where the violence is worst. Throughout the country, limited access to water, medical services and education, as well as epidemics, have all hampered the livelihoods of the population.

The dumping of hazardous substances at a number of sites in Abidjan in August 2006 was another key element of the humanitarian situation in 2006. Aside from the environmental consequences, fifteen people lost their lives and several thousand required medical treatment.

>> Objectives

- Strengthen inter-agency planning, preparedness and resource mobilization to meet the most urgent humanitarian needs of vulnerable populations.
- Help ensure the effectiveness of humanitarian response through improved coordination.
- Sustain a relevant advocacy strategy for the protection of civilians and in support of efforts to reduce impunity.

>> Activities and Accomplishments

OCHA supported the RC/HC in managing coordination among humanitarian partners and the government, while advocating for an increased response to humanitarian needs by national authorities, in particular in the areas of protection (a key humanitarian concern), water availability, access to education, social cohesion and internal displacement. Missions undertaken by the Emergency Relief Coordinator in February and the Office of the Representative of the Secretary-General focusing on the human rights of IDPs in April contributed to advocacy efforts. As a result of these, an IDP working group bringing together key ministries, UNHCR and OCHA began to meet regularly in May, establishing draft legislation on IDPs, an action plan and an Inter-Ministerial Committee on IDPs (formalized by Decree of the Minister of Solidarity and War Victims on 2 January 2007).

The Information Management Unit reinforced its efforts to assist partners through the provision of relevant information products (including geographic and thematic maps), the OCHA Côte d'Ivoire website, daily summaries of the main news items and a radio programme to which partners contribute humanitarian reports.

An OCHA sub-office was established in Duékoué after the destruction of the office in Guiglo in January. While the Duékoué and Man offices in the west facilitated humanitarian response during the ongoing cycle of violence and internal displacement, the offices in Odienné,

Korhogo and Bouaké in the central and northern parts of the country were instrumental in providing partners with information, reporting and advocacy. OCHA organized three workshops in December with the aim of increasing awareness and capacity of IDP response. Participants represented more than ten ministries and local authorities, including the rebel faction Forces Nouvelles, United Nations agencies, NGOs and civil society.

In response to the toxic waste crisis, OCHA set up an inter-agency information cell and facilitated an UNDAC mission in September to carry out a first assessment of the toxic waste situation. It also facilitated an OCHA/BCPR/UN-Habitat mission in November to assist the government in developing an environmental and natural disaster strategy.

OCHA facilitated the UNCT's access to the CERF (US$ 5.7 million received) and the ERF (US$ 204,321,530 received for ten NGO projects).

>> Performance Evaluation

- The Inter-Agency Humanitarian Coordination Committee (IAHCC) made decisions on policy, advocacy and emergency, with 57 out of the 63 recommendations made in 2006 being implemented. The IAHCC was also involved in the establishment and approval of thematic studies on water and sanitation, education and issues in the west of the country. Joint United Nations/NGO working groups were formed to focus on key protection concerns.
- Regional and national contingency plans and scenarios were regularly updated by the working group on contingency planning facilitated by OCHA. In July the Côte d'Ivoire+5 contingency plan was updated to reflect the deteriorating situation in Guinea.
- Along with the Policy Development and Studies Branch, OCHA Côte d'Ivoire organized a Protection of Civilians round table in May in New York with the participation of United Nations Security Council Members, donor states, national and local authorities, UNOCI, United Nations agencies, NGOs and civil society. A follow-up workshop was held in Abidjan in October.
- OCHA's Information Management Unit produced detailed information and analyses of protection needs and response activities, including IDP tables and maps for two western regions (Dix-Huit Montagnes and Moyen Cavally), and maps structured along administrative units (seven *départements*, 14 *sous-préfectures* and 181 villages).
- A protection cluster was established in 2006, and joint United Nations/NGO working groups were formed to focus on key protection concerns in Abidjan.
- OCHA supported the activities of the social cohesion working group which aimed to re-establish an effective social fabric within communities and ethnic groups, particularly among IDPs.

Democratic Republic of the Congo

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http://ochaonline.un.org/drc

Requirements	11,280,406
Income from Voluntary Contributions[1]	12,256,990
EXPENDITURE	
Staff Costs	5,398,444
Consultant Fees and Travel	126,501
Travel	772,136
Operating Expenses	1,376,402
Contractual Services	263,000
Supplies, Materials, Furniture and Equipment	1,131,629
Fellowships, Grants and Contributions	60,000
Programme Support Costs	1,186,657
Total Expenditure (US$)	**10,314,769**

[1] Includes allocations from the Field Coordination Reserve Fund of US$ 799,000 and US$ 5,500,000 from the pooled funding managed by UNDP

>> Context

The humanitarian situation in the Democratic Republic of the Congo (DRC) continues to rank among the worst in the world. Despite the first democratic elections in 46 years, insecurity prevailed in 2006. Many former zones of combat were affected by the presence of armed militias and by fighting between militias and government forces, which operated with logistical support from the United Nations Mission in the DRC. These localized armed conflicts led to recurrent waves of population displacements in the east of the country, most notably in Ituri district and in the Kivus and Katanga provinces. While the total number of IDPs in the DRC decreased by the end of 2006, 1.1 million people remained displaced and approximately 413,000 were refugees in neighbouring countries.

The DRC is a pilot country for a number of coordination initiatives under humanitarian reform, including the cluster approach, the Good Humanitarian Donorship (GHD) initiative, the CERF and the pooled fund, or Common Humanitarian Fund. The introduction of the 2006 DRC Humanitarian Action Plan (HAP) was instrumental in securing additional funds for humanitarian assistance.

>> Objectives

- Ensure that decisions are taken in the best interest of vulnerable populations.
- Strengthen planning, preparedness and resources mobilization to meet humanitarian needs.
- Ensure the effectiveness of humanitarian response through improved coordination.
- Optimize future actions through the evaluation of humanitarian response.
- Strengthen the management and backup support of OCHA's operations.

>> Activities and Accomplishments

In response to sudden emergencies, OCHA deployed six mobile temporary antenna offices and two *maisons humanitaires* through the Rapid Response Mechanism (RRM) for enhanced access and delivery of humanitarian assistance to remote areas in eastern DRC. In areas where OCHA was not present, Kinshasa-based teams supported rapid needs assessments and the coordination of natural disaster and epidemics response.

OCHA coordinated the securing and opening of 12 IDP camps in the district of Ituri. Due to increased insurgent activities prior to national elections on 30 July, RRM activities intensified – reaching a total of over 1 million people during the year. Since its inception in October 2004, around 1.7 million vulnerable people throughout the eastern provinces received assistance in shelter, non-food items and water/sanitation as well as emergency education through the action of humanitarian partners

within the framework of the RRM (managed by OCHA in partnership with UNICEF).

The HC, supported by OCHA, held a launch of the 2006 DRC HAP in Brussels to attract the world's attention to this 'forgotten crisis'. In terms of preparedness, OCHA created an ad-hoc multisector rapid response team for deployment to humanitarian crisis sites, and reinforced the work of INGOs by funding deployment of personnel and resources to respond to specific needs. The capacity of local NGOs to respond to emergencies was also improved through increased participation in the elaboration of the HAP for DRC and in the cluster mechanisms. Additionally, pooled fund allocations have been directly disbursed to national NGOs projects within the HAP.

The implementation of the cluster approach enabled the formalization of sector-specific coordination mechanisms. OCHA's role in ensuring coordination between the clusters proved to be critical for prioritizing activities and identifying gaps. The introduction of the pooled fund and CERF funding mechanisms (which were the largest source of humanitarian funding for the 2006 HAP) served as strong incentives for actors to engage in the clusters structure and in the substance of the coordination work.

The coordination of humanitarian action also played a major role in integrating cross-cutting themes, ensuring that gender and HIV/AIDS issues were mainstreamed throughout the DRC HAP. HIV/AIDS and gender concerns were integrated into all phases across the sectors (clusters), from the implementation of humanitarian programming policies to training projects.

Although OCHA made significant progress in terms of coordination and strategic funding prioritization, a number of issues still need attention in 2007: consolidation of the tools and standardization of the process of allocation of the pooled fund; introduction of the HAP's monitoring framework; strengthened harmonization of data collection tools; analysis of secondary data to provide a clearer picture of the humanitarian situation, with indicators; improvement of both Advocacy and Information Units in producing timely reports; and enhancement of the Humanitarian Information Service tools and services.

>> Performance Evaluation

- Eighty-five per cent of the needs assessment recommendations were followed by action, and at least 50 per cent of rapid-onset emergencies were anticipated and contingency plans were prepared.
- Following the inclusive approach to the preparation of the 2006 HAP, the participation of stakeholders in the preparation of the 2007 HAP increased by a further 10 per cent. Overall funding for the 2006 HAP was 51 per cent (US$ 350 million received out of US$ 696 million requested), compared to US$ 142 million received in 2005. The total funding for humanitarian programmes in the country increased by 62 per cent (US$ 444.2 million in 2006 compared to US$ 273.2 million in 2005).
- A total of US$ 92 million was received through the pooled fund to support key humanitarian activities in the 2006 DRC HAP, and with US$ 38 million received the DRC was the main beneficiary of the CERF under-funded window in 2006. OCHA's support to the pooled fund was facilitated by the recruitment of a full-time Pooled Fund Manager. For the second year in a row, Belgium financed the two GHD adviser positions.
- OCHA was instrumental in the implementation of three main initiatives of the humanitarian reform agenda. The successful establishment of cluster mechanisms at regional and central levels, the creation of the pooled fund, and additional funding through the CERF allocations contributed to significantly improved needs-based prioritization and response, and covered critical sectoral funding gaps.

Eritrea

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Requirements	723,586
Income from Voluntary Contributions[1]	885,562
EXPENDITURE	
Staff Costs	376,497
Consultant Fees and Travel	–
Travel	49,421
Operating Expenses	54,621
Contractual Services	4,300
Supplies, Materials, Furniture and Equipment	27,600
Fellowships, Grants and Contributions	6,025
Programme Support Costs	67,400
Total Expenditure (US$)	**585,864**

[1] Includes allocations from the Field Coordination Reserve Fund of US$ 60,800

>> Context

The prolonged impasse over border demarcation, along with the no-war, no-peace situation, meant that national and human resources were prioritized for national defence purposes in Eritrea in 2006 – limiting the scope and efficiency of domestic production and efforts to mitigate the adverse impact of the political and military situation. The continuing stalemate indefinitely delayed the return of over 22,000 IDPs still living in camps and an additional 10,000 IDPs living with host communities to their areas of origin in the Temporary Security Zone. Recurrent drought resulting in periodic food and water shortages (especially in rural areas), together with high rates of child malnutrition, further intensified the vulnerability of the affected population.

There were increased constraints on the humanitarian operating environment in Eritrea following the government's introduction of its new self-reliance policy. Due to lack of rain and labour over recent years, the government has not been able to raise crop production to a level that can support the population, and in 2006 it was forced to cover nearly 50 per cent of its annual cereal requirements (estimated at 500,000–625,000 metric tons) through commercial imports and food assistance. In April, in accordance with its self-reliance strategy, the government introduced a new food security policy that called for the monetization of all food aid in order to finance a cash-for-work programme. All food aid in the country, amounting to 94,500 metric tons (of which 64,500 metric tons belonged to WFP), was integrated into the new policy. Lack of progress in resolving the stalemate over food aid strained the relationship between the government and donors, possibly adversely affecting future food assistance to the country.

>> Objectives

- Assess, monitor and analyse the humanitarian risks and conditions of affected populations, including drought victims, IDPs, returnees and the urban destitute.
- Undertake fund-raising and coordination through strengthening humanitarian partnerships and reinstating regular discussion and planning forums on emergency areas.
- Assist in capacity-building in the areas of early warning for acute disasters, analysis of intersector data and GIS/mapping capacities, information and communication on emergency issues and rapid assessment techniques.
- Facilitate contingency planning for border incidents, population displacements and movements, and any related events including the possible resurgence of a complex emergency.
- Prepare OCHA phase-out/handing-over and management support in the event that its services are no longer required after 2006.

>> Activities and Accomplishments

In response to the drought that hit the Horn of Africa region in early 2006, OCHA facilitated the inclusion of Eritrea in the Horn of Africa Regional Drought Appeal, which was launched in April 2006 by the ERC. To fill the gap between the launch of the Regional Appeal and donor response, OCHA was instrumental in coordinating a request to the CERF for the implementation of health, nutrition and water/sanitation projects. A total of US$ 5.8 million was allocated through the CERF.

The government's departure from the CAP and the FAO/WFP food and crop assessment undermined the ability of the international community to develop a common humanitarian strategy based on a shared analysis of the context, and to effectively coordinate the humanitarian response. OCHA facilitated the development of a CHAP which reflected the priorities and response strategies of the humanitarian community in Eritrea.

OCHA supported the strengthening of the HC system through the establishment of a local IASC comprised of United Nations agencies, donor representatives, NGOs and the ICRC. Given the absence of a platform for strategic humanitarian coordination with the government since June 2005, the IASC provided a forum for information exchange and analysis, strategy setting and coordination among members of the wider humanitarian community.

OCHA assisted partners through the provision of relevant information products, which included monthly and ad-hoc humanitarian updates, geographic and thematic maps and the 'Who Does What Where' database which was expanded in 2006 to include development actors. OCHA also facilitated a contingency planning process for the wider humanitarian community in the event of renewed conflict between Eritrea and Ethiopia. In 2006, OCHA provided support to the Secretary-General's Special Humanitarian Envoy to the Horn of Africa, and facilitated dialogue with the government on its new cash-for-work policy.

OCHA closed its two field offices in Debub and Garsh Barka in 2006 due to mounting operational challenges. However OCHA in Asmara continued to collect and disseminate regular, up-to-date information on the humanitarian situation, facilitate regular IASC meetings and prepare the CHAP.

>> Performance Evaluation

- OCHA strengthened its partnerships with United Nations agencies, NGOs and the donor community to ensure better assessment, monitoring and analysis of the humanitarian risks of the affected populations. However, the reluctance of the Ministry of Labour and Human Welfare, OCHA's main government counterpart, to re-establish the general humanitarian coordination forum hampered efforts to ensure joint planning and targeting of the most vulnerable groups with government partners, as well as the implementation of capacity-building initiatives.
- Fund-raising efforts of the humanitarian community were seriously constrained by the absence of a CAP, restricting OCHA's ability to support the humanitarian community's efforts in resource mobilization. Nevertheless, OCHA facilitated the provision of CERF grants for life-saving activities.
- An outcome of the work of the country-level IASC was the development and implementation of the Joint Programme on IDP Return and Resettlement, which called for a budget of US$ 47 million. By the end of 2006, US$ 17.1 million had been mobilized from donors and United Nations agencies (representing 37 per cent of total requirements), which helped to resettle 21,000 IDPs in Debub and Gash Barka regions.
- Due to limited capacity, the distribution of quarterly bulletins on key sectors including nutrition, water and food security was not accomplished. OCHA could not provide technical support to the government in setting up an Information Communication Centre because of the government's reluctance to support the initiative.
- OCHA provided lead support to the development of a contingency plan in the event of a crisis brought on by the resumption of conflict between Eritrea and Ethiopia. Efforts to update the contingency plan on a quarterly basis and develop early warning indicators were hindered due to the reluctance of government partners to participate in the process.
- In view of the drought in Eritrea in early 2006, and given the increased risk of military hostilities between Eritrea and Ethiopia with potentially serious humanitarian consequences, OCHA decided to maintain its presence in Eritrea for at least another year.

Ethiopia

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Requirements	1,977,658
Income from Voluntary Contributions	1,354,569
EXPENDITURE	
Staff Costs	964,098
Consultant Fees and Travel	46,360
Travel	100,000
Operating Expenses	211,414
Contractual Services	10,530
Supplies, Materials, Furniture and Equipment	238,735
Fellowships, Grants and Contributions	50,000
Programme Support Costs	210,748
Total Expenditure (US$)	**1,831,885**

>> Context

In 2006 there were significant humanitarian challenges in Ethiopia, including drought and flooding, as well as continued high levels of chronic food insecurity for at least 10 million people. Severe drought was experienced in the first half of 2006, affecting approximately 2.7 million people particularly in the southern parts of Somali Region and the Borena zone of Oromiya Region. Unprecedented nationwide flooding occurred during the rainy season, affecting eight out of the country's eleven regions. This caused mass displacement and considerable damage to property and infrastructure in all affected areas. In addition, the floods contributed to an increased incidence of water-borne diseases, including acute watery diarrhoea. At the end of 2006, acute watery diarrhoea was reported across the country, affecting all regions except Dire Dawa, Harari and Beninshangul Gumuz.

There was increased inter-ethnic conflict during the year, particularly in Oromiya Region where several thousand people were displaced. Growing insecurity in Somali Region, particularly in the last six months of the year, hampered humanitarian interventions and had an adverse impact on livelihoods and access to vulnerable groups.

>> Objectives

- Strengthen humanitarian coordination mechanisms and their linkages with longer-term food and livelihood initiatives.
- Strengthen field presence and coordination to improve early warning and response to emergency situations.
- Provide effective information and advocacy related to vulnerable populations.
- Support strategic contingency planning, strategies for assessments and the humanitarian appeals process to help ensure appropriate humanitarian funding.
- Improve the management of OCHA Ethiopia, including ensuring access to necessary funding.

>> Activities and Accomplishments

OCHA provided extensive assistance to the government's Disaster Prevention and Preparedness Agency in the preparation of the 2006 Joint Government and Humanitarian Partners Appeal and the two subsequent Joint Flood Flash Appeals that were issued in response to emergency requirements for the year. The Joint Appeal requested US$ 166 million for emergency food and non-food needs, and resulted in over 50 per cent funding. A total of US$ 22 million was contributed towards the two Joint Flood Flash Appeals that had requested US$ 34 million to meet relief and rehabilitation requirements also in food and non-food sectors.

OCHA advocated for and facilitated action to address the humanitarian needs of vulnerable populations and to provide effective and accountable coordination and assessment support in emergency situations at the central, regional and sub-regional levels. The CERF and

the Humanitarian Response Fund (HRF), managed by the HC with OCHA support, were utilized in response to the appeals – playing a crucial role in filling gaps in rapid-onset emergencies and strengthening the HC's role in ensuring the effective coordination of humanitarian resources and response.

The government's Productive Safety Net Programme (PSNP) was expanded in 2006 to provide 7.3 million chronically food-insecure people in six regions with cash and/or food transfers. OCHA also worked to enhance its partnership with the World Bank and other donors to improve complementarities with the PSNP and other contingency financing mechanisms. Although key reviews of the PSNP's progress in 2006 indicated improvement in many areas, cash transfers continued to be slow and targeting was still a challenge in some areas.

OCHA field officers made frequent humanitarian assessment missions in response to emergencies throughout the country including malnutrition, flooding, acute watery diarrhoea, drought, conflict and displacement. They also facilitated joint multi-agency needs assessment missions in flood-affected areas to identify gaps and new humanitarian priorities, such as the need for logistics and communication in South Omo zone.

OCHA facilitated the establishment of emergency coordination structures at zonal and regional levels in Oromiya, Amhara, SNNPR (Southern Nations, Nationalities and People's Region), Afar and Dire Dawa Administrative Council. Zonal coordination structures were also activated in response to conflict and displacement in Oromiya Region and severe flooding in SNNPR. Existing emergency coordination mechanisms were supported in Jijiga, Gode, Semera, Addis Ababa, Yabello, Awassa, Bahir Dar and Dire Dawa.

OCHA established an Information Management Unit (IMU) to improve response monitoring and geo-spatial hazard and vulnerability mapping. The IMU provided key support in information management procedures and emergency information. Improved contacts with NGOs through the monthly United Nations/NGO forum at the federal level, and the production of national and regional 'Who Does What Where' databases of NGO activities, facilitated the development of predictable and collaborative emergency response, particularly by mapping out NGO interventions in the country. In addition to the weekly and monthly publications *Humanitarian Bulletin* and *Focus on Ethiopia* highlighting issues of humanitarian concern, OCHA prepared daily and weekly situation reports and information matrices during emergencies. OCHA was the primary source of information throughout the acute watery diarrhoea epidemic in 2006, widely disseminating a weekly comprehensive emergency intervention matrix by zone.

OCHA participated in UNDAF as a member of the Humanitarian Response, Recovery and Food Security working group, which aimed to ensure complementarities between humanitarian and longer-term programmes run by the United Nations and the Government of Ethiopia.

>> Performance Evaluation

- OCHA initiated discussions with humanitarian partners and government on the implementation of the cluster approach, particularly on harmonizing existing coordination structures with the new clusters. As an example of the benefits of the cluster approach, the establishment of the logistics cluster led by WFP and facilitated by OCHA during the Gode flood crisis resulted in an extensive air support operation managed by WFP's Humanitarian Air Service – allowing access to those stranded by the floods.
- OCHA made measurable progress in its efforts to influence reform of the appeals process among government, key donors and United Nations agencies, by tying response to more credible assessment processes. The HRF contributed US$ 14 million towards the appeals through funding United Nations and NGO projects. OCHA also supported the HC's channelling of United Nations agency proposals for the CERF, resulting in approximately US$ 10 million for life-saving interventions.
- In August–December 2006, OCHA participated in a UNICEF-managed inter-agency real-time evaluation covering Kenya, Somalia and Ethiopia, which made recommendations about preparedness and early warning systems. It also recommended that the United Nations and NGOs should work with national governments and the Red Cross Movement in contingency planning and related funding requirements. Although there was considerable field buy-in to the evaluation process, it came too late and lacked the follow-up mechanism needed for inter-agency evaluations. For this reason, the recommendations did not influence humanitarian policies and practices in the field.

Guinea

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Requirements	1,034,816
Income from Voluntary Contributions[1]	489,673
EXPENDITURE	
Staff Costs	617,730
Consultant Fees and Travel	–
Travel	33,000
Operating Expenses	145,349
Contractual Services	3,200
Supplies, Materials, Furniture and Equipment	39,271
Fellowships, Grants and Contributions	9,000
Programme Support Costs	110,180
Total Expenditure (US$)	**957,730**

[1] Includes allocations from the Field Coordination Reserve Fund of US$ 235,500

>> Context

During 2006, with the gradual departure of Liberian and Sierra Leonean refugees and the subsequent shift of humanitarian agencies from relief to rehabilitation and recovery, the majority of humanitarian organizations in Guinea phased out, reducing the need for coordination. However, with the declining socio-economic circumstances – a decrease in the gross national product, rising inflation, stagnation of salaries and decaying basic social infrastructure – Guinea continued to experience high vulnerability. The prevailing hardship resulted in several trade union-led strikes to demand better living conditions. The main challenge for OCHA was to create, with humanitarian and development partners, a new framework for coordinated strategic planning to suit the transitional circumstances in Guinea.

Key residual humanitarian concerns included the prevention of recurrent epidemics such as cholera, yellow fever and polio. Health and nutrition was the most critical sector, followed by food security and water/sanitation. Humanitarian assistance focused on the repatriation of Liberian refugees and the local reintegration of Sierra Leonean refugees, resulting in the closure of a number of camps. At the same time, IDPs still required protection and assistance in integrating into host communities.

With the government pursuing reform and the expected resumption of development assistance, OCHA Guinea closed its sub-office in Nzérékoré in July 2006 and significantly reduced its overall staff in December 2006. The office planned to continue its coordination functions with a very limited presence in 2007.

>> Objectives

- Support the UNCT to enhance strategic and sector coordination with all NGO, government and donor partners, and ensure links between the response to residual humanitarian concerns and recovery/transitional efforts.
- Provide comprehensive analyses and needs assessments, and develop a joint plan of action targeting the most vulnerable communities.
- Enhance early warning and emergency preparedness measures while strengthening the capacity of the government to respond to recurring natural disasters such as floods and earthquakes.

>> Activities and Accomplishments

In 2006 OCHA and its humanitarian partners produced a comprehensive vulnerability analysis of the most critical regions and sectors such as health and nutrition, food security, education and water/sanitation, as well as compiling information about the impact of humanitarian assistance provided within and outside the CAP.

OCHA played an important role in a range of activities, including: providing support to the RC/HC, the UNCT and IASC members; consultations with the government;

strategic and sector coordination with the government, donors, NGOs and United Nations agencies; and bringing together NGOs, United Nations agencies, ICRC and Bretton Woods institutions in cooperation with the National Service on Humanitarian Action to facilitate joint strategic planning. OCHA provided the United Nations, NGOs, donors, the OCHA Regional Office for West Africa (RO-WA) and headquarters with regular humanitarian updates, briefs, situation reports, background documents and facilitation support for various missions.

The UNCT, in collaboration with the wider humanitarian community, recommended that serious consideration be given to transition and development needs, and reached the decision that a CAP would not be required for 2007 (residual humanitarian needs would be covered in the 2007 Regional CAP for West Africa). OCHA facilitated the timely submission of projects for CERF funding by operational agencies.

OCHA briefed the government, donors, United Nations agencies and NGO partners on humanitarian reform, including the implementation of the CERF and the cluster approach. In cooperation with the Norwegian Refugee Council, it organized a sensitization workshop on the Guiding Principles of Internal Displacement, Refugee Protection and International Humanitarian Law. It also provided support for cross-border coordination and situation analyses in the Mano River Union region and Côte d'Ivoire, and actively participated in Mano River Union meetings and conferences.

An inter-agency Contingency Planning Task Force was established, bringing together key humanitarian partners, reviewing preparedness and response capacity, consolidating a comprehensive picture of the support expected and regularly updating the list of available emergency stocks. The UNCT worked in close collaboration with the RO-WA and OCHA offices in the region in developing Cote d'Ivoire+5 and Guinea+6 contingency plans.

OCHA reinforced the United Nations Avian and Human Influenza (AHI) Technical Task Force, co-chaired by WHO and FAO. The Task Force supported and regularly updated the government's national contingency plan for AHI.

The newly established OCHA Information Management Unit produced a range of standardized products to serve the humanitarian community in Guinea and the sub-region. These included a humanitarian website, a 'Who Does What Where' database, mapping services and chronologies of events.

>> Performance Evaluation

- IASC strategic planning mechanisms and regular thematic taskforces worked regularly throughout the year. Over 80 per cent of decisions made at these meetings were implemented by humanitarian partners. Feedback from partners indicated that the IASC forum was useful in promoting the sharing of information and joint strategy-setting for issues on the humanitarian agenda.
- Humanitarian coordination mechanisms were established and became functional at the capital and provincial levels, but more needs to be done to enhance effective coordination between the government and the United Nations.
- OCHA linked coordination of the humanitarian appeal with the United Nations strategic joint planning framework to ensure complementarity between humanitarian and recovery/rehabilitation interventions. The CAP 2006 was 63 per cent funded (US$ 15 million out of US$ 25 million requested), of which US$2 million was allocated from the CERF under-funded window. Over US$ 25 million was received for rehabilitation activities in Guinée Forestière. A UNCT joint rehabilitation programme and a European Union Programme for Rehabilitation and Development in Guinée Forestière were launched in November 2006.

Republic of Congo

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Requirements	502,299
Income from Voluntary Contributions	168,287
EXPENDITURE	
Staff Costs	299,240
Consultant Fees and Travel	6,550
Travel	33,648
Operating Expenses	51,376
Contractual Services	14,516
Supplies, Materials, Furniture and Equipment	35,700
Fellowships, Grants and Contributions	1,550
Programme Support Costs	57,536
Total Expenditure (US$)	**500,116**

>> Context

In 2006, the general political and security climate of the Republic of Congo was relatively stable. However, the situation in the Pool region remained volatile with sporadic clashes reported during the year between the government, the Ninja rebel group and groups of ex-combatants. In August 2006, an internal Ninja militia conflict led to the internal displacement of 2,600 people in Kimbedi (Pool region). Information received from government officials in 2006 revealed that there were a total of 7,800 IDPs from the Pool living in other parts of the country.

A series of attacks on humanitarian actors between mid December 2005 and mid January 2006 prompted Médecins sans Frontières (Holland) and the ICRC to suspend all activities in the Pool region for a short time. All United Nations missions to the Pool were also suspended during this period. The Disarmament, Demobilization and Reintegration process in the Pool region was hampered by the Ninja rebel group's ongoing demand for political status in exchange for their disarmament. This insecurity and subsequent lack of access to vulnerable groups hindered some planned humanitarian activities in the region.

The World Bank's International Development Association and the International Monetary Fund agreed that the Republic of Congo qualified for debt relief under the enhanced Heavily Indebted Poor Countries Initiative 2006. The Republic of Congo is the 29th country to reach decision point under the Initiative.

Humanitarian activities received financial support through the allocation of US$ 2 million of CERF funds, targeting life-saving interventions in the sectors of water/sanitation, agriculture and food security, health and nutrition, as well as in multisectoral projects. The nutritional situation of a vast majority of the population remained precarious, particularly in the Pool region where there were still considerable reconstruction and rehabilitation needs. The majority of the population in the country (70 per cent) continues to live on less than US$ 1 per day.

>> Objectives

- Coordinate joint assessments and response in the Pool region.
- Undertake contingency planning and natural disaster preparedness at the national level.
- Support the process of transition from relief to development with an emphasis on population reintegration and community recovery, particularly in the Pool.
- Harmonize common databases and information systems.
- Improve advocacy for the protection of civilians.
- Develop a viable exit strategy for OCHA.

>> Activities and Accomplishments

To improve early warning and surveillance systems a contingency plan was established for the prevention and management of disasters in the Republic of Congo. The plan focused on three main hazards identified by government representatives and humanitarian partners during a workshop: natural disasters, technological hazards and epidemiological crises. In June, OCHA organized a simulation exercise with UNHCR to test the Inter-Agency Contingency Plan for a possible arrival of Democratic Republic of Congo (DRC) asylum-seekers during the election process in late 2006.

A 'Who Does What Where' database of humanitarian action information was produced. This was the first of its kind in the Republic of Congo, and it contained information, graphics and maps related to all humanitarian actors operating in the country.

Through Rapid Response Funds, seven projects were funded (mostly in the Pool region) for a total of 173,282 beneficiaries. These projects focused on health and nutrition, water/sanitation and economic recovery.

>> Performance Evaluation

- Emergency response in the Pool region was hampered as periods of insecurity prevented missions from updating information about vulnerable groups, however a mini assessment mission took place in the Pool region with the participation of a small number of donors.
- A national contingency plan on the prevention and management of natural disasters was prepared with the active participation of government and all humanitarian actors in the Republic of Congo.
- In support of the transition process from relief to development, particularly in the Pool region, the 2006 CAP included transition as one of its main humanitarian strategies. Almost half (49 per cent) of funding requirements for the 2006 CAP were covered with US$ 13,656,402 received against a requirement of US$ 30,545,581.
- Overall coordination and sectoral mechanisms functioned regularly, with more robust engagement of IASC agencies in sectoral coordination. Nine IASC meetings and six technical sectoral meetings were held, with an average attendance rate of 80 per cent for the IASC while the technical sectoral meetings were consistently attended by representatives from almost all members.
- To address the high crime rate in the region, OCHA successfully advocated for an increase in the number of police officers (from one to five) in Mindouli.
- Based on extensive consultation with humanitarian partners, an OCHA New York mission to the Republic of Congo in August 2006 recommended that OCHA end its presence in the country in 2007, and that support to the RC on humanitarian issues (including early warning and contingency planning) be provided through OCHA's Regional Office for Central and East Africa and the OCHA office in DRC.
- The IASC decided that all projects should consider women and children as priority groups; this was effectively implemented from February 2006.

Somalia

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http://ochaonline.un.org/somalia

Requirements	3,629,262
Income from Voluntary Contributions[1]	4,834,691
EXPENDITURE	
Staff Costs	1,585,590
Consultant Fees and Travel	39,087
Travel	392,000
Operating Expenses	245,825
Contractual Services	7,000
Supplies, Materials, Furniture and Equipment	159,389
Fellowships, Grants and Contributions	60,700
Programme Support Costs	323,646
Total Expenditure (US$)	**2,813,237**

[1] Includes allocations from the Field Coordination Reserve Fund of US$ 19,000

>> Context

In 2006 Somalia faced a series of crises, starting with the worst drought in over a decade and conflict in Mogadishu between militia forces and the emerging Islamic Courts Union (ICU), followed by the Deyr flooding and more fighting between the ICU and the Transitional Federal Government (TFG) – openly supported by Ethiopian forces. By the end of the year, the TFG had regained control of all territory in southern Somalia from the ICU, and Ethiopian forces were still in the country backing the TFG. Flood response and other post-drought life-saving activities effectively ground to a halt by December because of the fighting. Access to the most vulnerable areas (such as Lower and Middle Juba and Gedo) was obstructed by ongoing military operations, renewed presence of militia, and inter- and intra-clan conflicts.

The humanitarian presence during 2006 was, as in past years, characterized by intermittent access, particularly in South/Central Somalia. The flooding and conflict caused significant displacement, although much of it was localized and many people soon returned to their areas of origin. The IASC and cluster approach established in early 2006 helped to ensure a level of coherence and strategic coordination in the drought and flood response, although rolling out the clusters in the field was more challenging. The Somalia operation benefited from three CERF grants providing much-needed resources – two for the drought response (total US$ 6.1 million) and one for the floods (US$ 10.3 million – the majority of the funding covering the Flood Response Plan).

>> Objectives

- Increase sustainable access to basic humanitarian services for vulnerable populations.
- Enhance the protection of and respect for the human rights and dignity of IDPs and vulnerable communities.
- Enhance preparedness of humanitarian partners as well as local capacity to respond to natural disasters or complex emergencies.
- Support the shift from emergency to recovery in zones in transition.
- Enhance advocacy activities and resource mobilization.

>> Activities and Accomplishments

OCHA led the United Nations' initiative to negotiate improved access, particularly at the local level. It also drafted an IASC advocacy strategy promoting access and protection. In early 2006, OCHA supported local reconciliation in Bay and Bakool among the Rahanweyn clan, eventually leading to the establishment of local administrations and increased security throughout these regions. Later in 2006, as access diminished with growing insecurity, OCHA developed a concept note for the re-engagement of United Nations international staff in South/Central Somalia, which was endorsed by the Secretary-General.

OCHA was crucial in coordinating and facilitating the implementation of a phased multi-agency response in

Boosaaso to improve the living conditions of IDPs and vulnerable populations, while also working towards durable solutions. It later promoted a similar approach in Hargeysa. OCHA supported IDP profiling and Protection Monitoring initiatives, and mobilized resources (Danish Refugee Council secondees) to make progress on their implementation.

OCHA supported the training of humanitarian partners and cluster leads in Nairobi and Somaliland on sexual and gender-based violence. It also supported a workshop for humanitarian actors and cluster leads on IASC gender guidelines and on mainstreaming of gender into the cluster response. Through the CAP, clusters were requested to provide gender-disaggregated data.

In June, OCHA updated the United Nations contingency plan for Mogadishu and planned for the intensification of activities to support around 250,000 IDPs in the city. In July, OCHA led the development of an IASC Emergency Preparedness and Response Plan for South/Central Somalia based on the most likely scenario of a protracted stalemate. The Plan was continuously updated with the IASC and regional partners in Ethiopia and Kenya. As conflict became more likely, OCHA, with its partners, developed planning figures for additional IDP and refugee caseloads. OCHA also supported a series of regional contingency planning efforts to develop response plans for the worst-case scenario of conflict combined with flooding.

In September, the Flood Working Group, chaired by OCHA, was reactivated in response to increasing flooding; this became a forum for inter-cluster coordination and decision-making. It also helped to disseminate the Inter-Agency Action Plan for Flood Preparedness and shared early warning information which enhanced planning and response. Lessons learned during the flooding that will build local capacity to respond to future floods include: the need for more systematic river-level gauging and early warning; the need for pre-positioning of boats; standby plans to rapidly contract civilian helicopters; and disaster risk mitigation and early recovery programmes.

OCHA administered the Humanitarian Response Fund (HRF), which during 2006 funded 22 projects to alleviate the suffering of drought- and flood-affected communities, build resilience and reduce vulnerability to future shocks. Efforts were made to make the HRF more accessible to local NGOs, enhance local capacity and increase access.

The 2006 Somalia CAP maintained links with the Joint Needs Assessment (JNA). During the JNA phase, which coincided with CAP consultations, the JNA built on CAP conclusions to ensure appropriate linkages and avoid duplication. The Flood Response Plan, with the inclusion of rehabilitation projects, encouraged the transition to development. Unlike previous years, and given the JNA process, in 2006 the Somalia CAP's strategic goals shifted to emphasize humanitarian priorities, while ensuring links to longer-term rehabilitation and development. For example, in the absence of a multi-donor trust fund the Interim Support Fund for Somalia was included in the CAP to address the country's transitional needs.

>> Performance Evaluation

- In January, a memorandum of understanding was signed with the TFG on access and protection, and by July local district commissioners in South/Central Somalia had signed 16 'Statements of Commitment' on basic humanitarian principles. Implementing the re-engagement concept note, OCHA chaired an Operations Management Cell which coordinated and facilitated a degree of re-engagement in South/Central Somalia.
- Joint IDP programming was successfully piloted in Boosaaso where a multi-agency integrated response improved living conditions in existing sites and made progress on resettlement sites. The Protection Monitoring Network and Population Movement Tracking initiatives expanded to involve over 30 local NGOs, providing analyses of violation and movement patterns which informed protection activities and advocacy.
- In Somaliland and Puntland, OCHA strengthened existing government emergency coordinating bodies by facilitating the establishment of a number of clusters to respond to ongoing or new humanitarian issues and emergencies. OCHA's support through the cluster mechanisms was key to helping national authorities in the identification of priority needs for sustainable results alongside the humanitarian response – facilitating the shift from emergency to recovery in transition areas.
- The 2006 CAP was 59 per cent covered compared to 61 per cent in 2005, but in absolute terms it received more funds (US$ 192 million against the previous US$ 163 million).
- Of the US$ 8 million requested for the HRF, US$ 6.3 million was received (plus US$ 1.4 million carried over from 2005) which enabled the funding of 22 projects. Recent evaluation missions, including an inter-agency Real Time Evaluation of the Drought Response, recognized the HRF as useful in supporting activities and agencies that would not be considered by other funding mechanisms.

Sudan

http://ochaonline.un.org/sudan

>> Context

The massive humanitarian operation in response to continuing and increasing humanitarian needs in Sudan remained the largest in the world in 2006. The ongoing conflict in Darfur, the worsening security environment and its associated protection and humanitarian challenges, as well as the return of hundreds of thousands of displaced Sudanese to a challenging environment, meant that millions continued to rely on humanitarian assistance. Despite ongoing security and access difficulties, OCHA worked to improve the quality of humanitarian aid in Darfur, coordinating with partners to ensure adequate humanitarian coverage in all life-saving sectors, and supporting assessments and interventions to newly displaced populations.

The second year of the implementation of Sudan's Comprehensive Peace Agreement proceeded, although with delays in some sectors. The security situation in Southern Sudan improved overall, allowing greater access and for humanitarian partners to focus on providing basic social services for the expected influx of returns during 2006. While humanitarian assistance remained crucial, some areas were able to begin the transition to recovery activities. Intermittent violence and insecurity related to tribal and resource-based conflict, attempted disarmament and the occasional spillover of the Lord's Resistance Army (LRA) conflict still limited humanitarian outreach and progress in recovery assistance for the expected areas of return.

In the north, the long-awaited peace agreements for both the east and for the Darfur region had very different effects. The Eastern Peace Agreement, signed in October 2006, paved the way for increased access and reinvigorated recovery assistance – and OCHA's gradual phasing out in the region. While maintaining operating capacity and a credible coordination capacity for the ongoing humanitarian and recovery situation, OCHA prepared for a gradual handover to partners in the east, including government counterparts, the United Nations Mission in Sudan's (UNMIS) and the RC.

>> Sudan

Requirements	18,554,569
Income from Voluntary Contributions[1]	21,381,521
EXPENDITURE	
Staff Costs	10,274,543
Consultant Fees and Travel	63,643
Travel	1,401,484
Operating Expenses	2,784,673
Contractual Services	66,050
Supplies, Materials, Furniture and Equipment	1,382,867
Fellowships, Grants and Contributions	61,450
Programme Support Costs	2,086,936
Total Expenditure (US$)	**18,121,646**

[1] Includes allocations from the Field Coordination Reserve Fund of US$ 1,800,000 and US$ 8,768,074 from the pooled funding managed by UNDP

>> Darfur Humanitarian Information Centre

Requirements	439,443
Income from Voluntary Contributions	–
EXPENDITURE	
Staff Costs	164,403
Consultant Fees and Travel	–
Travel	35,750
Operating Expenses	21,802
Contractual Services	4,250
Supplies, Materials, Furniture and Equipment	97,128
Fellowships, Grants and Contributions	326,054
Programme Support Costs	42,033
Total Expenditure (US$)	**691,420**

The Darfur Peace Agreement was signed by some (but not all) of the parties to the three-year old conflict in early May 2006. Instead of bringing political resolution, during the second half of 2006 the Darfur crisis became increasingly characterized by factionalization of armed movements, heightened violence against civilians (including aerial bombings), ethnically motivated attacks on civilians and continued unrelenting sexual violence against women. The number of civilians affected by the conflict rose to 4 million at year end; 2 million of these were IDPs (many of whom had been displaced multiple times). By the end of the year humanitarian space and access to people in need were at their lowest point since the start of the large-scale humanitarian operation in April 2004.

At the Khartoum level, an IASC was established with the participation of the IFRC, the ICRC and three NGOs representing the broader NGO community. NGOs contributed to decision-making and discussions on critical humanitarian issues and benefited from UNMIS briefings on a range of political and civil affairs issues.

>> Objectives

- Improve the coordination of humanitarian assistance to IDPs and other populations in need.
- With key partners, support the spontaneous and assisted returns of IDPs.
- Ensure transition arrangements are in place for coordination functions to be taken on by the RC in certain areas.
- Strengthen the capacity of local counterparts to take on coordination responsibilities, particularly in Southern Sudan.
- Institute more effective disaster early warning and rapid response.
- Improve resource mobilization and tracking.

OCHA also worked to secure unimpeded and safe access to populations in need.

>> Activities and Accomplishments

OCHA played a lead role in the development and management of the humanitarian component of the United Nations and Partners Work Plan for Sudan – the strategic planning, coordination and fund-raising tool for United Nations and NGO partners in Sudan covering humanitarian, recovery and development activities.

The Emergency Preparedness and Response (EP&R) Unit led or participated in 24 emergency assessments in 2006 – on issues as diverse as inter-tribal conflicts, LRA attacks, disease outbreak and floods – and ensured that key recommendations were addressed by partners through relevant action and the delivery of relief items. OCHA also led contingency planning on behalf of humanitarian partners to ensure preparedness and a coordinated response to flooding in the north and the constantly shifting security environment in Darfur.

The Common Humanitarian Fund (CHF) for Sudan, a pooled funding mechanism to provide timely and predictable funding for humanitarian assistance in Sudan, was first piloted in 2005 and made fully operational in 2006. Under OCHA's management of the CHF, more than US$ 165 million supported priority projects throughout Sudan during the year.

Throughout the year, OCHA played a critical mediation role on behalf of humanitarian partners with the Government of National Unity, opposition armed groups and other parties such as the African Union Mission in Sudan. It worked on adherence to the Moratorium on Restrictions for Humanitarian Work, respect for humanitarian space, principles and freedom of movement for aid workers, and increased measures to protect IDPs and civilians. OCHA also mediated on behalf of NGO partners to allow them to continue their humanitarian work unimpeded.

OCHA consolidated its field presence throughout Southern Sudan, with coordination offices in all but one of the ten southern states. OCHA supported government entities at both central and state levels in close cooperation with its Southern government counterpart, the Southern Sudan Relief and Rehabilitation Commission (SSRRC), so that it may gradually assume the lead in relief efforts. OCHA also successfully established accommodation facilities to encourage NGOs to move their management structures from Nairobi to Juba. The EP&R Unit worked with partners in the field in assessing needs and preparing necessary responses.

Through its Information Management Unit, OCHA provided maps and other print and online information products to support planning and response of relief operations. Over 7,000 requests from more than 300 organizations were processed in 2006. OCHA also provided IT support to the NGO Centre established in 2006 within the United Nations compound in Juba, a space

with 14 internet-connected computer stations for use by established and visiting NGOs.

OCHA supported the Government of Southern Sudan's Secretariat for Ugandan Peace Talks in negotiations between the Government of Uganda and the LRA. This promoted the productive continuation of the talks, aimed at preventing further conflict and advancing the protection of civilians. OCHA also arranged the first-ever meeting between the ERC and the leadership of the LRA to support and encourage peaceful dialogue and mediation.

Although OCHA handed over management of the tracking and monitoring of south-bound returnees to IOM, it continued to provide guidance and advice during the transition period. In the areas of return, OCHA assessed and monitored communities, pre-empting decline into emergency situations and planning appropriate responses where needed. In parts of the south recovery and development efforts have begun, and in four of the ten states the RC's Office has direct responsibility for coordination, while still providing coordination support in five.

>> Performance Evaluation

- Coordination and monitoring and evaluation structures were improved to the point where all planning activities for Darfur were conducted by field-based staff. The establishment of Inter-Agency Management Groups by OCHA in the main field centres contributed to improved and transparent coordination among all international partners.
- The Moratorium on Restrictions for Humanitarian Work was extended. A technical group was established at the end of the year, including key NGOs and the government, to review the implementation of the 'fast track' policy provided for in the Moratorium.
- OCHA negotiated for access to vulnerable populations, including facilitating CERF funding for extra helicopters to access those areas not reachable by road due to insecurity and violence. Despite this, by the end of the year aid agencies agreed that earlier gains made in reducing malnutrition, mortality and disease were gradually being lost.
- OCHA provided logistical support to the SSRRC as well as government entities at both central and state levels in carrying out missions, capacity-building and setting up offices in all ten of the southern states – with the intention that the SSRRC will gradually assume a leading role in relief efforts.
- Four CHF allocations took place in 2006 in Sudan, with over US$ 165 million allocated to 149 humanitarian projects. The establishment of the Emergency Response Fund (ERF) managed by the EP&R Unit in November saw 22 projects funded in the amount of US$ 1.1 million. A grant of US$ 25 million from the CERF was allocated to Darfur to address disease outbreaks and to enable the humanitarian community to provide life-saving assistance to newly displaced populations in the latter half of 2006.
- Against the US$ 1.6 billion requested for humanitarian activities in the 2006 Work Plan, more than US$ 1.14 billion was raised. More than 770 projects by around 100 partners across 12 sectors were included in the 2007 United Nations and Partners Work Plan for Sudan, which for the first time contained more projects by NGO partners than by United Nations agencies.

Southern Sudan

Challenges of Coordinating in a Transition Environment

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Improved Stability

The provisions of the Comprehensive Peace Agreement signed in 2005 have gradually been implemented during 2006, bringing tangible peace dividends for the people of war-torn Southern Sudan. Despite recurrent security incidents, the Cessation of Hostilities Agreement between the Government of Uganda and the Lord's Resistance Army has also resulted in significant improvements in many formerly volatile areas.

This has enabled the Government of Southern Sudan and the state governments, with the support of the international community, to proceed with the provision of public services. While the capacity of local health and education facilities leaves room for improvement, significant progress has been made in 2006 in building their presence across Southern Sudan.

Transition to Recovery and Development

By late 2006, all United Nations agencies had made plans to shift their focus to recovery and development. In many locations, the World Food Programme moved from general food distribution to programmes such as 'food-for-work' and 'food-for-recovery', and it plans to all but phase out general food distribution in 2007. The World Health Organization, while supporting the government in its emergency response to outbreaks of communicable diseases, intends to focus on capacity-building for its Southern Sudan counterparts in 2007. Local counterparts are expected to progressively assume responsibility for health facilities currently managed by INGOs.

During the second half of 2006, OCHA started the transfer of coordination functions at state level to the RC's Office, whose mandate focuses on recovery and development. Through a gradual handover, OCHA is ensuring that the RC's Office has time to acquire the specific competencies that OCHA has developed through its extensive field presence in Southern Sudan. In addition to transferring knowledge and expertise, OCHA is also working to ensure a smooth transfer of leadership for the strong network it has created among the humanitarian community, in particular with NGOs.

Empowering Local Structures

Based in Juba, the OCHA Emergency Preparedness & Response Unit leads humanitarian organizations in the development of contingency planning and in the implementation of emergency response. In 2006, the unit finalized plans for the identification and training of Emergency Response Teams in all ten states of Southern Sudan, which will be in charge of conducting rapid assessments and responding to emergencies – from floods, to epidemics, to protection incidents. Humanitarian organizations will in this way be empowering local government structures while responding to emergencies – allowing them to take the lead in meeting the remaining humanitarian needs of the population, while improving the provision of social services.

Lessons Learned

Ideally, the coordination of international assistance should be seamlessly transferred from OCHA to recovery actors. However, as in many post-conflict situations, Southern Sudan has been stripped of its already very meagre basic services and capacities as a result of many years of war. While peace and security are increasing, other aspects of life remain much the same as they were during the humanitarian crisis. Recovery programming changes, for the most part, in name only – while everything else, from planning to implementation to monitoring, remains the same. OCHA continues to struggle with this dilemma: since there is no 'traditional' emergency or disaster it should be phasing out operations, but this withdrawal of humanitarian inputs and actors can jeopardize a fragile recovery situation. A fine balance must be achieved.

Uganda

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Requirements	3,603,900
Income from Voluntary Contributions	2,625,379
EXPENDITURE	
Staff Costs	1,984,768
Consultant Fees and Travel	20,209
Travel	151,159
Operating Expenses	470,708
Contractual Services	41,000
Supplies, Materials, Furniture and Equipment	290,924
Fellowships, Grants and Contributions	2,617
Programme Support Costs	384,981
Total Expenditure (US$)	**3,346,366**

>> Context

The security situation in northern Uganda improved dramatically in 2006, as evidenced by the net decrease in Lord's Resistance Army (LRA) activities in the first half of the year. The trend culminated with the signing of a Cessation of Hostilities agreement between the LRA and the government of Uganda in August as part of the Juba Peace Process – resulting in an expanded humanitarian footprint. In the Acholi and Lango districts, military escort was only required for 26 IDP camps (of a total of 163). The Cessation of Hostilities agreement prompted sufficient cautious confidence among some IDPs in Acholi districts to move out of the main displacement camps to new settlement sites closer to their homesteads. Along with relaxed movement restrictions, this allowed for increased access to arable land. Returns also continued in the Lango districts. The security and humanitarian situation in the predominantly pastoralist Karamoja districts deteriorated due to a combination of drought and the Uganda People's Defense Force (UPDF) stepping up its forceful disarmament programme. Escalating violence led to the deaths of more civilians and military personnel during the year than in the LRA conflict-affected districts. The confrontation in Karamoja spilled over into areas bordering the Teso districts, where up to 130,000 people remained displaced. In response, United Nations agencies undertook a series of needs assessments and began to ramp up humanitarian programmes.

The inter-agency cluster approach was introduced in Uganda during 2006. Although the pace of its implementation varied between clusters, most developed strategies to guide their work and almost all undertook service availability mapping as a first step towards identifying priority needs and gaps in service provision. The creation of an Inter-Cluster Technical Working Group ensured that cross-cutting issues such as gender equality and HIV/AIDS were mainstreamed in the cluster strategies.

>> Objectives

- Support the implementation of the National IDP Policy.
- Improve the human rights and humanitarian protection response.
- Improve coordination tools for humanitarian response in the districts affected by conflict (in 2006 these coordination responsibilities partially shifted to cluster leads, and OCHA refocused accordingly by supporting cluster leads in fulfilling this objective).
- Consolidate OCHA's information management capacity.
- Support the transition from emergency to recovery in relevant districts.

>> Activities and Accomplishments

OCHA supported the secretariat for the Joint Monitoring Committee (JMC) set up by the government (in collaboration with the United Nations system and the

Core Group), with a view to defining and implementing an improved response to the humanitarian emergency in northern Uganda.

With the United Nations Department of Safety and Security, and in response to growing violence, OCHA led the creation of the Karamoja Task Force for coordination of early warning and collation of security information.

In partnership with UNHCR, OCHA advocated with the government, district authorities and the UPDF for freedom of movement for IDPs. Where the security situation permitted, OCHA promoted a shift in the UPDF security set-up – from security perimeters and curfews in IDP camps to larger safe areas.

OCHA consistently supported the rolling out of the cluster approach, conducting 13 presentations and discussions with approximately 400 stakeholders at both district and central levels (including United Nations staff, NGO staff, government officials and resident ambassadors). OCHA assisted cluster leads in developing coordination tools such as real-time electronic communication forums, standardized reporting formats for accountability to the HC and 'Who Does What Where' databases. OCHA Uganda and the Humanitarian Reform Support Unit also organized the Cluster Self-Assessment exercise in late October which led to significant new initiatives being considered and activated in 2007. For example, the 'Heads of Cluster' mechanism was initiated for incorporating cross-cutting issues, addressing ongoing cluster rollout issues and consolidating efforts among clusters towards a complete response to the needs. Furthermore, in an effort to enhance partnership among all humanitarian actors, the IASC-CT has been bolstered to be much more representative and inclusive of non-United Nations actors.

OCHA supported UNDP and other partners in the definition of standardized tools and methodology for early recovery assessments. It participated in a joint assessment and needs evaluation and contributed to the elaboration of a framework guideline for recovery interventions in all clusters.

OCHA provided support to the Juba Peace Process through the recruitment, deployment and secondment of staff to Juba to assist in the management of the Juba Initiative Project. It also provided humanitarian advice to the mediation team and negotiating parties.

>> Performance Evaluation

- OCHA contributed to national IDP policy clarification and the consolidation of messages from all levels of government to IDPs through its support to the JMC, the creation of Return Committees on Population Movement in Acholi districts and the organization of the Population Movement Workshop. Around 180,000 IDPs were able to move to transitional settlement sites closer to their areas of origin in Acholi districts, and 230,000 returned home in Lira district.
- Progress in early recovery was mixed. OCHA supported UNDP in the establishment of the early recovery cluster and in carrying out early recovery assessments in Lira.
- OCHA, the Uganda Human Rights Commission and local governments (in partnership with the OHCHR) completed the establishment of human rights promotion and protection sub-committees in seven districts. This enhanced the human rights capacity of local authorities, improved monitoring, reporting and follow-up with authorities on human rights issues, and increased human rights awareness.
- OCHA improved its coordination role in the preparation of the CHAP/CAP 2007, which was more focused on the districts and involved greater numbers of NGO partners, resulting in a clearer analysis of the humanitarian situation. CAP 2006 funding requirements were covered to the record level of 91 per cent. OCHA successfully promoted the increased involvement of NGOs in the IASC-CT, resulting in streamlined strategic coordination.

Zimbabwe

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http://ochaonline.un.org/zimbabwe

Requirements	2,321,906
Income from Voluntary Contributions	1,266,173
EXPENDITURE	
Staff Costs	1,170,171
Consultant Fees and Travel	20,200
Travel	95,051
Operating Expenses	156,128
Contractual Services	800
Supplies, Materials, Furniture and Equipment	87,258
Fellowships, Grants and Contributions	6,769
Programme Support Costs	199,728
Total Expenditure (US$)	**1,736,105**

>> Context

In 2006 the humanitarian situation in Zimbabwe was characterized by a combination of acute humanitarian needs (lack of shelter, lack of access to potable water and sanitation facilities, food insecurity and cholera outbreaks) and more protracted chronic vulnerabilities (inadequate access to basic social services, insufficient agricultural inputs and disrupted livelihoods). Throughout the year, the humanitarian situation was negatively impacted by the worsening economic situation, characterized by hyperinflation (over 1,000 per cent in 2006), negative growth (estimated by the International Monetary Fund at –5 per cent in 2006) and a shortage of foreign exchange.

The HIV/AIDS pandemic directly affected about 20 per cent of the population and continued to take a heavy toll on society as a whole, causing an average of 3,000 deaths per week and a concomitant rise in the number of orphans and vulnerable children (1.4 million in 2006). Credible reports also indicated that some mobile and vulnerable populations encountered increased exposure to sexual exploitation and abuse in their attempts to access basic services. Factors such as inadequate social protection mechanisms in new settlements and the severe decline in opportunities for livelihoods compounded the negative exposure of these affected populations. Against this background, an OCHA field office in Zimbabwe was established on 1 January 2006 to strengthen support to the HC, the IASC-CT, government, donors and the humanitarian community at large.

In 2006, Zimbabwe received two allocations of US$ 1 million from the CERF – both from the grant facility for under-funded crises. Based on the recommendations of the IASC-CT, the first allocation was channelled to under-funded projects in nutrition, shelter, child protection and cholera response. The second allocation was channelled to projects in health, water/sanitation, shelter and food. In all cases, the CERF grants helped fill critical gaps in the response which had grown over time due to the absence of other funding.

>> Objectives

- Transform the UNDP Humanitarian Support Team into an OCHA field office to be tasked with ensuring capacity in support of humanitarian programming and facilitation of the interface between humanitarian relief and development issues.
- Reduce existing dependence and support sustainable solutions.
- Develop a humanitarian strategy to ensure a smooth, progressive transition from humanitarian to recovery programming.
- Strengthen coordination capacity for facilitating analysis, humanitarian assessment and response, and for ensuring transparency among all key stakeholders through the establishment of an efficient Financial Tracking System (FTS).

- Build a common understanding with the Government of Zimbabwe on key policy areas impacting on livelihoods, food security and access to basic services.

>> Activities and Accomplishments

In 2006, OCHA supported the HC, the IASC-CT and the wider humanitarian community in strengthening coordination mechanisms and developing a common approach to strategic programming – ensuring more timely and effective response and improved information-sharing and contingency planning. OCHA ensured that the policy decisions of the IASC-CT were implemented on a consistent basis throughout 2006; coordination mechanisms established included a monthly IASC meeting, donor and bi-monthly NGO forums and technical group meetings.

In order to make coordination and information-sharing more efficient among the sectors, OCHA established a bi-monthly meeting for the chairs of the sectoral working groups. In collaboration with the humanitarian community, it facilitated the sharing of information through production of the monthly humanitarian situation report and the 'Who Does What Where' database.

OCHA advocated for and facilitated the development of a consolidated appeal with dual focus on humanitarian relief and transitional support. It supported the implementation of the 2006 CAP, and facilitated the CAP Mid-Year Review. OCHA also facilitated the development of the 2007 CAP, which served as the IASC-CT's common analysis of the humanitarian situation and required response. OCHA set up an FTS for humanitarian contributions to CAP projects as well as those outside of the CAP.

OCHA collaborated with the government's Civil Protection Unit (CPU) in strengthening emergency preparedness in disaster-prone areas around the country. It also worked closely with the CPU and humanitarian partners in organizing multisectoral field assessments and ensuring a coordinated and timely response following earthquakes, floods and storms.

>> Performance Evaluation

- In January 2006, OCHA achieved its stated objective of transforming the UNDP Humanitarian Support Team into an OCHA field office. Sectoral working groups were fully functioning, with OCHA support, in the areas of water/sanitation, child protection, nutrition, health, education, shelter, agriculture and food. By the end of 2006, the cluster approach had not yet been systematically implemented, although certain elements of the approach were being adopted by some sector leads on an ad-hoc basis.
- Overall funding for the 2006 CAP was 64 per cent (US$ 146 million received out of US$ 242 million requested), compared to only 14 per cent (US$ 12 million received out of US$ 90 million requested) for the 2003/2004 CAP for Zimbabwe (the government declined the 2005 CAP). Funding for under-funded sectors such as education and shelter increased from 4 per cent and 0 per cent in 2003/2004 to 28 per cent and 23 per cent in 2006 respectively.
- Despite the involvement of United Nations agencies, churches, national and international NGOs, the Red Cross Movement, donors and some government line ministries in the 2007 CAP process, disagreement persisted between government authorities and the international community on the magnitude of the humanitarian situation in Zimbabwe. There continued to be limitations on access to mobile and vulnerable populations, and relief agencies were restricted from conducting joint inter-agency assessments in certain parts of the country. Timely responses to the needs of these populations suffered as a result.
- OCHA made progress with the Ministry of Public Service, Labour and Social Welfare in identifying practical solutions to issues relating to NGO registration, memoranda of understanding and Temporary Employment Permits.
- OCHA made only limited progress in the promotion of humanitarian principles through trainings and regular field visits because of insufficient access and constraints resulting from the declining economic environment.

Regional Office for Central and East Africa

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http://ochaonline.un.org/rocea

Requirements	2,036,498
Income from Voluntary Contributions[1]	1,224,245
EXPENDITURE	
Staff Costs	1,234,214
Consultant Fees and Travel	6,040
Travel	86,680
Operating Expenses	153,885
Contractual Services	13,750
Supplies, Materials, Furniture and Equipment	42,100
Fellowships, Grants and Contributions	29,400
Programme Support Costs	203,589
Total Expenditure (US$)	**1,769,658**

[1] Includes allocations from the Field Coordination Reserve Fund of US$ 168,709

>> Context

The humanitarian situation in Central and East Africa during 2006 featured widespread conflict (Somalia and the Darfur–Chad–Central Africa Republic [CAR] triangle), a high incidence of natural disasters (drought in the Horn of Africa region from late 2005 throughout 2006, and heavy flooding in late 2006) and increased human vulnerability due to a cycle of climate-related shocks that allowed very little recovery time for large numbers of pastoralists and agro-pastoralist communities (north-eastern Kenya, southern Somalia, southern Ethiopia, Djibouti and Eritrea). There were also high malnutrition rates and increases in the incidence of communicable diseases including measles and polio. Poor infrastructure and insecurity hindered humanitarian access to affected populations, especially in Somalia, and the Darfur–Chad–CAR triangle. Thirty NGOs and United Nations compounds were targeted by armed bandits, resulting in the deaths of 12 relief workers in Darfur. The stalemate continued over the Ethiopia–Eritrea border issue and peace talks between the Lord's Resistance Army (LRA) and the Government of Uganda stalled.

Challenges in the Great Lakes region included poor absorption capacity for returnees and IDPs (Tanzania, Burundi, Rwanda), structural and financial deficiencies in public and private institutions, poor governance and corruption, a reported increase in human rights violations and residual incidents of physical insecurity and food insecurity in Burundi and Tanzania. However, the signing of a ceasefire agreement between the Government of Burundi and the remaining rebel group, the Palipehutu-FNL, added a glimmer of hope to political transition in the region – which featured the first historic democratic elections in the Democratic Republic of Congo (DRC) in more than 40 years.

>> Objectives

- Improve support and assistance to country offices and UNCTs.
- Enhance regional planning and response, including the development of appropriate disaster preparedness and response mechanisms and tools.
- Advocate and mobilize resources for humanitarian needs in the region.
- Improve the quality of information services provided at the regional level.

>> Activities and Accomplishments

In support of country offices and UNCTs in the region, the Regional Office for Central and East Africa (RO-CEA) undertook surge and technical support missions both within the region and outside it (Sri Lanka, Côte d'Ivoire). Considerable support was provided to UNCTs in the region on humanitarian reform, advocacy, public information and the CERF. The Kenya Unit, established in mid April 2006, was integrated within the RO-CEA administrative structure in order to reinforce OCHA's

support to the UNCT in Kenya – especially in ensuring a coordinated inter-agency approach to planning and response to the increased humanitarian emergencies faced by Kenya and parts of the Horn of Africa region.

Following a training needs assessment conducted in early 2006, RO-CEA supported trainings on Field Information Management, Humanitarian Charter and Minimum Standards in Disaster Response (Sphere), the Humanitarian Information Network, Early Warning – Early Action, and Humanitarian Reform. It also co-hosted and facilitated a Civil–Military Coordination Course, an inter-agency training session on Sexual Exploitation and Abuse and a Training of Trainers on IASC guidelines on sexual and gender-based violence and HIV/AIDS in emergencies organized by regional partners and OCHA headquarters. Training initiatives by partners in the region benefited from RO-CEA technical and organizational support, including the Second African Drought and Development Forum, World Vision Roundtable Meetings and WHO consultations.

RO-CEA undertook significant work on cross-border preparedness and planning, sectoral and thematic coordination and emergency response mechanisms. Surge and technical support to preparedness activities, contingency planning and emergency response in the Republic of Congo, Chad, DRC, Somalia, Kenya, Ethiopia and Côte d'Ivoire was also provided. Regional working groups were organized to respond to issues such as the Rift Valley fever outbreak, flooding in the Horn of Africa and the cross-border impact of the Somalia conflict.

Scenario Development Workshops provided a forum for building awareness and consensus on vulnerabilities, livelihoods and response capacities, and to forecast possible scenarios for cross-border analysis and multi-country contingency plans. RO-CEA facilitated discussions on the implementation of the cluster approach at the regional level and the possible creation of a regional coordination body. Whilst the cluster approach was not implemented at the regional level, discussions on how best to apply humanitarian reform principles are expected to be formalized in 2007.

RO-CEA managed the regional CAP for the Great Lakes region and provided support to development of CAPs in Chad, DRC and Somalia. It also facilitated a regional CAP for the Horn of Africa to respond to the needs of drought-affected people. These processes included: ongoing consultations with stakeholders at country, regional and headquarter levels; monitoring of context and response; and dissemination of relevant information and analysis.

>> Performance Evaluation

- RO-CEA provided more than 50 weeks of surge and technical support to country offices and UNCTs both within and outside the region which led to the review of operation systems in several country offices and the establishment of administrative checks. Administrative delays in identifying dedicated capacity at the country level remained a challenge for RO-CEA's ability to respond to increased demand in the region.
- OCHA enhanced its coordination of regional planning mechanisms, especially within the sectoral groups (including food security, gender and gender-based violence, HIV/AIDS, child protection and health) and within the framework of the Regional Inter-Agency Working Group. Multi-country contingency plans and response strategies for the Darfur–Chad–CAR triangle, the three-country impact of conflict in Somalia, and Avian and Human Influenza were developed with RO-CEA's regional support.
- The launch of the 2007 Great Lakes Regional CAP, managed by RO-CEA, highlighted humanitarian needs in transition processes as well as the continued prevalence of sexual and gender-based violence in crisis. The Horn of Africa CAP was an effective tool in advocating on issues related to pastoral livelihoods and resilience-building in the region.
- Despite limited capacity during 2006, RO-CEA's Information Management Unit promoted data sharing and standardization with regional partners through the distribution of analytical reports (including cross-border maps), in addition to maintaining and publishing core GIS data layers. Technical support to the OCHA-hosted Inter-Agency Working Group website was provided. RO-CEA maintained a comprehensive contact list of partners (donors, United Nations, NGOs, media and country offices) and it is developing a 'Who Does What Where' database.

www.humanitarianinfo.org/iawg-nairobi

Regional Office for Southern Africa

http://ochaonline.un.org/rosa

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Requirements*	1,889,734
Income from Voluntary Contributions[1]	1,017,411
EXPENDITURE	
Staff Costs	821,913
Consultant Fees and Travel	–
Travel	97,653
Operating Expenses	178,163
Contractual Services	33,454
Supplies, Materials, Furniture and Equipment	23,650
Fellowships, Grants and Contributions	102,431
Programme Support Costs	168,667
Total Expenditure (US$)	**1,425,931**

[1] Includes allocations from the Field Coordination Reserve Fund of US$ 417,411
* Includes SAHIMS

>> Context

During 2006 there was a significant improvement in the humanitarian situation in Southern Africa, with the number of food-insecure people dropping from 12 million to 4.3 million. This was largely the result of a successful 2005–06 harvest in most countries. Nonetheless, more persistent underlying issues such as HIV/AIDS and poverty meant that millions of people remained chronically vulnerable and food-insecure. The region experienced shocks from natural hazards including floods, drought, cyclones and earthquakes, which – combined with the high levels of chronic vulnerability – continued to threaten the lives and livelihoods of millions of people.

Transitory crises often associated with climatic events still received the most immediate and urgent attention in the region, despite the fact that most of the hungry (approximately 90 per cent) suffer from chronic hunger and more deaths are related to malnutrition than to transitory food insecurity. Actors in 2006 reflected critically on the need for more concerted efforts to address chronic – as opposed to transitory – vulnerability. A fundamental reorientation of strategies and programmes is needed to prioritize responses to this chronic crisis.

>> Objectives

- Provide strategic and operational coordination services at the regional level along with coordination support for preparedness and response to the RC system.
- Strengthen advocacy and communication for humanitarian response, access and protection, resource mobilization and partnerships.
- Facilitate resource mobilization for humanitarian action.
- Support information management (Southern Africa Humanitarian Information Management Network [SAHIMS]).

>> Activities and Accomplishments

In support of strategic and operational coordination at the regional level to strengthen local preparedness and response, RO-SA led the Regional Director's Team (RDT) Emergency Preparedness and Response Cluster and chaired the regional IASC forum, and supported the work of the Special Envoy of Humanitarian Needs in Southern Africa who visited the region twice in 2006. Through these, OCHA facilitated information-sharing for the development of a common view of regional vulnerabilities, including the issues surrounding transitory and chronic vulnerability and a coordinated response to these. Debate and action were facilitated on broadening the scope of national vulnerability assessment to include measures of chronic vulnerability and harmonization of assessment tools across countries. RO-SA undertook joint advocacy on regional issues for a global audience, in particular raising the profile of the needs of chronically vulnerable households as a result of the triple threat (HIV/AIDS, food insecurity and weak governance). Attention was also drawn to neglected humanitarian issues in the region such as the acute cholera crisis in Angola, which bolstered the response.

RO-SA worked on strengthening its information management tools through SAHIMS, to support relief to development programming and monitor progress towards the Millennium Development Goals. It incorporated development indicators into Vulnerability Assessment Committee (VAC) databases and provided training to national VAC members on the DevInfo system. As a result, Zambia, Lesotho and Malawi now have increased capacity to analyse vulnerability through both humanitarian and development indicators.

RO-SA spearheaded Avian and Human Influenza (AHI) non-health contingency planning in the region, and facilitated programme coordination through a regional inter-agency AHI platform for Southern Africa, in close cooperation with the Southern Africa Development Community.

In responding to the major earthquake in Mozambique, OCHA's Regional Office for Southern Africa (RO-SA) deployed a Humanitarian Affairs Officer to assist the RC in supporting the government and its international partners to assess the damage and develop a coordinated response plan. Subsequently, RO-SA assisted the UNCT in incorporating earthquake preparedness measures into their contingency plan.

In Malawi, where there were floods and food insecurity, RO-SA supported the RC and UNCT during the flash appeal which ran until March 2006 to meet the needs of thousands of food-insecure people. In addition, RO-SA provided technical support to the Inter-Agency Contingency Plan on floods using the cluster approach. This was the first instance of humanitarian reform being applied in the region.

In Namibia, RO-SA provided in-country rapid response support during the Marienthal floods in March 2006, and subsequently assisted the government in finalizing an inter-agency flood contingency plan. RO-SA also assisted the UNCT in establishing a Disaster Risk Management Technical Team to interface with the government.

Following the volcanic eruption in the Comoros, RO-SA deployed a Humanitarian Affairs Officer to strengthen national contingency planning, and in Madagascar and Lesotho, RO-SA assisted in the preparation of a United Nations Inter-Agency Disaster Plan, including information preparedness measures.

>> Performance Evaluation

- The Regional Inter-Agency Coordination Support Office (RIACSO) forum continues to function effectively. Its members, including donors, have recently validated the need for RIACSO – in particular noting that without it the current strength of operational and programmatic coordination at the regional level (notably NGO–United Nations cooperation) would be severely compromised. Since the merging of Central and East Africa with Southern Africa in the RDT, partners have asked for a similar regional IASC to be created in the OCHA Regional Office for Central and East Africa, Nairobi, demonstrating the added value they have experienced in Southern Africa.
- RO-SA attempted to revitalize the regional IASC advocacy forum, which was activated initially to raise the profile of the triple threat. The aim in 2006 would then have been to raise the profile of ongoing humanitarian needs in the region, however partners felt that given the overall improvements in the region, there was no need for joint advocacy efforts.
- The Malawi Flash Appeal mobilized a total of US$ 57 million out of the US$ 73 million requested (coverage of 78 per cent) for a response to food insecurity. In addition, US$ 2.5 million was awarded from the CERF to Southern Africa for humanitarian relief in Zimbabwe and Zambia. While Zimbabwe was allocated US$ 2 million for nutrition, shelter, child protection, health, water/sanitation and food, Zambia received US$ 500,000 for coordination and support services.
- In 2006, SAHIMS conducted 14 training workshops reaching more than 130 participants in Southern, Eastern and Central Africa. It also began a partnership with Natural Resources Canada to develop and implement a testing project for flood hazard risk mapping in four countries in Southern Africa (Namibia, Madagascar, Mozambique and Lesotho) in order to strengthen disaster response and preparedness capabilities. The network received a donation of ZAR 1.2 million from ABSA Bank via the South African Government for information management support to Lebanon. Contributions were also received from United Nations Development Group Office, UNICEF and WFP to provide DevInfo training and link MDG databases to disaster preparedness and response.

Regional Office for West Africa

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http://ochaonline.un.org/rowa

Requirements	3,507,337
Income from Voluntary Contributions[1]	3,270,118
EXPENDITURE	
Staff Costs	1,913,347
Consultant Fees and Travel	18,079
Travel	178,152
Operating Expenses	248,767
Contractual Services	157,778
Supplies, Materials, Furniture and Equipment	152,614
Fellowships, Grants and Contributions	20,000
Programme Support Costs	349,537
Total Expenditure (US$)	**3,038,274**

[1] Includes allocations from the Field Coordination Reserve Fund of US$ 924,099

>> Context

While the overall humanitarian situation in the West African region improved in 2006, there were still unacceptable levels of human suffering caused by under-nutrition, forced displacement, floods, epidemics and poorly functioning political systems.

In 2006 attention continued to be drawn to the issue of under-nutrition of young children in the Sahel. The population displacements in Guinea-Bissau in early 2006 also underlined the importance of being able to provide efficient and targeted humanitarian assistance and protect civilians forced to flee their homes. There is cautious optimism about the situation in Liberia and Sierra Leone, although humanitarian actors phasing out of Guinea and Liberia continue to raise concerns over the fragile human security environment.

>> Objectives

- Foster ongoing strategic and operational coordination efforts across the region.
- Contribute to the improvement of protection and the reduction of vulnerability in West Africa caused by humanitarian crises, including silent emergencies and natural disasters.
- Improve the use of information management and advocacy for decision-making and resource mobilization.

Developments within the framework of humanitarian reform were also taken into consideration, and across all these objectives focus was placed on its implementation in the region.

>> Activities and Accomplishments

Continuous and sustained donor support for humanitarian coordination in West Africa over the years had paid off, as key stakeholders in 2006 reached an agreement on priority transnational humanitarian issues that must be addressed in the coming years: Food Security and Nutrition in the Sahel; Rapid Response to Health Crises; and Protection and Population Movements. OCHA fostered strategic dialogue among governments and their partners on the types of cooperation that can be accessed to address humanitarian and human security needs in a comprehensive and integrated manner, for example the 10th European Development Fund, poverty reduction facilities, humanitarian appeals and UNDAF.

Given the regional implications of the situation in Côte d'Ivoire, RO-WA conducted a contingency planning process bringing together humanitarian CTs in Côte d'Ivoire and its five neighbours: Liberia, Guinea, Mali, Burkina Faso and Ghana. The process was appreciated by OCHA's partners, and allowed for enhanced cross-border collaboration and overall preparedness – setting an example which is now being followed elsewhere. RO-WA also facilitated national contingency planning by humanitarian CTs in the region.

With Avian and Human Influenza (AHI) appearing in West Africa in February 2006, extensive preparedness support was provided to governments and humanitarian CTs. In late 2006 OCHA established a small AHI unit tasked with setting up a regional AHI platform – pulling together the efforts of all actors under the guidance of the United Nations System Influenza Coordinator.

The OCHA Head of Office continued to advise the United Nations Office for West Africa's (UNOWA) Special Representative to the Secretary-General on humanitarian concerns, ensuring that they remained high on the agenda of the quarterly meetings of Special Representatives in Liberia, Côte d'Ivoire, Guinea-Bissau, Sierra Leone and West Africa. RO-WA assisted UNOWA, UNHCR and UNDP in the conduct of a sub-regional conference of the three countries of the Mano River Union (Guinea, Liberia and Sierra Leone) which aimed at formulating a sub-regional stability and solidarity pact.

Some of the outcomes of donors' investment in strengthening system-wide humanitarian coordination arrangements in West Africa were best shown by the improved ability of humanitarian actors to understand the nature and scope of humanitarian crises in West Africa, including the gaps in linkages with human security and development issues, and the use of appeal processes to ensure that resources are most effectively used.

In 2006 RO-WA took up the challenge of promoting humanitarian reform at both regional and national levels in all 18 countries it covers, and in this it actively engaged the Economic Community of West African States (ECOWAS). While humanitarian consultations with national counterparts were carried out primarily through the humanitarian CTs, consultations and coordination with the ECOWAS and the Permanent Interstate Committee for Drought Control in the Sahel continued at a strategic level in the areas of regional capacity-building and contingency planning.

Through the collection, processing and dissemination of information in 2006, RO-WA's Information Management Unit (IMU) enhanced the capacity of the Office to provide effective, timely and accurate coordination support to monitoring, planning and response. Along with supporting the day-to-day operations of RO-WA and the humanitarian community in general, the IMU also had a more long-term focus on data-preparedness. By better management of data, it ensured a more predictable response to the many humanitarian situations often overlooked due to lack of basic data.

>> Performance Evaluation

- The added value of the coordination processes carried out within the framework of the West Africa CAP was reflected by the growing engagement and proactive participation of humanitarian partners. The greater involvement of donors and the 95 per cent funding level (making it the best funded CAP in 2006) also testified to the quality of this process.
- In addition to regional contingency planning processes for Côte d'Ivoire+5 and AHI, RO-WA continued to provide assistance to humanitarian CTs in the region for updating of national contingency plans. In 2006, countries covered included Guinea-Bissau, Senegal, Togo, Niger, Mali and Burkina Faso, and the ability of RO-WA to run complex sub-regional inter-agency processes was more widely recognized by key partners.
- At the regional level, the information management and advocacy undertaken improved information-sharing and analysis and enhanced the effectiveness of regional coordination processes. The decision of the Emergency Relief Coordinator to allocate US$ 6 million from the CERF under-funded window to address nutritional needs in Burkina Faso, Mali and Mauritania during the most critical time of the lean season in 2006 was underpinned by analysis produced by RO-WA's IMU.

Middle East

SYRIAN ARAB REPUBLIC
LEBANON
ISRAEL
IRAQ
JORDAN
KUWAIT
SAUDI ARABIA
OMAN
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Requirements	1,974,441
Income from Voluntary Contributions	3,232,705
EXPENDITURE	
Staff Costs	362,993
Consultant Fees and Travel	190,002
Travel	231,719
Operating Expenses	185,973
Contractual Services	4,500
Supplies, Materials, Furniture and Equipment	143,765
Fellowships, Grants and Contributions	–
Programme Support Costs	160,027
Total Expenditure	**1,278,979**

>> Context

From 12 July to 14 August, a major military confrontation took place between Israel and Hezbollah. Sustained, heavy shelling and air strikes caused widespread destruction of the Lebanon's public infrastructure, including hospitals, schools and road networks, preventing the humanitarian community from accessing vulnerable populations and civilians fleeing war-affected areas. While many international agencies were aware of regional tensions, the scale and intensity of the crisis in Lebanon was not anticipated. Prior to the conflict, most agency or inter-agency contingency plans had not been updated for some time – if they existed at all.

As a result of the targeting and damage to infrastructure, an estimated 1 million people had fled their homes by 26 July. Of the 735,000 internally displaced, around 600,000 stayed with host families or sheltered in public buildings, while around 230,000 people fled to Syria, Cyprus, Jordan and the Gulf countries. The long-term impact of the destruction of parts of Lebanon's infrastructure is enormous and it is estimated that it will cost around US$ 3.5 billion to rebuild.

OCHA established short-term emergency response hubs in Beirut, Tyre and Sidon and provided support for civil–military coordination with the United Nations Interim Force in Lebanon (UNIFIL) in the south (Naqoura). OCHA provided logistical support from a hub in Cyprus, and undertook Lebanon-related information management, coordination and contingency planning support to the RC and UNCT in Damascus.

>> Objectives

- Promote a coherent and effective humanitarian response through the use of coordination structures and common service mechanisms.
- Ensure access and promote humanitarian space.
- Promote effective coordination and linkages between the international response architecture and the Lebanese government's Higher Relief Commission as well as other relevant national authorities through promotion of the cluster approach, and support transition to the recovery phase.
- Promote protection objectives through an international presence in the conflict-affected areas.

>> Activities and Accomplishments

On 20 July, OCHA deployed a three-person team following a request for support from the RC in Lebanon. By 30 July, the Emergency Relief Coordinator (ERC) had deployed an HC to set up and coordinate an IASC-CT during the emergency phase. Over the following weeks, the OCHA team expanded to 22 in total and it deployed one person to UNIFIL south of the Litani River. During the conflict, OCHA, under guidance from the HC, decentralized much of its presence to Tyre (including the establishment of an HIC) which was closer to the most urgent humanitarian needs.

Throughout the crisis, the HC and ERC sent key advocacy messages about the situation to the public.

Clear messages and high-level statements against the use of disproportionate force were given by OCHA senior management in the field and at headquarters. Reports and analysis supporting advocacy and programming were published, and a workshop was convened with local academics and research institutes on issues such as the humanitarian impact of cluster munitions, the humanitarian and socio-economic impact of Israel's blockade, and local perceptions of aid.

The cluster system was established in priority sectors in Lebanon, with representatives of partner organizations and United Nations agencies collaborating on identifying needs and filling gaps in service. Within the first week of conflict a flash appeal was issued, with cluster leads actively taking up their responsibilities in working with relevant parts of the government, and national and international NGOs.

The original flash appeal for Lebanon was launched for US$ 155 million, of which US$ 87.9 million was funded within six weeks (including US$ 5 million from the CERF). A rigorous prioritization process was conducted after six weeks (and the conclusion of hostilities) and the flash appeal was revised downwards – a move that was greatly appreciated by donors and the government. An interim humanitarian report on the progress of the flash appeal was issued seven weeks after the initial appeal launch, providing reassurance to the host government that expenditure was being carefully tracked and indicating to donors that an overall monitoring system was in place.

OCHA organized an After Action Review in Beirut which was attended by the RC, country heads of agencies, cluster leads, the Red Cross Movement and NGOs. Before the OCHA office in Lebanon was closed, an inter-agency contingency planning process was undertaken which incorporated lessons learned from the response to the crisis. The process was taken forward by OCHA's regional office in collaboration with the RC, and an inter-agency contingency plan is now in place.

>> Performance Evaluation

- OCHA responded quickly to the Lebanon crisis, but it faced difficulties in recruiting staff with the appropriate profile. Limited surge capacity continued to impact on OCHA's coordination capacity – although temporary re-assignment of staff from the region mitigated the situation. The deployment of two protection officers was instrumental in ensuring that protection was emphasized in the flash appeal, setting up the protection cluster, and promoting efforts to develop a comprehensive protection strategy.
- OCHA's report 'A Lasting Legacy: The Deadly Impact of Cluster Bombs in Southern Lebanon' was the basis of a number of press statements and speeches made by the ERC and the HC who both condemned the use of cluster bombs.
- There was no common assessment template allowing OCHA resulting in uncoordinated information gathering on humanitarian needs.
- Situation reports produced by OCHA were appreciated for their easily digestible and informative journalistic style. IRIN made an important contribution to public information efforts in Lebanon by publishing frequent humanitarian impact stories online and making a film on the impact of cluster munitions.
- OCHA coordinated with international NGOs, but had limited contact with local NGOs. Some local NGOs were well placed, however, to identify and service vulnerable populations, and – with tight restrictions on United Nations movement – they could have played a useful role in conducting assessments and monitoring aid delivery.
- Assistance was not always targeted well because data was often inaccurate, particularly on the location and numbers of primary and secondary displacement. Tracking of assistance was also poor.
- Shortening the emergency phase and the flash appeal, together with the decision to shift to early recovery, sent a positive signal that the government was in the driving seat and that humanitarian needs had largely been met; this was welcomed by donors. The OCHA office was subsequently close by the end of October.
- A Lesson Learning Review conducted by OCHA's Evaluation and Studies Section and the After Action Review conducted by the humanitarian CT found that most humanitarian needs were met during the Lebanon crisis, although the response was considered to be too supply-driven, and while OCHA played a vital advocacy role during the crisis, there were gaps in protection. The reviews also showed that a concerted effort must be made to engage government early in the process as this aids the subsequent transition out of humanitarian activities to recovery.
- OCHA was over-funded in Lebanon and was able to give US$ 500,000 and three vehicles to UNDP to support early recovery coordination.

occupied Palestinian territory

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http://ochaonline.un.org/opt

Requirements	2,866,100
Income from Voluntary Contributions	4,192,509
EXPENDITURE	
Staff Costs	1,795,568
Consultant Fees and Travel	9,090
Travel	46,936
Operating Expenses	355,289
Contractual Services	40,108
Supplies, Materials, Furniture and Equipment	83,850
Fellowships, Grants and Contributions	4,500
Programme Support Costs	303,594
Total Expenditure (US$)	**2,638,935**

>> Context

Since the beginning of 2006, political, economic and social conditions have deteriorated sharply for Palestinians in the occupied Palestinian territory (oPt). In 2006, 678 Palestinians and 25 Israelis were killed and 3,199 Palestinians and 377 Israelis were injured in the conflict. Palestinian property and public infrastructure were targeted by the Israeli military. In the second half of 2006, the continued political instability and isolation of the Gaza Strip led to a surge in internal Palestinian violence in the form of armed clashes, kidnappings and destruction of property.

There were increasing restrictions on the movement of people and goods out of the Gaza Strip, between the Gaza Strip and the West Bank, and within the West Bank. The targets set in the November 2005 Agreement of Movement and Access were not fully realized. Palestinian movement within the West Bank continued to be restricted by a combination of physical blocks and military checkpoints, the permits regime and the construction of the Barrier.

Following the victory of the Hamas party in the Palestinian Legislative Council elections in January 2006, three quarters of the Palestinian Authority's (PA) monthly operating budget was either suspended or cancelled by the international community, and Palestinian tax revenues were withheld by the Government of Israel. This financial and institutional crisis seriously undermined the functioning of PA institutions, leading to significant disruptions in the provision of continuous and sustainable public services.

>> Objectives

- Improve operational coordination between key humanitarian agencies and sector groups, through common analysis and priority actions at the central and local levels (between governorates, municipalities and humanitarian actors).
- Coordinate advocacy and outreach on behalf of vulnerable populations affected by the emergency.
- Improve access to target areas and populations in need using information management.
- Coordinate the humanitarian policy used by the international community in oPt.

>> Activities and Accomplishments

The cornerstone of OCHA's coordination work was the preparation of the United Nations' CAP and the Needs Analysis Framework (NAF). The emergency work of all operational United Nations agencies was coordinated through the CAP, and as part of that process OCHA was involved in a wide range of other coordination activities – both sectoral and across the spectrum of actors including donors, United Nations agencies and NGOs. Regular coordination mechanisms were organized involving these actors as well as key local authority figures.

Maps and analysis were provided through a range of services and products designed to inform policy-makers

and help aid organizations make operational decisions. Humanitarian information was disseminated to advocate on behalf of vulnerable populations affected by the emergency.

OCHA provided support to the humanitarian CT which comprises humanitarian United Nations agencies and key humanitarian NGOs. The group worked together on a monthly basis to discuss and review the humanitarian situation and highlight key issues to the donor community. OCHA was the main provider of information on policy recommendations to the group, and it was instrumental in ensuring that the team's decisions were implemented. OCHA was also an active member of the European Union (EU) Friday group, a meeting of EU country representatives.

Informed by its monitoring of the situation on the ground, OCHA produced the quarterly Barrier monitoring reports and made them available to the donor community. OCHA produced a bi-weekly report on adherence to the Access and Monitoring Agreement. A weekly briefing note on the protection of civilians was published, as well as a monthly review of the humanitarian situation in a report titled 'The Humanitarian Monitor'. Improved information products, including maps, were enhanced through careful information management ensuring more systematic and reliable collection, storage and use of information. OCHA's newly launched website was a primary source of information for broad audiences, including operational humanitarian partners.

>> Performance Evaluation

- The CAP 2006 was launched against a positive-looking background and the potential disengagement of OCHA, but with the boycott of the PA at the start of the year the situation became significantly worse. OCHA's initial appeal for US$ 215 million in 2006 was revised in May to US$ 394 million. OCHA coordinated efforts with United Nations agencies and 12 NGOs to produce the CAP, to which 20 donors contributed. US$ 274 million was committed, which met 69 per cent of requirements. Four United Nations agencies (UNRWA, UNDP, UNICEF, WHO) submitted requests to the CERF totalling over US$ 5 million for emergency projects following Israeli military incursions in Beit Hanoun and northern areas of the Gaza Strip in October 2006.
- OCHA established interaction with the Temporary International Mechanism, which was put in place in June 2006 under the leadership of the European Commission, regarding the humanitarian situation and access.
- The United Nations Inter-Agency Humanitarian Advocacy Group was set up by OCHA in an effort to improve the outreach and effectiveness of the United Nations. Effective advocacy meant that many issues were addressed – for example, through joint United Nations statements and by organizing field tours to vulnerable areas for donors and the press.

Regional Office for the Middle East, North Africa, Iran and Afghanistan

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Requirements	1,069,404
Income from Voluntary Contributions[1]	723,975
EXPENDITURE	
Staff Costs	571,808
Consultant Fees and Travel	21,772
Travel	98,512
Operating Expenses	55,587
Contractual Services	5,700
Supplies, Materials, Furniture and Equipment	57,518
Fellowships, Grants and Contributions	6,500
Programme Support Costs	106,262
Total Expenditure (US$)	**923,659**

[1] Includes allocations from the Field Coordination Reserve Fund of US$ 374,000

>> Context

In 2006, the humanitarian environment in the Middle East, North Africa, Iran and Afghanistan (MENAIA) region covered by OCHA's Regional Office in Dubai was characterized by two main areas of concern: widespread intermittent insecurity, and risks related to natural hazards, technological failures and emerging human-induced risk factors such as pandemics and climate change.

While the conflicts varied in scope, in most cases they originated from a complex combination of socio-economic, political and religious factors, with civilians bearing the brunt of hostilities under weak protection conditions, exacerbated by inadequate adherence to International Humanitarian Law. In 2006, the Middle East and North Africa (MENA) harboured more than 2.5 million IDPs (primarily in Iraq where there were 1.7 million, and in Lebanon during the summer of 2006), and more than 7 million refugees (primarily from the occupied Palestinian territory, Iraq and Afghanistan).

In 2006, there were 27 natural disasters, with 537 people killed and 2,492,000 affected (including 1.9 million Afghans affected by drought). The most affected countries were Afghanistan, Iran, Iraq, Syria, Yemen, Algeria and Morocco, and the types of hazards included earthquakes, floods, drought, landslides/avalanches and winter wind storms. A major oil spill during the Lebanon crisis affected large stretches of the Lebanese and Syrian coastlines. In 2006, 21 human cases of avian influenza were recorded in the MENA region (18 in Egypt and three in Iraq); of these, 12 people died (ten in Egypt and two in Iraq).

The RO-MENAIA maintains a watching brief over 21 countries and territories, where humanitarian coordination and disaster response support services are provided to RCs, OCHA presences (Iran and the occupied Palestinian territory) and United Nations missions (primarily those in Iraq and Afghanistan).

>> Objectives

- Improve the capacity of both national counterparts and the United Nations system in natural disaster and emergency preparedness and response.
- Strengthen humanitarian partnerships and networks.
- Enhance the provision of humanitarian information and other support services.

A new objective was developed during 2006 aimed at fostering strengthened engagement of Member States in the region with the multilateral system:

- Improve the capacity and willingness of emergency responders from countries in the MENAIA region to interface with multilateral mechanisms and international disaster response and coordination mechanisms during their deployment to emergencies beyond their national boundaries.

>> Activities and Accomplishments

The focus of RO-MENAIA during the first half of 2006 was the establishment of the Dubai office and its immediate evolution into a Regional Office – with a broader mandate than the originally envisaged Regional Disaster Response Adviser's Office. An office was set up, with three national and three locally recruited staff. RO-MENAIA became part of regional networks and established promising relations with stakeholders, including those with which OCHA previously had limited interaction – such as Arab Red Crescent Societies, Islamic and other aid organizations, and governments and regional entities concerned with humanitarian assistance and disaster response.

RO-MENAIA fielded support missions to Afghanistan, Lebanon, Egypt, Algeria, Syria, Iraq, Jordan and the Islamic Republic of Iran to assist RCs/HCs and UNCTs (and their national counterparts) in the areas of disaster preparedness and response, contingency planning and early warning. These missions helped to roll out the humanitarian reform agenda by providing briefings to UNCTs and other humanitarian partners on the cluster approach and the CERF, and on how to strengthen the HCs' system and expand and strengthen partnerships with other humanitarian actors.

A range of events and initiatives aimed at strengthening humanitarian partnerships and dialogue in the region were organized or participated in by RO-MENAIA. These included: annual meetings of Islamic charities in the Gulf Cooperation Council (GCC) region; the Humanitarian Forum initiated by Islamic Relief; senior OCHA staff visits to the region (ERC/USG in April 2006); the Dubai International Humanitarian Assistance and Development (DIHAD) Conference and Exhibition; an OCHA Donor Support Group (ODSG) partnership event in Abu Dhabi in May 2006; and various lectures and presentations. Of particular note, RO-MENAIA organized two humanitarian partnership workshops in Kuwait and the Kingdom of Saudi Arabia which featured the involvement and support of a cross-section of national and regional humanitarian actors. Both workshops were assessed as very beneficial, with important reciprocal learning, bridge-building opportunities and spin-offs such as expanded networks of humanitarian actors, increased awareness about principled humanitarian action and International Humanitarian Law, and better understanding of international coordination structures and mechanisms at global and field levels.

RO-MENAIA interacted with the United Nations system, national governments and other stakeholders in the United Arab Emirates (UAE), the Kingdom of Saudi Arabia, Qatar and Kuwait on ways to further enhance engagement with the multilateral system and international disaster response and (donor) coordination mechanisms.

>> Performance Evaluation

- RO-MENAIA's field support missions and provided surge capacity to counterparts in eight countries, with results including: the establishment or improvement of contingency planning (Algeria, Lebanon, Syria, Iraq); the development of humanitarian action plans and related appeal documents (Iraq, Afghanistan); thorough assessment of national disaster response capacity (Afghanistan); and improved direct support to the RC or OCHA field offices (Syria, Iran).
- The opening of the OCHA RO-MENAIA in Dubai enabled the provision of more effective and more frequent assistance to disaster response and emergency humanitarian action at the field level, with a specific focus on those disaster-prone and conflict-affected countries without a permanent OCHA presence. Due to the unavailability and then late arrival of the required resources, the provision of humanitarian information and other support services was hindered.
- RO-MENAIA made significant progress in expanding networks and building trust with partners in the region. While challenges remain, greater awareness of OCHA's role and mandate among stakeholders is increasingly conducive to practical collaboration with regional partners in preparing for and responding to natural disasters and complex emergencies, including disaster management authorities, national Red Cross and Red Crescent Societies, NGOs and charitable organizations, as well as regional organizations.
- The first building blocks were put in place for strengthened collaboration with GCC Member States on multilateral disaster response mechanisms. This led to increased practical engagement of these Member States with OCHA-administered mechanisms such as UNDAC, INSARAG and Civil–Military Coordination.
- The UAE became a member of the ODSG, and there was increased use of the Financial Tracking System and greater pledges and contributions to the CERF within the region.

Asia

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

Indonesia

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Requirements	3,461,626
Income from Voluntary Contributions	1,150,933
EXPENDITURE	
Staff Costs	591,684
Consultant Fees and Travel	26,654
Travel	106,826
Operating Expenses	108,561
Contractual Services	23,140
Supplies, Materials, Furniture and Equipment	106,800
Fellowships, Grants and Contributions	15,000
Programme Support Costs	127,228
Total Expenditure (US$)	**1,105,893**

>> Context

In 2006, as OCHA was developing its strategy to hand over coordination support for tsunami recovery activities to UNDP, Indonesia was hit by a number of major natural disasters which required its action. In May 2006, a major earthquake shook Yogyakarta and Central Java provinces, destroying more than 240,000 houses and killing more than 5,700 people. Another large-scale earthquake struck Central Java and West Java provinces in July 2006, triggering a tsunami that killed over 600 people and destroyed coastal communities and infrastructure. A number of natural disaster events – including the eruption of Mt Merapi in Central Java in April, a mudflow in Sidoarjo since May, and flash floods in Aceh in December – also affected the humanitarian situation in Indonesia. The Avian and Human Influenza death toll in Indonesia reached 60 in 2006, making it the country with the highest number of fatalities worldwide.

The humanitarian situation in post conflict-affected areas of Indonesia showed significant improvement in 2006. Indonesia had recovered from years of communal conflicts that had displaced 1.4 million people and caused widespread destruction, and it made considerable progress in organizing its national humanitarian response system. In Aceh, implementation of the Helsinki Memorandum of Understanding led to the successful conclusion of the European Union-led Aceh Monitoring Mission, culminating in the first democratic local elections in December.

>> Objectives

- Facilitate and strengthen coordination mechanisms in Aceh and Nias.
- Ensure that humanitarian needs are met, particularly in the tsunami-affected region.
- Promote an effective transition from relief to recovery and reconstruction in the tsunami-affected areas.
- Promote disaster response management preparedness and response.
- Support strengthened contingency planning.

Given the number of significant disasters which hit the country throughout the year, a new objective was added:

- Provide support to the Office of the RC/HC for a continued and timely response to the country's ongoing disasters, including the earthquake in Yogyakarta and Central Java provinces.

>> Activities and Accomplishments

The response to the earthquake in Yogyakarta and Central Java provinces attracted significant international assistance for which OCHA spearheaded the drafting of a strategic Earthquake Response Plan and the establishment of a coordination centre in Yogyakarta, in a common United Nations premises, under the overall leadership of the HC. For only the second time in the

world following a natural disaster, the IASC-CT in Jakarta agreed to implement the cluster approach, and clusters were established on the ground within 72 hours of the earthquake. Participation in the cluster approach was high, especially during the first two months of the emergency response. There was general consensus, particularly among those individuals and organizations involved in the tsunami response in Aceh, that the approach provided a more structured coordination mechanism than had been previously experienced.

During 2006, OCHA management of the United Nations Office of the Recovery Coordinator for Aceh and Nias (UNORC) continued, but was progressively handed over to UNDP. UNORC shifted its focus from relief to recovery coordination support for local government and the United Nations team in Aceh and Nias. By mid 2006, the organizations involved in the Temporary Shelter Plan of Action successfully assisted IDPs in moving out of tents to more durable transitional shelters. To promote cohesion and coordination among United Nations agencies for the mid-term recovery and reconstruction efforts, UNORC led the formulation of the United Nations Recovery Framework for Aceh and Nias (2006–09). At the end of 2006, OCHA handed over the management of UNORC to UNDP.

The mud volcano which erupted at the end of May in Sidoarjo, East Java, had covered an area of 440 hectares by the end of 2006, displacing more than 10,000 people. At the request of the Indonesian Ministry of Environment, OCHA deployed an UNDAC team of environmental experts to identify the mudflow's environmental impact, supported by the Policy Support Team for Environmental Incidents of the Netherlands. Following a second request made by the Ministry of Environment at the end of that mission, an environmental expert was redeployed to Indonesia. A comprehensive report was produced by the team, which was then used by the Indonesian National Team for Mudflow Mitigation to develop a workplan.

From 2003–06, a total of 28 projects were funded by the United Kingdom and another 14 by Australia under the OCHA-managed Emergency Response Fund (available to NGOs). These projects addressed humanitarian needs in conflict and natural disaster-affected areas during emergency situations, and supported rehabilitation and reconciliation efforts during early recovery periods. A new contribution from the OPEC Funds for International Development was received and earmarked for emergency projects in Java coastal areas affected by the July 2006 tsunami.

OCHA supported disaster management and preparedness efforts during 2006 by working with United Nations agencies, NGOs, donors and the Indonesian Government. In conjunction with the International Day for Disaster Reduction, OCHA organized a series of activities and trainings in cooperation with the National Coordination Board for Disaster Management, including a Contingency Planning Exercise in West Sumatra Province and the United Nations Emergency Management Training. It also conducted a series of disaster education awareness-raising events to schools and organized the second United Nations/NGO/Donor Convergence Workshop.

In Indonesia, resources from OCHA, the RC's Office, UNDP's Communication Unit and other United Nations agencies were brought together under the RC/HC's Office, in a trial of United Nations system reform. OCHA served with UNDP as the secretariat of the United Nations Technical Working Group (UNTWG) on Disaster Preparedness and Management. The UNTWG supports the government in the promotion of disaster awareness, and it has increased its capacities at central and provincial levels – particularly in areas highly prone to natural disasters. The UNTWG and other international and local organizations have established a Disaster Education Consortium, which is now a member of the Coalition of Global School Safety.

>> Performance Evaluation

- Natural disaster and emergency information management and coordination were improved through more systematic monitoring and reporting as well as more predictable response, including the application of the cluster approach in response to the Yogyakarta earthquake.
- The embedded presence of OCHA in the RC/HC Office provided the necessary capacity to support coordination response during the critical urgent response phase of new emergencies, in particular in relation to the earthquake in Yogyakarta and Central Java. The Office of the RC/HC effectively engaged with donors and humanitarian organizations on residual humanitarian needs in both post-conflict and natural disaster-affected areas of the country.
- The Emergency Response Plan and cluster strategies catalyzed more resources than originally requested for the Java earthquake. Resource mobilization efforts were also enhanced for other smaller emergencies.

Islamic Republic of Iran

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Requirements	275,386
Income from Voluntary Contributions	–
EXPENDITURE	
Staff Costs	78,900
Consultant Fees and Travel	–
Travel	7,000
Operating Expenses	46,205
Contractual Services	1,100
Supplies, Materials, Furniture and Equipment	55,300
Fellowships, Grants and Contributions	6,200
Programme Support Costs	25,312
Total Expenditure (US$)	**220,017**

>> Context

In addition to a general restructuring of the Government of the Islamic Republic of Iran and its ministries, which resulted in a change to OCHA's main counterparts, in March a devastating earthquake hit Lorestan province. Considerable impact was also experienced from unrest in the region, including the war in Lebanon and ongoing conflict in Iraq and Afghanistan.

In 2006 OCHA Tehran focused primarily on re-establishing its disaster management network, strengthening partnerships and coordination. The major obstacle to smooth disaster coordination and response in Iran was weak information management and dissemination, leading to uncoordinated activities among the authorities as well as the United Nations and international organizations. Working through national counterparts and the RC's office, OCHA endeavoured to address this problem by establishing channels of information flow and dissemination. It was also active in humanitarian advocacy and disaster management capacity-building of the United Nations and its national counterparts for the improvement of humanitarian partnership and cooperation.

>> Objectives

- Support the RC in strengthening disaster response capacity and preparedness by providing leadership on humanitarian coordination.
- Provide support to advocacy efforts on humanitarian issues.
- Promote and provide support to joint United Nations disaster management and preparedness activities.
- Provide assistance to the Government of Iran to increase its current capacity for disaster response.
- Increase advocacy efforts through the expansion of projects related to the Muslim Outreach initiative and the promotion of humanitarian education.
- Optimize OCHA's capacity to coordinate response to natural disasters by more effective management of its own resources and by deploying additional resources, as required, with the support of the newly established Regional Office for Middle East, North Africa, Iran and Afghanistan.

>> Activities and Accomplishments

OCHA adopted a number of measures to ensure effective preparedness and response mechanisms, facilitating collaboration within the United Nations system as well as with government and local partners. To ensure efficient information management and information sharing for timely and effective humanitarian decision-making, a United Nations emergency stock of prefabricated offices, communication and IT equipment, office furniture and generators was assembled in 2006.

During March and April, OCHA coordinated the humanitarian CT response to the Lorestan earthquake, and the cluster approach was introduced. The initial draft of a disaster response plan for Tehran was prepared by the end of 2006 with coordination support from OCHA.

During the conflict in Lebanon, OCHA became a member of the National Coordination Committee for Assistance to the Victims of the Lebanon Crisis. Updates were provided on the type and scale of the international assistance being provided to the people of Lebanon, in addition to reports on existing requirements and advice to the government on provision of a more coordinated response.

OCHA organized a number of seminars and workshops, including: Lessons Learned from the Lorestan Earthquake with UNDP; the International Conference on Disaster Management and Health with the Ministry of Health and Medical Education; and the Role of Media in Disaster Management with UNESCO. OCHA established regional collaboration with the Economic Cooperation Organization (ECO) on disaster management and humanitarian affairs. It also chaired and facilitated a session on disaster management and risk reduction during the United Nations Development and Assistance Framework review seminar. It remained a member of the HIV/AIDS Group and contributed to discussions on gender issues.

>> Performance Evaluation

- OCHA's coordination role in disaster preparedness and management was specifically acknowledged in all disaster management and contingency plans prepared during year 2006. In addition, OCHA was introduced to all relevant government organizations at individual meetings or conferences in 2006. Working groups were established, bringing together OCHA and national and international organizations, as well as Iranian universities.
- All members of the ECO were briefed on OCHA's tools and services in their 2006 ministerial meeting, and a formal letter of understanding was exchanged between UNOCHA and ECO.
- OCHA worked with the Government of Iran to: develop an Early Warning Project Plan for Iran in cooperation with the Ministry of Interior (especially in light of the large number of casualties in the Lorestan earthquake); prepare a strategic plan for the establishment of a regional disaster management centre; and initiate negotiations for a provincial community-based pilot project in Mazandaran province (participating in two relief-and-rescue mock drills).
- A publication entitled *Challenges of Humanitarian Assistance in the Middle East* was written in both English and Farsi, and is currently being published.
- A Tehran disaster response plan an avian influenza contingency plan were prepared with contributions from OCHA. A country-wide natural disaster response plan is currently under preparation.

Nepal

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Requirements	2,313,987
Income from Voluntary Contributions	1,839,255
EXPENDITURE	
Staff Costs	1,048,946
Consultant Fees and Travel	2,020
Travel	92,891
Operating Expenses	195,586
Contractual Services	11,020
Supplies, Materials, Furniture and Equipment	104,500
Fellowships, Grants and Contributions	5,000
Programme Support Costs	189,796
Total Expenditure (US$)	**1,649,759**

>> Context

2006 was a year of great political change in Nepal – authoritarian monarchy rule ended in April and a Comprehensive Peace Accord was signed between the seven mainstream political parties and the CPN-Maoist in November, formally ending the ten-year armed conflict. Following the ceasefire many of the displaced returned, although protection remained a key concern. Humanitarian access remained challenging, primarily because of frequent strikes and blockades by various political forces, and with the state's inability to maintain law and order cases of intimidation, extortion and criminality rose.

The cumulative effects of the armed conflict and adverse climatic conditions resulted in serious humanitarian consequences. Three consecutive droughts led to almost a million people being food-insecure. Health indicators remained at a critical level, with acute malnutrition in children under five at 12 per cent. Civilian casualties due to IEDs (improvised explosive devices) numbered among the highest in the world. Nepal is an earthquake-prone country and experiences seasonal disasters like floods and landslides; in September, floods and landslides affected 14,000 families in the mid-west region.

A local IASC was formalized in April for common planning and advocacy for humanitarian action (including for IDPs) and contingency planning for complex emergencies and natural disasters. With the help of its two sub-offices in Biratnagar and Nepalgunj, OCHA led monitoring and advocacy efforts on operational space issues, coordinated common appealing and strategy-setting mechanisms, and managed information for the wider humanitarian, protection and development communities.

>> Objectives

- Provide a unified picture to all stakeholders of needs and response to humanitarian/development challenges in Nepal.
- Improve coordination, decision-making and response in order to better target vulnerable groups, including IDPs.
- Implement a collaborative approach on protection.
- Develop and implement a common IASC advocacy and communication strategy.
- Strengthen the IASC common approach to disaster preparedness and response.

>> Activities and Accomplishments

In April 2006, OCHA organized an inter-agency contingency planning workshop, for both complex emergency and natural disaster scenarios. In May, OCHA supported a mid-year review of the Nepal CAP 2005–06. In October, OCHA helped the IASC initiate the process for a Common Appeal for Transition Support for Nepal for 2007.

OCHA continued to act as a secretariat to the Basic Operating Guidelines group. Throughout the year, OCHA led advocacy and negotiation efforts with the CPN-Maoist on adherence to Basic Operating Guidelines. Based on inter-agency missions, field visits, thematic surveys and collaboration with other agencies, OCHA produced maps on trends in operational space, the reach of the state and security incidents, and it collated data on 'Who Does What Where' and 'Who Assesses What Where'. This information was used widely by the United Nations and the humanitarian and donor communities for planning and strategy-setting.

OCHA managed the Nepal Information Platform, the most comprehensive repository of humanitarian information in the country. It also developed and hosted several web pages for the United Nations Mission in Nepal, formally established in January 2007, and supported its IASC partners in designing databases, standardizing assessment formats and preparing thematic maps. In partnership with the IASC, OCHA produced monthly situation reports and periodic thematic reports which highlighted humanitarian needs and gaps in the country. Advocacy products were shared with the government's Peace Secretariat, the Ministry of Home Affairs and the CPN-Maoist leadership.

In March, OCHA initiated the Contact Group forum, which brought together the United Nations, donors and INGOs every two weeks to discuss peace, security and humanitarian affairs. OCHA contributed to the communication sub-group under the United Nations Task Force on Avian and Human Pandemic Influenza for Nepal by developing its communication strategy. In support of the UNCT, OCHA also developed the United Nations humanitarian advocacy and communication strategy for Nepal.

OCHA supported OHCHR, UNHCR and the Norwegian Refugee Council in coordinating regular and systematic engagement with the government on IDP issues. It managed regional workshops on IDP protection, and within the framework of collaborative response OCHA was successful in negotiating agreement between organizations on standardized return assistance.

OCHA acted as a secretariat to the inter-agency Disaster Management Team, and during the September 2006 floods and landslides it played a pivotal role in supporting the Nepal Red Cross Society, United Nations agencies and international and national NGO partners in relief coordination, information management and resource mobilization.

>> Performance Evaluation

- The OCHA-managed Nepal Information Platform received an average of 150 page views per day. It offers a reports library, map catalogue, contact directory, 'Who Does What Where' database and a wide range of resources on thematic areas and coordination mechanisms in Nepal. It also features private access for donors to Peace Process content.
- During 2006 OCHA produced more than 300 maps and printed more than 2,700 copies of these for its partners, helping decision makers to prioritize their activities. It produced and disseminated ten situation overviews and additional situation reports on the floods and landslides in September. Regular security incident maps were generated from a joint OCHA/United Nations Department of Safety and Security incident database.
- An OCHA survey in July 2006 found that 68 per cent of Village Development Committee Secretaries remained displaced as a result of the conflict – a figure widely quoted by the development and the humanitarian community in Nepal as a proxy indicator of the 'reach of the state'. Elements of a common protection strategy were developed to support IDPs and returnees in conjunction with the UNCT; similar work on standardization of return assistance was completed among field-based NGOs under OCHA's guidance. OCHA, with OHCHR and UNHCR, also produced an inter-agency media campaign on IDPs.
- OCHA supported the work of the Contact Group forum, regularly attended by around 60 representatives of United Nations agencies, donors, NGOs and the Red Cross Movement. It also initiated a Geographic Information Group, which facilitated information-sharing and coordination on GIS activities and provided a platform for technical support.
- Due to the conflict in Nepal and the prioritization of the peace process by all parties particularly after April, natural disaster preparedness and contingency plans were not completed as planned. It is intended that, in conjunction with government and partners, more will be done on this during 2007 – especially in relation to earthquake scenarios in the Kathmandu Valley.

Pakistan

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Requirements	3,846,814
Income from Voluntary Contributions[1]	1,313,938
EXPENDITURE	
Staff Costs	1,868,997
Consultant Fees and Travel	89,994
Travel	317,645
Operating Expenses	268,020
Contractual Services	21,000
Supplies, Materials, Furniture and Equipment	326,166
Fellowships, Grants and Contributions	35,000
Programme Support Costs	387,660
Total Expenditure (US$)	**3,314,482**

[1] Includes allocations from the Field Coordination Reserve Fund of US$ 65,000

>> Context

Humanitarian needs in the aftermath of the October 2005 earthquake in South Asia were immense, leaving more 3.5 million homeless and 2.3 million food-insecure. Around 600,000 homes, 6,000 schools and over 500 health facilities were destroyed or seriously damaged. The period covered by the flash appeal ended in mid April 2006 and was followed by the joint Earthquake Reconstruction and Rehabilitation Authority (ERRA) and United Nations Early Recovery Plan, marking the shift from relief to recovery programming. Correspondingly, the focus of OCHA's activities gradually moved from emergency relief to supporting the coordination during the recovery period and facilitating the return of IDPs. As planned, at the end of June 2006 OCHA reduced its staffing, and operations were integrated into the RC/HC's office.

Five priorities were identified for the second half of 2006: support for IDP returns; assistance to residual IDP caseloads in camps and host families; enhancement of coordination structures under government leadership; contingency planning and national disaster preparedness (including for the 2006–07 winter); and strengthened information management.

>> Objectives

- Maintain operational coordination mechanisms for the humanitarian community and provide an effective interface between humanitarian actors, bilateral partners, government and provincial authorities and local actors.
- Coordinate the identification of humanitarian needs, help develop common humanitarian strategies for meeting those needs, encourage humanitarian partners to monitor progress, and analyse the impact of programmes and adjust them if necessary.
- Maintain a Humanitarian Information Centre (HIC) to identify gaps and assist with planning and coordination.
- Facilitate the relationship between the civilian and military components of the relief operation to make the most efficient use of military and civil defence assets.
- Promote respect for international humanitarian principles, human rights and the guiding principles on internal displacement.
- Develop links between humanitarian and recovery / development actors to promote a transition strategy aimed at phasing out relief assistance and increasing recovery activities at an early stage.

During 2006, OCHA added:

- Support national authorities on Disaster Risk Reduction, Preparedness and Response.

>> Activities and Accomplishments

The success of OCHA's operation in Pakistan following the earthquake can be attributed to the strong partnerships established between the Government of Pakistan (especially the military), donors, humanitarian actors and the affected communities. The cluster approach provided a framework for relief coordination, strategic direction, decision-making and practical solutions during the relief phase. The clusters were eventually replaced by government-led working groups. The IASC-mandated Real Time Evaluation of the Cluster Approach in Pakistan in February 2006 contributed valuable insights to discussions taking place within the IASC Early Recovery Cluster Working Group.

The IASC-CT was established in March 2006, tasked with supporting the post-cluster working groups, the transition from emergency to early recovery and the development of a winter contingency plan. The National Disaster Management Authority (NDMA) was established by the government in close consultation with OCHA, ISDR and UNDP.

A mechanism for monitoring and reporting on returns was established under the leadership of the protection cluster, which advocated for the rights of displaced populations. Advocacy against the adoption of unaccompanied children resulted in the government's early ban on all child adoption proposals.

The collective success of all players in the relief phase led to the early establishment of the recovery process, paving the way for preparation of the joint ERRA/United Nations Early Recovery Plan as both a fund-raising tool (post-relief) and a coordination framework.

The OCHA Regional Office for Asia and the Pacific (RO-AP) in Bangkok is currently supporting a National Disaster Response Adviser (NDRA), based in the RC's Office in Pakistan. The NDRA is tasked with advancing disaster preparedness in conjunction with the government, integrating lessons learned from the Pakistan event. OCHA also supports a national humanitarian affairs officer in the RC's Office to follow up residual emergency needs and maintain NGO liaison.

>> Performance Evaluation

- OCHA was instrumental in setting up the cluster approach following the earthquake in South Asia. The regularity and level of attendance of the cluster meetings validated the usefulness of this approach in dealing with an emergency. The inter-agency Real Time Evaluation proposed eight key actions subsequently endorsed by the IASC Working Group. It also made 24 recommendations to the IASC Working Group or its members focused on promoting improved understanding and institutionalization of the cluster approach and strengthening global-level support to IASC-CTs, including in Pakistan.
- OCHA contributed to the effective partnerships established between the Government of Pakistan, donors, humanitarian actors and the affected communities through common humanitarian response plans. However, command lines and reporting procedures were not appropriate for effectively coordinating activities within the complex structure of the Pakistan operation – in which both Islamabad and Muzaffarabad functioned as in-country headquarters, with three additional field locations.
- The successful implementation of the joint IASC and Government of Pakistan IDP returns strategy led to the dignified, voluntary return of 90 per cent of the IDPs to their areas of origin. Support including transport, food, shelter and agricultural items was provided, and between March and June 2006 around 250,000 IDPs returned home.
- Despite a timely appeal and intense media and donor attention, funding was slow and did not meet requirements – highlighting the lack of standby funding (an issue which is now addressed by the CERF). OCHA did manage to mobilize funds through the flash appeal mechanism, benefiting from advocacy by the Under-Secretary-General as well as its detailed response plan for the 'Winter Race'.
- A joint ECHO/OFDA/DFID/OCHA mission identified that although the HIC did support the coordinated response through the provision of timely and reliable information, the expectations of stakeholders for analytical products went beyond its mandate and capacity.
- Advocacy for the respect of the guiding principles for internal displacement was conducted through the Return Taskforce that worked closely with the government. The Pakistan experience also contributed to the guidelines for protecting IDPs affected by natural disasters.

Papua New Guinea

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Requirements	342,178
Income from Voluntary Contributions[1]	277,813
EXPENDITURE	
Staff Costs	133,536
Consultant Fees and Travel	–
Travel	27,797
Operating Expenses	17,526
Contractual Services	800
Supplies, Materials, Furniture and Equipment	46,479
Fellowships, Grants and Contributions	800
Programme Support Costs	29,502
Total Expenditure (US$)	**256,440**

[1] Includes allocations from the Field Coordination Reserve Fund of US$ 184,500

>> Context

A number of disasters struck Papua New Guinea (PNG) in 2006, including floods in Central Province in February, Sulu Range seismic and volcanic activity in August and Mt Tavurvur eruptions in October. The five highlands provinces experienced chronic flooding in the first six months of the year, and landslides occurred in Morobe Province. Southern Highlands Province (SHP) was affected by a series of localized food shortages due to the prolonged wet season, in addition to tribal conflict and small arms proliferation. The declaration of a State of Emergency in SHP in August 2006 underlined the desperate state of affairs in the resource-rich province. The low-lying islands of PNG continued to lose land as a result of rising sea levels. The population of Manam, which was evacuated as a result of a volcanic eruption in 2004, continued to live in Care Centres with humanitarian assistance provided under difficult circumstances. Crime rates across the country remained consistently high, while access to government social services was limited. HIV/AIDS continued to rise, with an official prevalence rate of 0.9–4.4 per cent.

The threat of avian influenza in Indonesia crossing the PNG border remained strong. There were growing concerns about limits in animal and human health surveillance services, hygiene, preventative public education and capacity to respond.

The OCHA office in PNG was established in 2006 within the Office of the RC to act as a focal point for emergencies in the United Nations system and to support the RC in times of emergency. It also plays an important linking role between the UNCT, the National Disaster Centre (NDC) and other humanitarian agencies. The OCHA office in PNG is an integral part of the OCHA regional team, working in close consultation with the RDRA for the Pacific in Suva and reporting to the OCHA Regional Office for Asia and the Pacific (RO-AP) in Bangkok.

>> Objectives

- Respond in a timely and effective manner to new natural disasters.
- Ensure information-sharing and coordination of United Nations agency and other humanitarian partners' interventions.
- Establish a secretariat in support of the RC and the UNCT.
- Ensure up-to-date humanitarian CT contingency plans.

>> Activities and Accomplishments

The OCHA office in PNG has undertaken a wide range of activities including inter-agency field assessment missions, establishment of coordination forums and drafting of information materials. Inter-agency field assessment missions were conducted in six priority provinces (two in relation to new disasters) to ascertain the level of disaster preparedness and response capacity.

Significant steps were taken to build networks and working relationships with the NDC and Provincial Disaster Centres, and other disaster management partners such as the Rabaul Volcanology Observatory and the National Weather Service. As a result, OCHA was invited to conduct emergency needs assessments in conjunction with the NDC and United Nations partners. OCHA's support to, and participation in, government statutory bodies such as the Manam Humanitarian Implementation Committee and the Manam Resettlement Authority continued to be requested.

OCHA initiated discussion among IASC members on the implementation of the humanitarian reform process and the use of agreed coordination mechanisms and tools in emergency response. The IASC Disaster Management Team (DMT) was launched in March, including representatives of the RC's Office, United Nations agencies, NDC, donors, NGOs, the International Red Cross and Red Crescent Movement, diplomatic corps and the academic community. An IASC DMT Working Group was later established to complete priority activities identified by the DMT. Workplans for 2006 and 2007 were finalized, covering Disaster Risk Reduction, Disaster Preparedness, Disaster Recovery, Training, Advocacy, Public Information and Logistics.

An Emergency Tree and communication protocols were developed and tested during the Mt Tavurvur eruption in October. An Emergency Directory and a National Emergency Stock Pile Matrix were compiled and circulated to all disaster management stakeholders. An Emergency IT and Telecommunication Committee was established in conjunction with the United Nations Department of Safety and Security, UNICEF, UNDP and the RC's Office.

OCHA was involved in drafting the National Contingency Plan for Preparedness and Response for Influenza Pandemic along with WHO and the Avian Flu Technical Task Force, of which OCHA is co-chair with the Department of Health. Since October 2006 OCHA has worked with WHO and the Department of Health to operationalize the Plan, establishing working groups to achieve this.

In collaboration with UNCT members, key advocacy messages were drafted and finalized with support from the OCHA RO-AP. Information products including maps were developed for the use of disaster management stakeholders – the NDC, United Nations agencies, the Red Cross and donors. Maps depicting humanitarian concerns and natural hazards were produced with technical assistance from RO-AP.

>> Performance Evaluation

- At the request of the PNG Government, OCHA supported a joint assessment mission in response to the Sulu Range volcanic and seismic activity event. A survey of reported food shortages was conducted in the Southern Highlands Province in November/December 2006.
- Six situation reports were issued following the Sulu Range volcanic activity event, and eight situation reports were issued following the Mt Tavurvur eruption. Two media releases were published on food shortages in SHP. One custom-made map of IDP locations and sites of seismo-volcanic activity was produced following the Sulu Range event. Two thematic maps were produced: one outlining Natural Hazard Risks and the other a Country Overview. A comprehensive set of key humanitarian advocacy messages were developed. As a result of OCHA's efforts to raise awareness of the imminent El Niño event, key technical government departments began working together to plan response activities.
- Ten IASC DMT meetings were held, with 90 per cent attendance by members. Six Avian Flu Technical Task Force Committee meetings took place, with 80 per cent attendance from members. Five Emergency IT and Telecommunications meetings were convened, with 90 per cent attendance from members.
- Business continuity plans for the outbreak of avian influenza were drafted for OCHA and UNDP. In consultation with the RC, UNCT contingency plans were put on hold due to the United Nations Development Assistance Framework planning process, but they are expected to be defined in 2007.

Sri Lanka

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http://ochaonline.un.org/srilanka

Requirements	1,344,495
Income from Voluntary Contributions	1,019,599
EXPENDITURE	
Staff Costs	624,843
Consultant Fees and Travel	–
Travel	23,192
Operating Expenses	97,223
Contractual Services	13,060
Supplies, Materials, Furniture and Equipment	53,500
Fellowships, Grants and Contributions	2,500
Programme Support Costs	105,861
Total Expenditure (US$)	**920,179**

>> Context

The overall humanitarian situation in Sri Lanka deteriorated significantly in 2006. Recurrent violence persisted in the north and east, triggering multiple localized humanitarian crises. Intensified hostilities between the government and the Liberation Tigers of Tamil Eelam (LTTE), along with the failure to implement the Cease Fire Agreement, do not promise an easy and swift return to normalcy.

The humanitarian consequences of the fighting in the north and east exacerbated the plight of populations already affected by past conflict and the tsunami. Tsunami recovery programmes in those areas were disrupted or halted by spreading insecurity. In 2006 fighting between the LTTE and government security forces killed more than 4,000 people, including an increasing number of civilians. More than 218,000 were displaced between April and December 2006; this new caseload came on top of the 315,000 IDPs from previous fighting and about 40,000 families still living in transitional shelter since the tsunami. Aid workers witnessed a significant reduction in humanitarian space due to threats, attacks, access curbs and bureaucratic hurdles. In 2006, 29 staff members of humanitarian agencies were killed; in one unprecedented act of violence alone 17 staff members of the INGO Action Contre la Faim were killed in early August in the town of Muttur. National and international monitoring bodies reported numerous human rights violations. Another troubling development was the paramilitary activities conducted by the 'Karuna' faction, a splinter group of the LTTE in eastern Sri Lanka. A growing portion of the local population in affected areas, particularly in Jaffna and the Wanni, was also becoming increasingly vulnerable.

Renewed violence and the humanitarian consequences of the evolving complex emergency in Sri Lanka impacted on OCHA's presence in the country. While three sub-offices in the south involved in tsunami response coordination were closed, another two were planned for the north in early 2007.

>> Objectives

- Provide overall support to the RC/HC in ensuring effective coordination of humanitarian action particularly in the field.
- Assist and facilitate coordination with government at central and district levels.
- Facilitate the inter-agency contingency planning process.
- Expand and improve the information products and services provided to the broader aid community and support inter-agency efforts in advocacy and public information projects.

Against the rapidly changing humanitarian context, the implementation focus of these objectives shifted in early 2006 from the tsunami to complex emergency issues.

>> Activities and Accomplishments

OCHA facilitated the establishment of the IASC-CT in April 2006. Responding to the evolving complex emergency, and in a process facilitated by OCHA, the IASC-CT developed a short-term stand-alone CHAP for the period September–December 2006. Projects prioritized by sector sought US$ 29,965,284 (of which US$ 18,945,787 was received) for interventions in protection, shelter, food, water/sanitation, health, education, livelihoods and logistics in a coordinated manner and with predefined roles and responsibilities. At the end of 2006 a new one-year CHAP was developed for 2007, which included 72 projects totalling around US$ 66 million. CERF funding of US$ 9.7 million was received, allowing implementing agencies to jumpstart operations and ensuring immediate support for critical humanitarian interventions.

Acting as the Secretariat of the IASC-CT, OCHA was instrumental in facilitating coordination with central government. Government Agents in the districts, the Ministry of Disaster Management and Human Rights, the Ministry of Defense and the Consultative Committee on Humanitarian Assistance were OCHA's key coordinating partners in the humanitarian community.

OCHA's field presence in support of United Nations focal points in districts was recognized as playing a pivotal role for improved coordination on the ground. For instance, in April/May 2006 the OCHA office in Trincomalee took the lead during the first in a series of local crises, facilitating rapid assessment, reporting and information management, and coordinating immediate response.

Tasked by the UNCT, OCHA facilitated the development of an Inter-Agency Contingency Plan in early 2006. It was subsequently endorsed by the Government of Sri Lanka, and elements of the Plan were tested in crisis situations in different districts throughout the year.

OCHA's Humanitarian Information Centre (HIC), which was deployed immediately after the tsunami, was phased down by mid 2006. OCHA's Information Management Unit took over from the HIC as the main provider of information products and services for stakeholders including government, NGOs and donors.

>> Performance Evaluation

- OCHA provided uninterrupted assistance to the RC/HC, the UNCT and United Nations focal points in the field. The United Nations Tsunami Working Group was gradually transformed into a United Nations Programme Operations Group to address a broader humanitarian agenda.
- Coordination with non-United Nations partners was strengthened through a broadened IASC-CT which included nine United Nations agencies, the ICRC, the IFRC, IOM, the World Bank and 13 international and national NGOs. This body was recognized as the main focal point and counterpart of the Government of Sri Lanka. OCHA also established a liaison desk (staffed and equipped by OCHA) in the Ministry of Disaster Management and Human Rights, and it introduced the CHAP as a tool for coordination, programming and fund-raising.
- The Inter-Agency Contingency Process was established and maintained, and its plans are updated quarterly.
- OCHA made available information products and services including: contact directories, meeting schedules, a 'Who Does What Where' database, situation reports and background updates, maps (50–55 per month on average), a database on access and security incidents, a public catalogue and interactive electronic atlas for maps, and monthly early warning monitoring in conflict areas.

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Requirements	550,172
Income from Voluntary Contributions	315,508
EXPENDITURE	
Staff Costs	239,971
Consultant Fees and Travel	–
Travel	67,039
Operating Expenses	22,091
Contractual Services	2,000
Supplies, Material, Furniture and Equipment	20,700
Fellowships, Grants and Contributions	500
Programme Support Costs	45,799
Total Expenditure	**398,100**

>> Context

In April and May 2006, armed confrontation between the police and the national defence force in the world's youngest state resulted in casualties, the total or partial destruction of more than 3,000 homes, and the displacement of over 150,000 people – equivalent to 15 per cent of z-Leste's population. Local and international NGOs and those United Nations agencies in Timor-Leste in the early days of the crisis diverted resources from their regular development programmes, responding to urgent needs in emergency response coordination, joint planning, fund-raising, civil–military coordination with the international peacekeeping forces, advocacy and information management.

OCHA acted immediately by deploying surge capacity from the Regional Office for Asia and the Pacific (Bangkok) and the Regional Disaster Response Adviser for the Pacific (Suva). In late May, at the request of the Special Representative of the Secretary-General, OCHA agreed to deploy four international staff on short-term missions to Timor-Leste, and by June, OCHA had organized the launch of a flash appeal.

Although OCHA planned to phase out of Timor-Leste by the end of 2006, this decision was reversed in consultation with the RC/HC because of continued humanitarian needs with the increasing displacement of the population from Dili and rising urban violence.

>> Objectives

- Support the coordination of humanitarian assistance with all relevant partners.
- Facilitate communication and information management between key partners including the government, donors, the United Nations Integrated Mission in Timor-Leste, the IASC, United Nations agencies, NGOs, INGOs, the Red Cross and Red Crescent Movement and beneficiaries.
- Advocate for the fundamental humanitarian principles of impartiality, neutrality and humanity, and for the involvement of beneficiaries in decision-making.
- Ensure that humanitarian assistance addresses the basic needs of the most vulnerable populations.
- Facilitate contingency planning to ensure emergency preparedness and response capacity.

>> Activities and Accomplishments

OCHA supported sectoral working groups, monthly donor briefings and the organization of coordination and planning meetings and workshops. Both fund-raising and joint strategic and operational planning were facilitated through the flash appeal process and the CAP, as well as through a high-level meeting of government ministers, country heads of United Nations agencies and NGOs to plan for durable solutions to internal displacement. This resulted in the development of an operational plan for the return, relocation and resettlement of IDPs.

OCHA coordinated the development of contingency and operational response plans, including planning for the rainy season and associated flooding and health risks in IDP camps, as well as for ensuring humanitarian access in case of renewed violence. OCHA facilitated civil–military coordination between the humanitarian community and international military forces, again with the objective of ensuring humanitarian access.

The production of regular humanitarian situation reports, weekly operational humanitarian updates and assessment reports provided by OCHA ensured timely information-sharing and analyses of the humanitarian situation. OCHA established an information centre within the Ministry of Labour and Community Reinsertion, the main government counterpart of the humanitarian community, which allowed for efficient distribution of all humanitarian information products such as maps, press releases, databases and the outcomes and recommendations of weekly meetings.

>> Performance Evaluation

- During the Timor-Leste crisis, OCHA successfully demonstrated its ability to rapidly deploy to a sudden-onset crisis. It adapted to changing demands and planning timeframes, while at the same time achieving continuity in service by reducing staff turnover. Its use of surge capacity from the Regional Office in providing backstopping to emerging crises in the region exemplified the benefits of this practice.
- The situation in Timor-Leste was one of the first test cases for the issuing of a rapid response CERF grant. CERF funding of US$ 5.5 million allowed for the start-up of emergency operations in the key areas of: water and sanitation facilities, food aid and the provision of emergency shelter and logistical support.
- The flash appeal was over-funded, and was consequently extended at no cost for three months until the end of 2006.
- The approach of direct information management support by OCHA with a staff member based in the Ministry of Labour and Community Reinsertion proved successful in setting up an effective information centre and servicing the information needs of the humanitarian community, while at the same time building national capacity.
- The establishment of an IASC-CT, which was more inclusive than the traditional UNCT, resulted in a strengthening of the existing partnership between United Nations and NGO humanitarian partners in operational and strategic planning.

Regional Disaster Response Adviser for Asia

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Requirements	448,855
Income from Voluntary Contributions[1]	193,000
EXPENDITURE	
Staff Costs	274,929
Consultant Fees and Travel	–
Travel	17,593
Operating Expenses	9,918
Contractual Services	544
Supplies, Materials, Furniture and Equipment	4,307
Fellowships, Grants and Contributions	2,400
Programme Support Costs	40,259
Total Expenditure (US$)	**349,950**

[1] Includes allocations from the Field Coordination Reserve Fund of US$ 93,000

>> Context

Since its establishment in 2000, the Regional Disaster Response Adviser (RDRA) for Asia in Kobe, Japan, has provided support with disaster response and preparedness to RCs, UNDMTs and governments in East and Southeast Asia. Responding to the need for a more robust regional mechanism, the RDRA for Asia function was moved to the OCHA Regional Office for Asia and the Pacific (RO-AP) in Bangkok at the end of 2006. Consolidating OCHA's capacity will ensure greater flexibility and more efficient use of resources in the region.

During 2006, the RDRA for Asia remained an integral part of the OCHA regional team, reporting directly to RO-AP. The RDRA's office in Kobe focused primarily on East Asia (China, Japan, Republic of Korea, Democratic People's Republic of Korea and Mongolia) and Southeast Asia (Brunei Darussalam, Indonesia, Malaysia, the Philippines, Singapore and Timor-Leste). In cooperation with the OCHA Regional Office, the RDRA for Asia responded to natural disasters including landslides in the Philippines, the Mt Merapi volcanic eruption in Indonesia and the Yogyakarta earthquake in Indonesia.

The Hyogo Framework for Action (HFA) was established as the global strategy for disaster risk reduction at the World Conference on Disaster Reduction in Kobe in 2005. The RDRA for Asia was designated as the focal point to follow up on implementation of the HFA in the region, and many activities in 2006 were undertaken as part of this responsibility.

>> Objectives

- Monitor the situation of natural disasters in East and Southeast Asia and respond quickly and appropriately.
- Follow up the HFA to enhance disaster response preparedness and management capacity.
- Promote regional cooperation.

>> Activities and Accomplishments

In February the RDRA was deployed as part of the UNDAC mission in response to landslides in the Philippines. At the time of the Yogyakarta earthquake in May, it was involved with the coordination of relief assistance following the Mt Merapi volcano eruption. It was redeployed immediately and worked alongside the UNDAC team in the role of Deputy United Nations Area HC, coordinating emergency response efforts over four months.

As the regional focal point for following up on the implementation of the HFA, the RDRA for Asia conducted a range of advocacy activities. It initiated meetings during the course of the year with government officials, NGOs and donors to discuss ways forward in countries including Indonesia, Japan and Singapore. Steps were taken to formalize legal preparedness for effective disaster response, with events in Indonesia and Japan organized in conjunction with the Red Cross Movement. The RDRA facilitated a symposium on 'Community-

Based Disaster Management' in Jakarta in April, in which participants developed a common framework to encourage community-based approaches to the HFA.

The RDRA and the Head of OCHA RO-AP worked together as focal points for the Association of Southeast Asian Nations (ASEAN) Committee on Disaster Management (ACDM). In September the RDRA facilitated the ASEAN Regional Disaster Emergency Response Simulation Exercise (ARDEX-06) in Cambodia. The event included a series of disaster simulation events and involved more than 2,000 participants from throughout the region. Partnerships with the private sector were set up, such as the DHL Disaster Response Team for Asia and the Pacific which was established in 2006 alongside the UNDAC system and the Asia-Pacific Humanitarian Partnership. The RDRA provided training to DHL personnel on practical aspects of relief supply transportation.

>> Performance Evaluation

- The RDRA responded to 100 per cent of requests for support by UNCTs and governments in the region.
- The RDRA initiated and facilitated workshops with the participation of governments, NGOs and regional organizations on the implementation of the HFA in Japan, Indonesia and Singapore. The RDRA worked closely with the Secretariat of the International Platform for Recovery in Kobe to document best practices and lessons learned on disaster recovery activities. In conjunction with RO-AP, the RDRA for Asia participated in the Asian Partnership on Disaster Reduction.
- The RDRA for Asia strengthened regional partnerships and joint projects in 2006, before taking action to ensure the continuity of those relationships through RO-AP upon the office's closure.
- The RDRA undertook comprehensive monitoring and contributed to OCHA situation reports for disasters including the landslides in the Philippines, the Mt Merapi volcanic eruption in Indonesia and the Yogyakarta earthquake in Indonesia. Following the tsunami generated by an offshore earthquake in Java in July and a request from the UNCT in Indonesia, the RDRA coordinated an inter-agency emergency assessment in the affected areas.

Regional Disaster Response Adviser for the Pacific

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Requirements	624,978
Income from Voluntary Contributions	402,520
EXPENDITURE	
Staff Costs	413,966
Consultant Fees and Travel	–
Travel	90,119
Operating Expenses	35,733
Contractual Services	2,100
Supplies, Materials, Furniture and Equipment	5,450
Fellowships, Grants and Contributions	–
Programme Support Costs	71,157
Total Expenditure (US$)	**618,525**

>> Context

2006 was a year of political instability among the Pacific Island countries and territories. In April there was civil unrest and rioting in the Solomon Islands, triggered by dissatisfaction after the elections. The fragile economy of the Solomon Islands suffered and conditions worsened for the population in Honiara. Tonga experienced a wave of violent pro-democracy protests in November after democratic reforms were not approved. Fiji experienced its third coup in 20 years, which was strongly condemned by the international community, and tourism, foreign exports, foreign investments and employment have suffered. The root political and ethnical causes of unrest remain in the region and there is a high potential for further conflict.

Despite the fact that the 14 Pacific Island countries and territories are located on the Pacific 'Ring of Fire', the cyclone season was relatively benign in 2006 and they were spared significant impact from natural disasters. Although Pacific Island communities have developed good coping mechanisms with limited resources, many rely on outside support for relief assistance and quick recovery, and there is a growing demand from governments in the Pacific region to allocate more resources to disaster management, preparedness and response activities, including strengthened early warning systems.

>> Objectives

Following consultations with the humanitarian community, OCHA redefined its objectives at the beginning of 2006 to further strengthen United Nations support to natural disaster management in the region:

- Strengthen United Nations disaster preparedness and improve the coordination of disaster response.
- Strengthen and support national disaster preparedness, response and regional or national disaster risk reduction plans.
- Strengthen and promote regional cooperation, dialogue and networking among governments, international and regional organizations, NGOs, donors and United Nations agencies in the region on disaster management and humanitarian issues.
- Strengthen information management and advocacy at the national and regional levels.

>> Activities and Accomplishments

In 2006 the RDRA for the Pacific enhanced coordination and coherence in disaster management by establishing United Nations Disaster Management Teams (DMTs) in Samoa and Fiji. The DMTs focused on preparedness activities such as the development of Standard Operating Procedures. The RDRA for the Pacific also supported the UNCT in preparing a Pandemic Contingency Plan and advocating for mainstreaming Disaster Management in the United Nations Development Assistance Framework

(UNDAF). Wide-reaching political instability and the military coup in Fiji limited the RDRA for the Pacific's involvement in the International Search and Rescue Advisory Group (INSARAG) and the Asia Pacific Humanitarian Partnership meetings at the end of 2006.

The RDRA for the Pacific focused on establishing an efficient UNDAC team, enhancing UNDAC effectiveness and strengthening its links with UNDAC members. UNDAC membership was consolidated following a review of status and discontinuation of inactive members. In October, OCHA organized the UNDAC Pacific Retreat to prepare UNDAC members for the cyclone season and enhance communication between UNDAC members, National Mobilization Centres, National Focal Points and the RDRA for the Pacific in Suva, to ensure rapid mobilization and deployment of UNDAC teams.

Support to Natural Disaster Management Offices (NDMOs) and governments was ensured through regular contacts, collaboration on National Disaster Management Plans and other disaster management activities. The RDRA worked with the Pacific Emergency Management Training Advisory Group (PEMTAG) to coordinate disaster management training in the region. OCHA supported PEMTAG partners – Pacific Islands Applied Geoscience Commission (SOPAC), The Asia Foundation/ OFDA and IFRC – by participating in a National Disaster Management Field exercise in Vanuatu. OCHA collaborated with SOPAC, UNDP and IFRC to develop a web-based database of disaster management resources for the Pacific. The database provides practitioners, managers and decision makers with a broad overview of disaster management in the region to facilitate analysis for identifying gaps in National Action Plans, legislation and policy as well as a platform for sharing information and exchanging practices.

The RDRA for the Pacific worked to reinforce coordination with other humanitarian actors by involving NDMOs, the Red Cross Movement, regional organizations and donors in disaster management activities. OCHA collaborated with the FRANZ Group (formed by the Governments of France, Australia and New Zealand) to improve collaboration and information-sharing in regional disaster response.

A joint assessment mission to Vanuatu was undertaken by a multidisciplinary team comprising OCHA, the NDMO, the Red Cross, WHO and UNICEF to assess the impact of an ash eruption from the Lopevi volcano in June. OCHA also participated in an inter-agency mission to explore areas in which the United Nations could provide technical assistance to the Republic of the Marshall Islands and the Federated States of Micronesia.

>> Performance Evaluation

- Disaster preparedness and response capacity in the region was improved with the establishment of the DMT and expanded DMT. At the request of the RC and UNCT, the DMT met monthly (and as required), while the expanded DMT met on a quarterly basis.
- The RDRA for the Pacific participated in two field exercises in Vanuatu and New Zealand aimed at testing national capacities to respond to major emergencies.
- 100 per cent of UNCT and government requests for support were fulfilled.
- The RDRA for the Pacific supported national and regional action in disaster management and disaster risk reduction by collaborating with SOPAC, UNDP and IFRC to develop a web-based database of disaster management resources for the Pacific. Non-United Nations actors, including NDMOs, regional organizations and donors, became more involved through mechanisms such as the expanded DMT, meetings in Fiji and Samoa, and the Pacific Disaster Risk Management Partnership Network (which was jointly founded by OCHA).
- Contingency planning in the region was ongoing as a number of countries revised their legislation and National Disaster Management Plans. The United Nations contingency plan in Fiji was revised, while the United Nations Staff Avian Influenza Pandemic Contingency Plan and Standard Operating Procedures for the DMT were developed.
- OCHA's involvement in bi-monthly PEMTAG meetings increased preparedness, cooperation and networking at national and regional levels. The re-engagement of OCHA with FRANZ led to a decision by FRANZ to grant OCHA observer status – enhancing civil–military cooperation.
- In conjunction with RO-AP, the RDRA for the Pacific was deployed in response to the crisis in Timor-Leste in May, to provide assistance with coordination and preparation of the flash appeal.

Regional Office for Asia and the Pacific

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http://ochaonline.un.org/roap

Requirements	2,773,338
Income from Voluntary Contributions[1]	1,473,776
EXPENDITURE	
Staff Costs	1,308,259
Consultant Fees and Travel	24,402
Travel	215,500
Operating Expenses	106,696
Contractual Services	23,714
Supplies, Materials, Furniture and Equipment	88,825
Fellowships, Grants and Contributions	15,000
Programme Support Costs	238,404
Total Expenditure (US$)	**2,020,800**

[1] Includes allocations from the Field Coordination Reserve Fund of US$ 725,826

>> Context

The Asia and Pacific region confirmed its status as the world's most disaster-prone region in 2006. A series of natural disasters tested national capacities for disaster reduction and response in Indonesia, the Philippines and elsewhere, exposing the levels of vulnerability and risk faced by communities. Alongside new situations such as Timor-Leste, a number of existing conflicts also re-emerged. Humanitarian consequences and protection needs continued to be of great concern.

In 2006, RO-AP took the lead in implementing the humanitarian reform process in the region, and taking advantage of regional partnerships and working closely with UN/IASC-CTs and RCs/HCs, RO-AP made significant progress in improving disaster response and emergency preparedness by supporting contingency planning processes.

>> Objectives

- Strengthen the United Nations' coordination and capacity to respond to humanitarian requirements through support to the RC/HC, UN/IASC-CTs, OCHA offices and regional actors.
- Facilitate disaster response preparedness and management at the national level with technical advice and mobilization of regional and international support.
- Promote regional cooperation among governments and international organizations and enhance emergency response capacities.
- Ensure OCHA fulfils its role in advocacy and regional backup (surge capacity).

>> Activities and Accomplishments

In 2006 OCHA RO-AP continued to develop its relationships with government institutions to enhance national capacity for disaster response and management. RO-AP represents OCHA in the Indian Ocean Tsunami Warning Consortium, established in March to assist governments with developing national plans and implementing tsunami early warning systems. It also worked with the United Nations Economic and Social Commission for Asia and the Pacific to consider proposals submitted to the Multi-Donor Voluntary Trust Fund on Tsunami Early Warning Arrangements.

RO-AP improved existing mechanisms for rapid response and promoted regional participation in the UNDAC system. RO-AP staff were deployed as part of UNDAC missions in response to the landslides in the Philippines (February) and the Yogyakarta earthquake in Indonesia (May). Discussions with governments in the region to encourage participation in the UNDAC system continued. RO-AP was involved in preparations for the UNDAC Disaster Response Preparedness Mission in Lao People's Democratic Republic (PDR) (scheduled for February 2007) and participated in the 2006 regional UNDAC Induction Course in the Republic of Korea, the Training of Trainers course in Germany and the Pacific Retreat in New Zealand.

Simultaneous (non-UNDAC) emergency deployments were made in response to the Yogyakarta earthquake and the Timor-Leste crisis in May, demonstrating that RO-AP is capable of responding to multiple emergencies while continuing its core functions. RO-AP also provided backstopping and surge capacity to support OCHA country offices and United Nations RCs/HCs in Myanmar, Pakistan, Papua New Guinea and the Philippines. Technical expertise was provided in information management and mapping, public information, advocacy, preparation of appeals, civil–military coordination and administration. In exceptional cases emergency surge support was provided outside the region, such as in response to the Lebanon crisis in July.

RO-AP played an active part in early implementation of the cluster approach in the field during deployments in Pakistan, Indonesia and the Philippines. Assistance with the preparation of CERF applications was provided during surge deployments to Timor-Leste and the Philippines. RO-AP facilitated the formation of an IASC group (including cluster lead agencies and NGO partners) at the end of 2006 to drive the humanitarian reform process in the region and plan a major regional Humanitarian Reform Workshop. This group has since evolved into the IASC Humanitarian Network Asia-Pacific.

RO-AP continued to work with governments and UN/IASC-CTs to develop contingency plans and natural disaster response preparedness and management plans. Missions to support national response preparedness and contingency planning for natural and conflict-related threats (including data preparedness) took place in Bangladesh, Indonesia, Lao PDR, Maldives, Nepal and Papua New Guinea in 2006.

RO-AP played a key role in Avian and Human Influenza preparedness in the region. A Pandemic Planning Officer for Asia and the Pacific was appointed at the end of 2006, complementing the functions of the Regional Coordinator of the United Nations System Influenza Coordinator, who has been based at RO-AP since the beginning of 2006.

RO-AP appointed a Civil–Military Coordination Officer in mid 2006 to develop working relationships with armed forces, provide humanitarian guidance at military exercises in the region and improve the coordination of military resources in emergency response. Partnerships were established with regional entities, including the Association of Southeast Asian Nations (ASEAN) and the United States Pacific Command (PACOM).

During the last quarter of 2006, RO-AP initiated an exercise to map humanitarian concerns in Asia and the Pacific. Quantitative data sources were used to analyse vulnerability and response capacity across the region, with a view to using the findings as a basis for RO-AP's 2007 work planning process.

RO-AP launched its website in 2006, focusing on humanitarian issues in the region and providing maps, situation reports, country profiles, photographs, press releases and resources (including an overview of the humanitarian reform process). It published a series of regional maps detailing natural hazard risks such as earthquakes, volcanoes, flooding and tropical storms, as well as general information on the region.

>> Performance Evaluation

- RO-AP either joined or led every UNDAC mission that took place in Asia and the Pacific in 2006. RO-AP is reinforcing its capacity by investing in further UNDAC training for its staff.
- Broader participation in the UNDAC system was encouraged through discussions with national governments and regional entities, including ASEAN, the South Asia Association for Regional Cooperation and the Pacific Islands Applied Geoscience Commission. RO-AP was a proactive participant in UNDAC training events worldwide, providing targeted technical guidance as required.
- RO-AP encouraged the participation of more than 30 regional actors in initiatives on natural disaster response preparedness by facilitating events such as the Asian Disaster Reduction and Response Network workshop in June.
- RO-AP responded to all requests to support OCHA country offices and United Nations RCs/HCs in 2006. RO-AP ensured appropriate action in every situation that required an international response in Asia and the Pacific in 2006.
- Information management partnerships were initiated through two missions to OCHA Regional Offices in Nairobi and Dubai.
- Hands-on assistance with the preparation of humanitarian funding appeals (including CERF, flash appeals and consolidated appeals) was given in Indonesia, the Philippines and Timor-Leste.
- Humanitarian coordination and public information support was provided in Myanmar, Pakistan and Timor-Leste, including training and capacity-building.

Europe

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Requirements	1,873,554
Income from Voluntary Contributions	971,455
EXPENDITURE	
Staff Costs	1,197,953
Consultant Fees and Travel	–
Travel	101,774
Operating Expenses	222,166
Contractual Services	37,540
Supplies, Materials, Furniture and Equipment	46,600
Fellowships, Grants and Contributions	11,800
Programme Support Costs	210,318
Total Expenditure (US$)	**1,828,151**

>> Context

The main challenges that OCHA faced in 2006 in the Russian Federation were management of the recovery-oriented transition and preparations for scaling down the inter-agency humanitarian operation over the coming years. This transitional approach was agreed upon by the operational United Nations agencies, NGOs, government and other partners in the North Caucasus, and it continues to be seen as the most appropriate strategic framework for humanitarian action.

In 2006, the traditional CAP for humanitarian action in Chechnya and its neighbouring republics was broadened into the first Inter-Agency Transitional Workplan. This paved the way for new assistance sectors such as Economic Growth, Governance and Peace and Tolerance. Throughout 2006, the transition programme progressed smoothly: humanitarian assistance and protection agencies tailored their activities for maximum effectiveness as conditions evolved, often redirecting and sometimes reducing their programmes. New actors with recovery and development expertise became engaged, and the local government and civil society assumed greater leadership of humanitarian and, in particular, development activities.

Humanitarian and socio-economic conditions in the North Caucasus, particularly in Chechnya, improved in 2006. However, according to the best available needs assessments in the North Caucasus, considerable humanitarian needs remained. While the improvement of the security situation in Chechnya allowed the United Nations to lower its security rating for Chechnya from Phase V to Phase IV, the security environment remained unsettled both in Chechnya and in its adjacent republics. Human insecurity continued to be the principal cause of humanitarian risk.

>> Objectives

- Coordinate humanitarian assistance and protection in Chechnya and the North Caucasus.
- Promote recovery-oriented assistance in the North Caucasus.
- Strengthen information management and analysis.
- Assist the government to better define and realize its global humanitarian goals.

>> Activities and Accomplishments

OCHA's most significant roles included leadership of the 2006 Inter-Agency Transitional Workplan for the North Caucasus as well as advocacy for greater humanitarian access in Chechnya. OCHA supported humanitarian action in the North Caucasus through an office in Moscow and a sub-office in Nazran (Ingushetia). Consistent with both OCHA's global role as an emergency response entity and its exit strategy from the Russian Federation, downsizing began in the second half of 2006.

OCHA managed the Transitional Workplan process and facilitated the coordination framework under which its

activities were carried out. This involved support to the ten Sector Working Groups in the North Caucasus, general coordination meetings and agencies' project planning and management. An important OCHA accomplishment in 2006 was to involve government authorities more directly in the transitional programming process. This was achieved through closer contacts with the government, culminating in the September inter-agency strategic planning workshop that initiated the 2007 Transitional Workplan. It was during this workshop that for the first time a senior federal official responsible for the North Caucasus clearly defined the government's priorities in humanitarian and recovery programming.

In 2006, OCHA launched a web-based 'Who Does What Where' database and continued to develop its needs assessment library and other information products. Information made available resulted in the incorporation of cross-sectoral needs analyses in the 2006 Mid-Year Update of the Transitional Workplan and in the 2007 Transitional Workplan. Throughout 2006, the information management team worked on a new, improved website which was launched at the end of the year.

Two years after the RC and HC defined their joint plan to promote recovery and a transitional approach in the North Caucasus, the concept of transition is well understood and appreciated by all partners, and firmly reflected in all agencies' programmes. Despite the progress in transitional programming, OCHA continues to be the focal point of coordination support to the RC and HC.

The new Sector Working Groups in 2006 established clear objectives and initiated many projects related to recovery and capacity-building. General coordination meetings in the North Caucasus improved and included well-prepared thematic discussions with special focus on cross-cutting intersectoral issues. Regular consultative arrangements were made with government officials, including the working group on protection in Chechnya, frequent United Nations and NGO attendance at meetings of the governmental Chechen IDP Committee, inter-ministerial and inter-agency meetings with republican governments, and planning meetings with the Office of Presidential Plenipotentiary. OCHA staff members actively advised Sector Working Group Chairpersons on coordination responsibilities and best practices. The humanitarian community was briefed on humanitarian reform, particularly the factors addressing accountability in the cluster approach.

In 2006 OCHA continued to advocate with the United Nations Security Management Team and the United Nations Department of Safety and Security for a security phase reclassification of Chechnya. The Secretary-General approved this phase change in July 2006, and OCHA national staff were deployed in August on the first multi-day United Nations mission made possible by the phase change. Multi-day missions by national staff and an increased number of day missions by international staff enabled better programme delivery and monitoring.

>> Performance Evaluation

- In 2006, the United Nations conducted a total of 133 missions into Chechnya, compared with 99 the year before and only 24 for the whole year as recently as 2003. The geographical coverage of relief and protection projects in the Transitional Workplan widened compared to the 2005 CAP to include the North Caucasus republics of North Ossetia-Alania and Kabardino-Balkaria.
- The number of page views of OCHA's website rose to 5,945 in January 2007, compared to the monthly average of 3,050 in October–December 2006. Less positively, OCHA efforts to establish a stronger inter-agency information management cell lacked buy-in.
- During the 2006 Mid-Year Review, the humanitarian component of the Transitional Workplan was reduced for the first time in the North Caucasus, and the overall 2006 Workplan budget was reduced by 7 per cent. The transitional programme was well funded, with over US$ 10 million more received by agencies than in any previous CAP year. The federal government has significantly increased its support to the recovery of Chechnya, aimed at alleviating poverty in urban areas and creating jobs.
- Monthly humanitarian and development forums focused increasingly on establishing linkages between humanitarian and recovery-oriented activities, and on ways to help the most vulnerable to achieve self-reliance, however development coordination capacity is still weak.
- OCHA worked with the government to encourage more active support for United Nations humanitarian action. The Russian humanitarian contribution reflected in the Financial Tracking System includes funding for crises in Kyrgyzstan, Lebanon, Moldova, Tajikistan and Iran. The Russian Federation is currently regularizing its annual contributions to United Nations agencies and sponsorship of United Nations programmes (UNHCR, WFP and OCHA).

Americas and the Caribbean

Colombia

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http://ochaonline.un.org/colombia

Requirements	2,894,174
Income from Voluntary Contributions[1]	1,947,733
EXPENDITURE	
Staff Costs	1,582,921
Consultant Fees and Travel	–
Travel	124,600
Operating Expenses	283,799
Contractual Services	31,485
Supplies, Materials, Furniture and Equipment	113,950
Fellowships, Grants and Contributions	35,400
Programme Support Costs	282,380
Total Expenditure (US$)	**2,454,535**

[1] Includes allocations from the Field Coordination Reserve Fund of US$ 125,000

>> Context

Despite improved economic indicators reported in 2006 and a reduction in human rights violations and crime, Colombia ranks among the most violent countries in the world and remains mired in social inequalities and a protracted, 45-year-old armed conflict.

The key humanitarian concerns of 2006 were the protection of over 100,000 newly displaced people and landmines and explosive remnants of war (ERW). With 1,103 victims during 2006, Colombia has the highest rate of new landmine and ERW victims worldwide. In addition up to 13,000 children are child soldiers. Fifty-seven communities (more than 30,000 individuals) reported confinement due to the presence and actions of illegal armed groups, and no less than 5,000 indigenous people were forced to flee from their homes. In 2006, natural disasters affected over 500,000 people and the national authorities and United Nations system have been on high alert to the possible eruption of the Galeras volcano, which has the potential to affect the departmental capital, Pasto.

In 2006 the second phase of the paramilitary Disarmament, Demobilization and Reintegration process was completed, with over 30,000 people demobilized. There were also some steps towards a peace agreement between the Government of Colombia and the National Liberation Army. However, the ongoing conflict and appearance of new illegal armed bands throughout the country resulted in persistent violations of International Humanitarian Law and human rights.

OCHA in Colombia has a central office in Bogotá along with three sub-offices and three satellite offices, which ensure enhanced coordination among United Nations agencies and the humanitarian community.

>> Objectives

- Strengthen and improve coordination structures and mechanisms involving the United Nations system, NGOs, public institutions and civil society in order to better respond to the challenges of the growing humanitarian crisis.
- Improve the quantity and quality of information produced by the Humanitarian Situation Room (HRS).
- Improve United Nations capacity to promote humanitarian issues and principles at the national, departmental and local levels, through better use of coordination and information tools.
- Assist in improving the capacity of United Nations agencies to respond to natural disasters.

>> Activities and Accomplishments

Under the HC's lead and with the full support of OCHA, an IASC-CT was established in July 2006. The group is comprised of eight United Nations agencies and key INGOs, including ECHO and Red Cross and Red Crescent Movement representatives as observers. The steadily

increased participation of NGOs and the establishment of an information-sharing platform ensured broader coordination of the humanitarian response, including more focused attention on the cross-cutting issues of gender and HIV/AIDS.

OCHA's Information Management Unit and the Humanitarian Situation Room provided consistent monitoring of humanitarian variables in Colombia, including the maintenance of the largest 'Who Does What Where' database in the country. The database includes details of many victims' organizations, and it was used extensively by the National Commission for Reparation and Reconciliation. The HSR's geo-referenced information systems consolidated, analysed and disseminated over 180 socio-economic and conflict and natural disaster-related variables, and provided a mapping service. This baseline information helped to develop planning and preparedness of the humanitarian community in Colombia during 2006.

OCHA continued with a training activity started in 2005 to strengthen its counterparts' coordination capacities. In association with the United Nations Department of Safety and Security and the Spanish International Cooperation Agency (Agencia Española de Cooperación Internacional), and with the participation of UNIFEM, OCHA organized eight workshops on Effective Mechanisms for Humanitarian Coordination and Individual Risk Reduction. A total of 360 organizations participated.

OCHA coordinated over 100 inter-institution needs assessment missions (involving local ombudsmen's offices, United Nations agencies, NGOs and local authorities) in 39 areas directly affected by conflict, addressing protection issues and aiming at more efficient humanitarian response. In particular the needs assessment conducted in Chocó, Norte de Santander and Nariño led to the mobilization of US$ 2.2 million through the CERF for the implementation of three emergency projects (over 50,000 beneficiaries) by IOM, UNHCR and the Pan-American Health Organization.

OCHA reactivated and coordinated the joint United Nations Emergency Technical Team (UNETE), which supported the finalization of a United Nations preparedness plan for natural disasters and provided technical assistance to national and departmental structures in responding to the Galeras volcano and victims of the 2006 rainy and winter seasons.

>> Performance Evaluation

- OCHA was commissioned to coordinate the Peace, Security and Reconciliation Chapter of the Common Country Assessment and United Nations Development and Assistance Framework (UNDAF). As a result, a direct acknowledgement of the humanitarian reform process was reflected under one of the UNDAF outcomes.
- OCHA reinforced coordination and information-sharing with the National Reparation and Reconciliation Commission (CNRR). As part of OCHA's commitment to ensuring improved response to victims of the armed conflict, OCHA accompanied the CNRR (along with UNDP, OHCHR and IOM) on its regional workshops aiming to increase awareness about victims' rights and reparation procedures. As a result, OCHA developed a 'Who Does What Where' database of victims' organizations – a cornerstone of the Commission's commitment to deliver a proposal for a National Reparation Plan to the government.
- Joint planning at national and local levels were bolstered through joint field missions with United Nations and non-United Nations actors. These missions resulted in accurate needs assessments allowing better response to 39 at-risk communities (covering nearly 380,000 beneficiaries).
- In 2006 OCHA played a pivotal role in natural disaster preparedness and response through the coordination of UNETE and support of national structures (National Disaster Preparedness and Response System, the Red Cross).
- OCHA refined its Humanitarian Information System, developed new resources for information-sharing, created new products and delivered special reports on request such as humanitarian briefing kits and synopses on humanitarian situation variables. A first draft of the National Needs Assessment will contribute to developing and implementing the CHAP in 2007.
- A dedicated online workspace for the IASC-CT was created, featuring full documentation on the humanitarian reform process.

Haiti

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Requirements	688,898
Income from Voluntary Contributions[1]	287,580
EXPENDITURE	
Staff Costs	290,717
Consultant Fees and Travel	–
Travel	11,879
Operating Expenses	64,775
Contractual Services	10,400
Supplies, Materials, Furniture and Equipment	28,800
Fellowships, Grants and Contributions	4,000
Programme Support Costs	53,375
Total Expenditure (US$)	**463,946**

[1] Includes allocations from the Field Coordination Reserve Fund of US$ 287,580

>> Context

While there was overall progress in Haiti in 2006 – from its peaceful transition to a democratically elected government earlier in the year and local elections in December – violent crime remained widespread and armed gangs continued their effective control of some neighbourhoods in the capital, most notably Cité Soleil. Gang violence often resulted in civilian deaths, obstructing the local population's access to public services and hampering humanitarian organizations in delivering assistance to those in need.

Populations across Haiti remained vulnerable to economic and political instability, forcing unknown numbers of people to leave their homes in search of safety in other parts of the country. In some communities, anywhere from a third to a half of the population was internally displaced. After the elections there were fewer mass migrations, but significant numbers of Haitians continued to cross unregulated into the neighbouring Dominican Republic, where they found better security and greater economic opportunities. Population movements from the poor interior areas of the country to the capital Port-au-Prince continued, and it is estimated that around 230 individuals arrived daily.

The food security situation remained precarious because of low income levels, in some cases leading to chronic malnutrition. Lack of access to drinking water was a severe public health problem, with water-related diseases a major cause of child mortality. The majority of Haitians remained extremely vulnerable to health emergencies and infectious diseases because of limited access to health care and a shortage of available treatments for chronic conditions. The deterioration of environmental conditions impacted further on the humanitarian situation, particularly because the country is already prone to natural hazards to which the government and infrastructure cannot respond adequately.

The 2006 hurricane season was relatively mild, and both the international community and the government were able to cope with the needs of the affected population – particularly in the aftermath of tropical storm Ernesto and floods in November 2006.

>> Objectives

- Continue to provide coordination support to the HC, in particular through an improved information management system.
- Conclude establishment of the Humanitarian Information Management Network (HIMN).
- Improve information-sharing among the Humanitarian and Development Coordination Section (HDCS) of the United Nations Stabilization Mission in Haiti (MINUSTAH), United Nations agencies, NGOs and other humanitarian actors.

>> Activities and Accomplishments

In August 2006, the DSRSG/RC/HC sponsored a workshop on humanitarian reform that was supported by the OCHA Regional Office for Latin America and the Caribbean and attended by representatives of all United Nations agencies and the IFRC. Humanitarian reform and the cluster approach were presented to United Nations agencies and partners, including donors, to facilitate their implementation in Haiti. However, the IASC-CT was not established; some sector leads were yet to be identified and all still had to establish their terms of reference.

In 2006 OCHA facilitated Haiti receiving a total of US$ 1 million from the CERF under-funded window for three projects with the following goals: mitigating the humanitarian impact of landslides during tropical storm Ernesto; reducing mortality rates related to water-borne diseases; and increasing access to potable water for more than 150,000 people in Cité Soleil.

By mid July, humanitarian coordination – which had previously been undertaken by the HDCS of MINUSTAH – was redirected to OCHA. On the request of the RC/HC, OCHA opened an independent Humanitarian Information Unit which was recognized for providing a coordinated and efficient response to disasters. Following the tropical storm Ernesto and major floods in November 2006, the Government of Haiti had (for the first time) allocated and pre-positioned funds to deal with emergencies related to the natural or man-made disasters, and timely dissemination of information by OCHA facilitated the coordination of an appropriate and adequate response. From August 2006, OCHA convened a bi-weekly humanitarian forum with humanitarian and development actors in Haiti aiming to share information and to discuss relevant humanitarian issues.

>> Performance Evaluation

- Humanitarian and recovery information was produced every two weeks and disseminated to all actors. Specific information provided by OCHA to humanitarian actors facilitated the response to natural disasters both at national and international levels. A 'Who Does What Where' database and mapping was regularly updated and shared with all partners, including the government. Situation reports were produced with relevant information provided by NGOs, the United Nations system and other relevant actors. ECHO received timely and accurate information leading to funding for emergency response projects.
- The lack of funds and high turnover of staff hindered OCHA in maintaining its information management system. The HIMN website created in early 2006 was inoperative by May due to a lack of adequate training and handover to national staff.
- The active participation of humanitarian actors in the bi-weekly humanitarian forum increased; partners used the forum as an opportunity to present their projects and activities, to identify partnerships and to discuss common strategies.

Regional Office for Latin America and the Caribbean

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http://ochaonline.un.org/rolac

Requirements	1,188,186
Income from Voluntary Contributions[1]	575,008
EXPENDITURE	
Staff Costs	595,337
Consultant Fees and Travel	1,740
Travel	102,280
Operating Expenses	81,008
Contractual Services	22,040
Supplies, Materials, Furniture and Equipment	23,000
Fellowships, Grants and Contributions	8,000
Programme Support Costs	108,343
Total Expenditure (US$)	**941,748**

[1] Includes allocations from the Field Coordination Reserve Fund of US$ 275,488

>> Context

Although the 2006 hurricane season was not as deadly as predicted, there were still over 1 million people affected by natural disasters in Latin America and the Caribbean during the year. Statistics indicated that one third of the population was exposed to natural catastrophes, and the potential for emergencies increased during the year. Many countries in the region faced continued crises related to profound socio-economic inequality, poverty, stagnating economies and unfair treatment of indigenous populations. The resulting socio-political instability and its humanitarian impact, especially in countries where indigenous and other minorities are the most vulnerable, requires careful monitoring and, where appropriate, contingency planning.

One of the key challenges facing the Regional Office for Latin America and the Caribbean (RO-LAC) in 2006 was the development of OCHA's capacity to manage humanitarian information in the region.

>> Objectives

- Improve emergency preparedness, coordination mechanisms and response for natural disasters and other humanitarian issues at national and regional levels.
- Strengthen systems for the provision of timely, high-quality information in support of humanitarian decision-making and response.
- Enhance advocacy for and awareness of human rights, International Humanitarian Law and humanitarian principles and their application in the region.
- Improve the clarity of the relationship between humanitarian actors and the military.

>> Activities and Accomplishments

As part of its strategic plan for strengthening emergency preparedness, coordination mechanisms and information systems, RO-LAC created two National Disaster Response Adviser (NDRA) positions in Guatemala and Nicaragua. It also supported UNCTs in eight countries by revising emergency response plans and providing an introduction to humanitarian reform, including the CERF and the cluster approach. At the regional level, OCHA organized UNDAC induction and refresher courses. Along with these preparedness activities, two UNDAC missions were deployed to Bolivia and Suriname to support the response to severe flooding.

RO-LAC assisted in coordinating a high-level regional meeting on disaster response preparedness in Guatemala, with the participation of ministers and directors from the National Emergency Commissions of Central American countries as well as representatives of United Nations agencies and donors. This conference featured the lead participation of the Under-Secretary-General for Humanitarian Affairs, who signed a Cooperation

Framework on behalf of OCHA with the Centre of Coordination for Natural Disaster Prevention in Central America (CEPREDENAC) and the Central American Integration System. Leading up to this event, a workshop on Forecast and Possible Lines of Action in Central America for the 2006 hurricane season brought together meteorologists, experts in natural disaster management and representatives of governments, NGOs, international cooperation agencies and United Nations agencies working in Central America. The main conclusions and recommendations from the workshop helped prepare for future hurricane seasons and put into practice lessons learned from the 2005 hurricane season.

RO-LAC continued to carry out the function of Executive Secretary for the Regional Risk, Emergency and Disaster Task Force (REDLAC) meetings. In the area of disaster response, one of the group's achievements was the creation of an Inter-Agency Rapid Humanitarian Assessment Methodology and Tool to support United Nations Emergency Technical Teams (UNETEs). This was developed through a review of the range of inter-agency rapid assessment tools and methodologies of member agencies and humanitarian partners – consolidating these into one single tool approved and validated by all members. Another accomplishment was the creation of a regional-level Inter-Agency Cluster Work Group to support the implementation the cluster approach.

A sub-group was formed with information management focal points for REDLAC members which acted as a regional mechanism for information management and sharing – including early warning monitoring and alerts for natural disasters in the region, relevant publications and links, information management products and tools, and joint projects. One of the projects that the group undertook was the Regional Humanitarian Network for Latin America and the Caribbean (RedHum), designed to coordinate information from the region, indicate gaps and disseminate situation analyses to facilitate decision-making.

OCHA held the first regional Humanitarian Reform Workshop, two emergency preparedness workshops and two lessons learned workshops. It also undertook five missions to strengthen UNETEs in disaster response capacity. It participated in a meeting of the Regional Humanitarian Allied Forces at which civil and military entities developed strategies to improve their collaborative efforts in dealing with natural and man-made hazards and their impact on communities.

>> Performance Evaluation

- National emergency preparedness was strengthened by doubling the number of UNDAC-trained members in the region – to a total of approximately 70 people.
- RO-LAC secured US$ 300,000 in funding for the RedHum project, and ReliefWeb and the OCHA office in Colombia supported the development and design of the associated website. A memorandum of understanding was signed between OCHA and the Secretariat for CEPREDENAC for strengthening the dissemination of information in the region. There was also an exchange of correspondence with the Regional Information Centre on Disasters for Latin America and the Caribbean requesting support for the RedHum project through human resources and information platforms. Other partners included agencies in the REDLAC group, NGOs and the Civil Protection System.
- The provision of information was streamlined with the launch of the RO-LAC website – in English and Spanish. It provides information on disasters and partners in the region (including REDLAC members and their activities), coordination tools and links to other relevant sites, as well as information about the RO-LAC's activities in the region.
- RO-LAC, along with the Panamanian Civil Defense Organization and UNDP, organized a joint regional training workshop for journalists on natural disasters. This workshop was a pilot project within a longer-term strategy for a better communication in the region and has already been followed up by a second workshop, Risk Management for Disasters for Journalists, organized by UNDP Guatemala for journalists and communications practitioners from Guatemala, El Salvador, Honduras and Nicaragua.

ANNEXES

Annex I: In-Kind and Other Contributions

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Government

Australia	Asia-Pacific Humanitarian Partnership Support to UN-CMCoord Training Course, August
	INSARAG Asia-Pacific Regional Meeting and Steering Committee Meetings (Brisbane), November
Austria	On-Site Operations Coordination Centre Training Course (Graz), March
	Support to Civil–Military Coordination Section's High-Level Dissemination Workshop, December
	Joint assessment mission to Indonesia dam
Canada	Offer of use of national UNDAC Mission Account to deploy up to ten developing country UNDAC team members per year
China	Asia-Pacific Humanitarian Partnership
	Asia-Pacific Humanitarian Partnership Meeting (Beijing), March
	INSARAG Asia-Pacific Urban Search and Rescue Exercise (Shijiazhuang, Hebei Province), August
Cyprus	INSARAG Africa/Europe Urban Search and Rescue Exercise (Cyprus), February
Denmark	International Humanitarian Partnership Standby Partner Training Workshop (Snekkersten), April
European Union	Four volcanologists (Italy) deployed to Yogyakarta earthquake, Indonesia
	Six environmental experts (Denmark), experts (Italy) and equipment from Norway and Spain deployed to oil spill during Lebanon crisis
Estonia	International Humanitarian Partnership
	International Humanitarian Partnership Support Staff Course (Tallinn), April
Finland	International Humanitarian Partnership Support to UN-CMCoord Training Course, January
	TRIPLEX 2006 (Tampere), September
Germany	Training of Trainers Course (Stuttgart), August
India	UNDAC Asia-Pacific Refresher Course (Hyderabad), March
Japan	Asia-Pacific Humanitarian Partnership
Kenya	Support to UN-CMCoord Training Course, March
Korea	Asia Pacific Humanitarian Partnership
	UNDAC Asia-Pacific Induction Course (Seoul), September
Netherlands	International Humanitarian Partnership Environmental experts deployed to Suriname flooding, Indonesia mud volcano, Cote d'Ivoire toxic waste and Turkey response preparedness
New Zealand	Asia Pacific Humanitarian Partnership
	Asia Pacific Humanitarian Partnership Support Staff Course (Auckland), December
Norway	International Humanitarian Partnership Offer of use of national UNDAC Mission Account to deploy developing country UNDAC team members on UNDAC missions
	Printing of 1,000 copies of the revised UNDAC Handbook
	Joint assessment mission to Indonesia dam
	Relief stocks for UNHRD (Brindisi) to the value of US$ 882,000
	Support to UN-CMCoord Training Course, June
	International Humanitarian Partnership Meeting (Tonsberg), August
Philippines	Support to UN-CMCoord Training Course, February
Singapore	Asia-Pacific Humanitarian Partnership
Slovenia	Support to UN-CMCoord Training Course, May

	INSARAG Regional Urban Search and Rescue Exercise (Ljubljana), November
Sweden	International Humanitarian Partnership
	Personal equipment for new UNDAC members
	Funding of insurance cover for UNDAC members on mission
	Funding of six developing country UNDAC members from Africa to attend refresher course
	Support to UN-CMCoord Training Course (Armenia), September
	UNDAC Africa-Europe Refresher (Kristinehamn), including provision of full support camp, October
Switzerland	Offer of provision of Swiss plane to transport UNDAC team to disaster-affected countries
	Environmental experts deployed to Indonesia earthquake, Indonesia mud volcano and Lebanon crisis
	UNDAC Advisory Board Official Dinner (Geneva), February
	Support to UN-CMCoord Staff Course, March
	UNDAC Africa-Europe Induction Course (Lausanne), May
	Support to UN-CMCoord Training Course, May
	Support to UN-CMCoord Staff Course, September
Tunisia	INSARAG Regional Awareness Training (Tunis), January
	INSARAG Africa-Europe Regional Meeting (Tunis), September
United Kingdom	International Humanitarian Partnership
United States of America	
	Americas Support Module
	Printing of 450 copies of the revised INSARAG Guidelines
	INSARAG Americas Regional Meeting (Guatemala), February
	Support Staff Training Course (Fairfax County, Virginia), June
	Support to UN-CMCoord Training Course, August

Corporate

DHL	Disaster response teams deployed to Indonesia and the Philippines
Ericsson	Emergency telecommunications support in Pakistan and Lebanon
United Nations Foundation	
	Online donation facility for the CERF
United Nations Foundation/Vodafone Foundation	
	Télécoms sans Frontières deployments to Lebanon, the Philippines and Mozambique
Worldcheck	Industrial intelligence for screening purposes

Associated Experts Programme (JPOs)

Country	Headquarters New York	Headquarters Geneva	Field		TOTAL
Denmark	1	1	–		2
Finland	–	1	–		1
France	2	1	–		3
Germany	–	1	–		1
Italy	1	–	–		1
Japan	1	–	–		1
Netherlands	–	–	3	Senegal, South Africa, Colombia	3
Norway	2	1	2	Tajikistan (ISDR), Kenya (ISDR)	5
Republic of Korea	1	–	–		1
Sweden	–	1	1	Democratic Republic of the Congo	2
Switzerland	1	–	–		1
United Kingdom	–	1	–		1
TOTAL	**9**	**7**	**6**		**22**

Annex II: Other Trust Funds

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Afghanistan Emergency Trust Fund

In 2006, programme activities funded by the Afghanistan Emergency Trust Fund (AETF) continued to be implemented through two memoranda of understanding between OCHA and UNAMA. The implementation period of MoU I (relating to € 7.8 million contributed by the Netherlands to support NGO relief and rehabilitation activities) was terminated at the end of 2006 following the financing of a total of 50 projects in nine sectors. The full amount available for this MoU (US$ 8,398,377) was programmed by UNAMA, against which expenditures of US$ 8,343,687 were recorded by the end of 2006. For humanitarian and economic development activities under MoU II, approximately US$ 14.5 million of the US$ 14.8 million available was programmed by UNAMA against 88 projects in capacity-building, disaster preparedness and information management. Due to the weak capacity of implementing partners, and adverse security and weather conditions, some projects under this MoU were delayed or readjusted, and its implementation period was extended to 31 December 2007.

During 2006, the AETF was also used to support the Afghanistan-related activities of the Integrated Regional Information Networks (IRIN), and at UNAMA's request OCHA provided US$ 400,000 to the United Nations Office for Project Services for the establishment of a local Disaster Response Reserve Fund.

The available balance in the AETF as at the end of the biennium is US$ 2,058,655. The commitments and outstanding advances against the fund as of 31 December 2006 are detailed in the tables opposite.

Statement of Income and Expenditure	2006
Summary of the Afghanistan Emergency Trust Fund (US$)	
1 Opening Balance	16,899,284
2 Adjustments	(11,928)
3 Income from Contributions	–
4 Transfers, Refunds, Savings	(3,227,097)
5 Other Funds Available	379,180
6 Total Funds Available	**14,039,439**
7 Expenditure	3,557,271
8 Closing balance	**10,482,168**

Income and Expenditure Breakdown	2006
Income from Voluntary Contributions	**–**
EXPENDITURES	
Staff Costs	1,255,503
Consultant Fees and Travel	–
Travel	260,352
Operating Expenses	1,037,576
Contractual Services	338,627
Supplies, Materials, Furniture and Equipment	505,756
Fellowships, Grants and Contributions	290
Programme Support Costs	159,167
Total Expenditure	**3,557,271**

Reserves and Fund Balances as at 31 December 2006	**10,482,168**
Outstanding Advances and Commitments Against MoU I with UNAMA	54,690 –
Outstanding Advances and Commitments Against MoU II with UNAMA	7,714,824 –
Outstanding Advances and Commitments Against MoU with UNOPS	400,000 –
Outstanding Advances with Mine Action NGOs	122,911
Unallocated Mine Action Funds to be Transferred to UNMAS	122,911 –
Other Outstanding Advances	8,177
Balance of Funds for other Activities in 2007	**2,058,655**

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Tsunami Trust Fund

In 2006, programme activities funded by the Tsunami Trust Fund continued to be implemented: support was provided in both Indonesia and Sri Lanka to address ongoing humanitarian coordination needs. In both countries, the Humanitarian Information Centres supported by OCHA provided information products and services that enabled the humanitarian community to deliver assistance more effectively. Funds were also provided to the Humanitarian Response Fund in Somalia for projects that sought to reinforce livelihoods and positive coping mechanisms of the populations on the 650-kilometre affected coastline.

Funds were provided to support the first phase of the initiative for the strengthening of national capacities for the tsunami early warning and response system in the Indian Ocean, implemented through OCHA's regional office structure. Specific activities undertaken during this preparatory phase included missions to nine priority countries, meetings with implementing partners and coordination with national disaster management authorities.

http://ochaonline.un.org/humanitarianappeal/webpage.asp?Page=1516

OCHA contributed funds from the Tsunami Trust Fund towards the Tsunami Evaluation Coalition (TEC). A report by the TEC on the overall amounts from the Tsunami Trust Funds channelled through OCHA in 2005 and 2006 was released in December 2006. The document covers 67 projects from 14 United Nations organizations, to which US $74.6 million has been allocated to seven countries and at the regional level.

Trust Fund for Tsunami Disaster Relief*

	Summary	TOTAL
1	Opening Balance	10,915,898
2	Adjustments	(3,436,418)
3	Income	100
4	Transfers, Refunds, Savings	2,129,590
5	Other Funds Available	761,098
6	Total Funds Available	10,370,268
7	Expenditure	5,925,421
8	Allocations to UN Agencies	–
9	**Closing Balance**	**4,444,847**

* All figures subject to audit

1 The opening balance reflects the situation of each Trust Fund as of 1 January 2006.
2 Includes adjustments to prior period income and expenditure.
3 Includes contributions from donors for 2006.
4 Includes transfers between Trust Funds, refunds to donors and savings on prior period obligations.
5 Consists of interest, miscellaneous income and exchange adjustments for 2006.
6 Consists of the opening balance and income (addition of 1+2+3+4+5).
7 Includes disbursements and unliquidated obligations as of 31 December 2006.
8 Consists of allocations provided to UN agencies for implementation of tsunami projects.
9 Includes operating cash reserves and fund balances as of 31 December 2006.

Annex III: Central Emergency Relief Fund – Loan Portion

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The loan portion of the Central Emergency Relief Fund (CERF) is used primarily when there is a need for interim funds during an emergency, covering funding gaps while other funds are en route.

The loan portion of the CERF maintained solid financial standing during 2006, with a total of US$ 53,272,337 advanced during the course of the year.

Country	Agencies involved	Total
Sudan	• UNICEF (4 requests)	18,800,000
	• FAO (1 request)	8,422,337
	• WFP (1 request)	18,000,000
	• OCHA Sudan (1 request)	4,000,000
	• DPKO/UNMAS (1 request)	1,000,000
	• UNDP (1 request)	1,400,000
Total		**US$ 51,622,337**
Afghanistan	• DPKO/UNMAS (1 request)	US$ 1,650,000

Of the total funds disbursed in advances during 2006, US$ 27,422,337 (50 per cent of the total) had already been reimbursed by the end of the year. A total of US$ 28,250,000 remained outstanding, of which US$ 22,800,000 (42 percent of the total due) was to be paid during the first quarter of 2007. US$ 3,050,000 is to be paid in the last quarter of 2007, and US$ 2,400,000 is overdue from loans issued in 2005.

Acronyms

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ACDM	ASEAN Committee on Disaster Management
AERS	Advocacy and External Relations Section (OCHA)
AETF	Afghanistan Emergency Trust Fund
AHI	Avian and Human Influenza
AIMB	Advocacy and Information Management Branch (OCHA)
ALNAP	Active Learning Network for Accountability and Performance in Humanitarian Action
AO	Administrative Office (OCHA)
APHP	Asia Pacific Humanitarian Partnership
APIS	Advocacy and Public Information Section (OCHA)
ARDEX-06	ASEAN Regional Disaster Emergency Response Simulation Exercise
ASEAN	Association of Southeast Asian Nations
ASG	Assistant Secretary-General
BCRF	Budgetary Cash Reserve Fund
CAP	Consolidated Appeal Process
CAR	Central African Republic
CCHA	Consultative Committee on Humanitarian Assistance
CEPREDENAC	Centre of Coordination for Natural Disaster Prevention in Central America
CERF	Central Emergency Response Fund
CHAP	Common Humanitarian Action Plan
CHF	Common Humanitarian Fund
CMCoord	Civil–Military Coordination
CMCS	Civil–Military Coordination Section (OCHA)
CNCA	Comité National pour la Coordination des Aides
CNRR	National Reparation and Reconciliation Commission (Colombia)
CPN	Communist Party of Nepal
CPU	Civil Protection Unit (Zimbabwe)
CRD	Coordination and Response Division (OCHA)
DERC	Deputy Emergency Relief Coordinator
DERS	Donor and External Relations Section (OCHA)
DFID	Department for International Development (United Kingdom)
DIHAD	Dubai International Humanitarian Aid and Development
DMT	Disaster Management Team
DPKO	Department of Peacekeeping Operations (United Nations)
DPRK	Democratic People's Republic of Korea
DPSS	Displacement and Protection Support Section (United Nations)
DRC	Democratic Republic of the Congo
DSRSG	Deputy Special Representative of the Secretary-General
ECHA	Executive Committee on Humanitarian Affairs (United Nations)
ECHO	European Commission Humanitarian Office
ECO	Economic Cooperation Organization
ECOWAS	Economic Community of West African States
EES	Environmental Emergencies Section (OCHA)
EFCT	Emergency Field Coordination Training (OCHA)
EO	Executive Office (OCHA)
EP&R	Emergency Preparedness and Response
EPS	Emergency Preparedness Section (OCHA)
ERC	Emergency Relief Coordinator
ERF	Emergency Response Fund
ERRA	Earthquake Reconstruction and Rehabilitation Authority (Pakistan)
ESB	Emergency Services Branch (OCHA)
ESS	Evaluation and Studies Section (OCHA)
EU	European Union
EWU	Early Warning Unit (OCHA)
FAO	Food and Agriculture Organization
FAS	Financial Accounting System (OCHA)
FCRF	Field Coordination Reserve Fund
FCSS	Field Coordination Support Section (OCHA)
FiDMS	Field Document Management System (OCHA)
FIM	Field Information Management (OCHA)
FIS	Field Information Support (OCHA)
FRANZ	France, Australia and New Zealand (Asia-Pacific)
FSS	Field Support Section (OCHA)
FTS	Financial Tracking System
GAT	Gender Advisory Team (OCHA)
GCC	Gulf Cooperation Council

GDACS	Global Disaster Alert and Coordination System
GHD	Good Humanitarian Donorship
GHP	Global Humanitarian Platform
GIS	Geographic Information System
HAP	Humanitarian Action Plan
HC	Humanitarian Coordinator
HCT	Humanitarian Country Team
HDCS	Humanitarian and Development Coordination Section (MINUSTAH, Haiti)
HEWSweb	Humanitarian Early Warning Service website
HFA	Hyogo Framework for Action
HIC	Humanitarian Information Centre
HIMN	Humanitarian Information Management Network
HIN	Humanitarian Information Network
HIV/AIDS	Human Immunodeficiency Virus/ Acquired Immune Deficiency Syndrome
HRF	Humanitarian Response Fund
HRSU	Humanitarian Reform Support Unit (OCHA)
IAHCC	Inter-Agency Humanitarian Coordination Committee
IASC	Inter-Agency Standing Committee
IASC-CT	Inter-Agency Standing Committee Country Team
ICRC	International Committee of the Red Cross
ICU	Islamic Courts Union
IDD	Internal Displacement Division (OCHA)
IDF	Israeli Defense Forces
IDMC	Internal Displacement Monitoring Centre
IDP	internally displaced person
IED	improvised explosive device
IFRC	International Federation of Red Cross and Red Crescent Societies
IHP	International Humanitarian Partnership
IMO	Information Management Officer
IMU	Information Management Unit
INGO	international non-governmental organization
INSARAG	International Search and Rescue Advisory Group
IOM	International Organization for Migration
IRIN	Integrated Regional Information Networks
ISAF	International Security Assistance Force (Afghanistan)
ISDR	International Strategy for Disaster Reduction
ITS	Information Technology Section (OCHA)
JMC	Joint Monitoring Committee
JNA	Joint Needs Assessment
JPO	Junior Professional Officer
LLR	lesson learning review
LRA	Lord's Resistance Army (Uganda)
LSU	Logistics Support Unit (OCHA)
LTTE	Liberation Tigers of Tamil Eelam (Sri Lanka)
MCDA	Military and Civil Defence Assets
MENA	Middle East and North Africa
MENAIA	Middle East, North Africa, Iran and Afghanistan
MINUSTAH	United Nations Stabilization Mission in Haiti
MONUC	United Nations Mission in the Democratic Republic of the Congo
MOSS	Minimum Operating Security Standards
MPA	Minimum Preparedness Action
NAF	Needs Analysis Framework
NATO	North Atlantic Treaty Organization
NDC	National Disaster Centre (Papua New Guinea)
NDMO	Natural Disaster Management Office
NDRA	National Disaster Response Adviser
NGO	non-governmental organization
NRC	Norwegian Refugee Council
NRF	NATO Response Force (Afghanistan)
OCM	OCHA Contact Management (System)
ODSG	OCHA Donor Support Group
OFDA	Office of Foreign Disaster Assistance (United States of America)
OHCHR	Office of the High Commissioner for Human Rights
OPEC	Organization of Petroleum Exporting Countries
oPt	occupied Palestinian territory
OSSG	Office of the Spokesperson of the Secretary-General (United Nations)
PA	Palestinian Authority
PAS	Performance Appraisal System
PDSB	Policy Development and Studies Branch (OCHA)
PEMTAG	Pacific Emergency Management Training Advisory Group
PNG	Papua New Guinea
ProCap	Protection Standby Capacity Initiative
PSNP	Productive Safety Net Programme
RC	Resident Coordinator
RDRA	Regional Disaster Response Adviser

RedHum	Red Humanitaria
REDLAC	Regional Risk, Emergency and Disaster Task Force
RO-AP	Regional Office for Asia and the Pacific (OCHA)
RO-CEA	Regional Office for Central and East Africa (OCHA)
RO-LAC	Regional Office for Latin America and the Caribbean (OCHA)
RO-SA	Regional Office for Southern Africa (OCHA)
RO-WA	Regional Office for West Africa (OCHA)
RRM	Rapid Response Mechanism
RSG	Representative of the Secretary-General
SAHIMS	Southern Africa Humanitarian Information Management Network
SDLS	Staff Development and Learning Section (OCHA)
SHP	Southern Highlands Province (Papua New Guinea)
SOPAC	Pacific Islands Applied Geoscience Commission
SSRRC	Southern Sudan Relief and Rehabilitation Commission
TAF	The Asia Foundation
TEC	Tsunami Evaluation Coalition
TFG	Transitional Federal Government (Somalia)
UAE	United Arab Emirates
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNAMA	United Nations Assistance Mission in Afghanistan
UN-CMCoord	United Nations Civil–Military Cooperation
UNCT	United Nations Country Team
UNDAC	United Nations Disaster Assessment and Coordination
UNDAF	United Nations Development Assistance Framework
UNDMT	United Nations Disaster Management Team
UNDP	United Nations Development Programme
UNDSS	United Nations Department of Safety and Security
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNETE	United Nations Emergency Technical Team
UN-Habitat	United Nations Human Settlements Programme
UNHCR	United Nations High Commissioner for Refugees
UNHRD	United Nations Humanitarian Response Depot
UNICEF	United Nations Children's Fund
UNIFEM	United Nations Development Fund for Women
UNIFIL	United Nations Interim Force in Lebanon
UNJLC	United Nations Joint Logistics Centre
UNMIT	United Nations Integrated Mission in Timor-Leste
UNOCI	United Nations Operation in Côte d'Ivoire
UNORC	United Nations Office of the Recovery Coordinator
UNOWA	United Nations Office for West Africa
UNOPS	United Nations Office for Project Services
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
UNTWG	United Nations Technical Working Group
UPDF	Uganda People's Defense Force
USAR	urban search and rescue
USG	Under-Secretary-General
VAC	Vulnerability Assessment Committee
VOSOCC	Virtual On-Site Operations Coordination Centre
WEF	World Economic Forum
WFP	World Food Programme
WHO	World Health Organization

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ACTIVITIES AND USE OF EXTRABUDGETARY FUNDS

OFFICE FOR THE COORDINATION OF HUMANITARIAN AFFAIRS

United Nations