# OCHA in 2012 & 2013

## PLAN AND BUDGET

Coordination Saves Lives

United Nations

## Credits

OCHA wishes to acknowledge the contributions of its committed staff at headquarters and in the field in preparing this document.

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# OCHA in 2012 & 2013

## PLAN AND BUDGET

This is a summary of OCHA's Plan and Budget for 2012 and 2013. For more details on the organization's planned activities and accompanying budget, please visit:

**www.unocha.org/ocha2012-13**

The website provides comprehensive OCHA-wide strategies, full country office and regional office plans and performance indicators, and detailed budget and staffing information.

United Nations

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*A child rests inside an evacuation site in Maguindanao, Philippines.*
*© IRIN/Veejay Villafranca*


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# FOREWORD

Twenty years ago, the UN General Assembly passed resolution 46/182 on "strengthening the coordination of humanitarian emergency assistance to the United Nations". The resolution stated that to be more effective during crises, the UN needed to build a more coordinated response system. It then set out a plan to do just that.

Two decades on, the system developed in that plan has become even more important. Ongoing conflict, rising populations, rapid urbanization, environmental degradation, water shortages, increasing food prices and climate change are just some of the factors that have led to larger, more severe and more complex humanitarian emergencies than ever before.

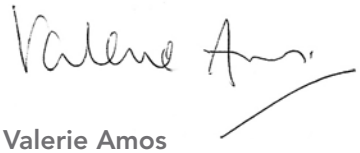
At the same time, power is shifting and evolving; from traditional Government structures to a multiplicity of civic and private actors living increasingly interconnected lives. This is having profound implications for the way we do our work.

The new political and economic realities that have emerged over the past decade have challenged old assumptions and models dramatically. How we respond and the quality of that response have come under increasing scrutiny, with more people working in more locations and at greater cost.

Information that once took weeks, if not months, to gather and distribute can be accessed immediately as events take place. Expectations have risen accordingly, inspiring calls for faster and more-effective action, with clear and measurable results. Governments, the public and, most importantly, the people we help want us to be more accountable.

This document sets out OCHA's plan and budget for 2012 and 2013. We aim to strengthen our operations in all areas during this time, building on the ongoing reforms taking place in the global humanitarian system. We need a system that is inclusive and flexible.

Rapid change, an increasing workload and growing financial constraints are demanding an unprecedented degree of creativity and flexibility of international institutions, and testing the ability of OCHA and its partners. With this two-year plan, I firmly believe that OCHA can take on the challenge and succeed.



**Valerie Amos**
Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator
December 2011

*Valerie Amos at the Save the Children-supported Mobile Health and Nutrition Emergency Programme screening in Bisle Kebele, Shinile Woreda, Shinile zone, Ethiopia. © Jiro Ose*

# OVERVIEW

*Hundreds of migrant workers line up for food at a transit camp near the Tunisia-Libya border. © OCHA/David Ohana*

2011 saw significant change in the world, including a series of crises that stretched the global capacity to meet humanitarian needs. Demonstrations and protests across North Africa and the Middle East gave a voice to the disenfranchised and brought new hopes of better, more-open societies. But they also saw the breakdown of social services and serious humanitarian concerns in some affected countries.

Drought in East Africa left more than 12 million people in desperate need and became a famine in Somalia. Millions of people in other parts of the world continued to live with the effects of natural disasters, protracted conflict and their legacies. In many instances people already affected by crises faced additional threats, their livelihoods made more insecure by the effects of climate change and the uncertainties in the global economy. An earthquake in Japan showed that even high-income countries with sophisticated preparedness mechanisms in place can still fall victim to disaster.

Elsewhere in 2011, contested elections in Côte d'Ivoire led to countrywide violence, needless deaths and people displaced from their homes. The birth of a new country in South Sudan, the UN's newest member, was a milestone and largely peaceful, but was followed by violence and displacement. Cholera spread across Central Africa and Haiti, and massive flooding led to further suffering and loss of livelihoods and homes in Pakistan, Colombia, South-East Asia and Central America.

In Yemen, we are in the midst of a growing crisis due to conflict, drought and displacements of large numbers of people. In Syria, there is growing alarm that a protracted stand-off between the Government and its opponents will have significant humanitarian consequences. In the Sahel, indicators point to alarming levels of food shortages. The existence of about 1 billion chronically hungry people globally underlines the importance of longer-term food security.

There are signs of recent improvements in some parts of the world. They include Haiti, where humanitarian organizations are working closely with the Government to transfer responsibilities and accelerate recovery efforts, and Uganda, where most of the people displaced by violence have returned home and food security has improved. However, the situation in many countries remains fragile and some of those receiving help today will continue to require assistance in the years ahead.

Meeting these challenges means not only developing an effective humanitarian response: it also means preparing for new crises, building resilience and working with development actors to address the underlying causes of disaster. We have no choice: we must build a truly inclusive humanitarian response system.

This summary report describes how OCHA will continue to work with its partners to ensure an effective response to the challenges ahead.

OCHA is focusing on bringing in a wider range of partners from around the globe. Over the next two years, we will build new relationships and strengthen existing relationships with Governments, regional organizations, humanitarian response agencies, private companies, civic groups and technology experts around the world.

Through high-level contacts and operational-level coordination in the Horn of Africa, the UN system is developing a new relationship with Governments and humanitarian responders from the Islamic world, including through the signing of a memorandum of understanding

with the Organization of Islamic Cooperation. We are also expanding our partnership with the African Union and regional organizations on the African continent. OCHA will also open a Gulf office based in Abu Dhabi.

In Asia we contributed to the flood response in countries such as Thailand and the Philippines, and to the earthquake in Japan. We conducted high-level missions to China, India and South Korea. In Central America our coordination role has been strengthened by effective partnerships with regional bodies, such as the humanitarian information website Redhum. And OCHA has used partnership meetings in Poland and Hungary to improve our knowledge of the network of responders in Central and Eastern Europe.

But a widening humanitarian family includes not only Governments and specialized agencies, but also the private sector and individuals, including information experts and celebrities. In Libya, an online crisis map was produced over several months in early 2011 in a project that brought together about 500 technical volunteers from around the globe.

OCHA has continued to pursue its traditional high-level advocacy activities, such as a mini-summit on the Horn of Africa in September, while expanding its outreach to a wider range of opinion formers, including from the film and music worlds.

OCHA's ability to deliver is judged by the strength of our field operations. An expanded field presence will make OCHA more capable of facilitating and coordinating humanitarian actors' efforts to establish and maintain access in environments where there are complex security and political issues.

Strong and effective fieldwork means having the right leadership in place with the ability to get the right staff to the right place at the right time. Flexibility and rapid response are crucial. OCHA's Coordination and Response Division is being restructured to do this, and to be better placed to support HCs and the heads of OCHA offices. Around the world we are tightening our recruitment procedures and investing in better training for staff ready to be part of an expanding surge capacity. Regional offices will remain pivotal as surge providers, deploying experienced staff in places where OCHA has no in-country presence, or where a crisis has escalated beyond the capacity of a country office.

*Relief items are unloaded from a truck at the Al Adala settlement in Mogadishu, Somalia. © UNHCR/S. Modola*

Rapid advances in the ability to gather, collate and analyse information offer a remarkable opportunity to target humanitarian response more effectively than at any time in history. OCHA will place a renewed focus on this agenda over the next two years by improving information management at all levels, including better data collection, processing and analysis. Coupled with this are agreed new inter-agency needs-assessment methodologies, in which some OCHA staff have already been trained. OCHA has strengthened the links between assessment, information management and its other core coordination functions (planning, monitoring, financing and evaluation—the "programme cycle"). This is to ensure that the humanitarian system plans according to needs, allocates resources according to plans, and measures whether it is having the necessary effect for people in need. As part of this, consolidated appeals (CAPs—the OCHA-managed tool for inter-agency strategic planning) are becoming fully fledged performance-monitoring frameworks for collective humanitarian action in major crises, integrated with coordinated needs assessments and OCHA-managed pooled funds. Similarly, OCHA information tools for these core, interdependent functions are being integrated and enhanced so that there is consistent and reliable information from needs assessments to assist planning and resourcing and to measure impact.

Part of OCHA's job is to raise money for the global humanitarian system. Since 2006, OCHA has raised US$2.4 billion for the Central Emergency Response Fund (CERF) from 124 Member States and observers, as well as from other public and private donors. CERF is one of the most innovative and effective tools for rapid disaster response. OCHA also manages the pooled funds at country level that assist Humanitarian Country Teams (HCTs) in allocating money where it is most desperately needed. CAPs combine planning with fund-raising to ensure resources are allocated according to humanitarian priorities. For example, in 2010 donors responded to the CAPs with contributions of over $7 billion for the benefit of 380 humanitarian organizations, helping 55 million people in 27 countries.

*Children salvage materials from rubbish that collected on the banks of a river after Typhoon Conson slammed into the Philippines. © Felipe Villalobos/IRIN*

# THE PHILIPPINES:

## "I always fear the floods will sweep my children away."

Mariam Usman has just rebuilt her home on wooden stilts, and the memory of the floods that swallowed her village in June is still fresh.

"I always fear that the floods will sweep my children away," says Ms. Usman, a 36-year-old mother of six. She has good reason to be anxious. The small community of Purok Ibrahim 2 is precariously sandwiched between the Tamontaka and Rio Grande rivers in Mindanao, the southernmost island of the Philippines.

Almost every year, seasonal rains turn the surrounding marshland into raging rapids. "The water goes as high as our necks and the current can be very, very strong," Ms. Usman explains.

The rains in June 2011 were particularly heavy. Uncontrolled growth of water hyacinths had clogged waterways, and rivers burst their banks. Dozens of people were killed and more than 700,000 were affected. Some of the Philippines' poorest communities were devastated.

Ms. Usman recalls how the lone coconut-timber footbridge - their only way out - buckled under the current. "We were very scared and were marooned in our homes," she said.

The OCHA-managed Central Emergency Response Fund – a humanitarian fund for immediate assistance to those affected by natural disasters and armed conflicts – quickly approved the release of $5 million to kick-start relief efforts.

The funds helped the World Food Programme provide emergency food for nearly 500,000 people affected by the floods, as well as providing logistics support such as transportation and warehousing.

The United Nations Children's Fund established therapeutic feeding for children with severe acute malnutrition, as well as pregnant women and mothers with babies.

As assistance got underway and more aid agencies got involved, OCHA worked to ensure relief was targeted to those most in need.

"OCHA's role is critical," says Maria Ena Olmedo, from the International Organization for Migration (IOM) in Mindanao. "We've seen instances in the past when aid agencies - in their eagerness to help - were working on their own without proper coordination, leading to a lot of duplication."

IOM deployed teams to monitor humanitarian needs, and to distribute shelter materials, cooking equipment and mosquito nets. They also installed water and sanitation facilities and repaired the footbridge.

"OCHA has made it easier for us to help our fellow Filipinos," said Elson Monato of the local NGO Mindanao Tulong Bakwit. "We now know who to approach to get quick answers for whatever aid we need on the ground."

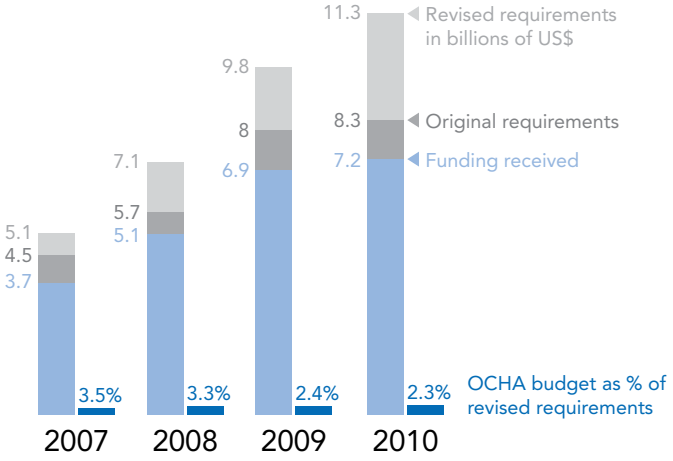
"My kids can now run from house to house in this village, we feel safer now with the new bridge," adds Ms. Usman. "When the floods come again, we know there are people who will quickly help us."

For 2012, OCHA is requesting $285.4 million to carry out the activities set out in this document and to meet our targets. Some $234.4 million of this will have to come from voluntary contributions. For 2013, OCHA's indicative budget is $282 million, with voluntary contributions at $231 million. Over 70 per cent of this will be spent on delivering OCHA's services in the field.

The fact that funding levels remained high even in 2011—a year of international financial downturn—is a clear sign of confidence in OCHA's direction and leadership. By moving into a two-year planning and budget cycle, OCHA can commit to a longer-term change agenda, with clearly defined results and targets that we will monitor closely.

Formal multi-year funding agreements have laid the foundation for predictable financial support, and efforts to broaden the donor base have also achieved positive results. Therefore, OCHA has started to replenish its depleted cash reserve. But as we go into 2012, we are aware of the continuing need to justify what we spend and show how we add value. Many of our traditional donors are under increasing financial strain and rightly demand more accountability in humanitarian work. We have an obligation to show clearly where money is allocated and how it benefits people in need.

## Trends in humanitarian requirements




*OCHA's global budget has decreased as a proportion of total humanitarian programming coordinated by OCHA in humanitarian appeals to just over 2 per cent.*

# STRATEGIC PLAN

*Tonle Sap Lake is Cambodia's largest body of water. It provides income to tens of thousands of families, but the traditional fishing industry is under threat from climate stresses and commercial fishing. © David Gough/IRIN*

## An agenda for change

Around the world, humanitarian disasters are becoming larger and more frequent, affecting more people and proving increasingly difficult to manage.

For example, 328 natural disasters were recorded in 2009. In 2010, that figure rose to 373 natural disasters, more than one per day. Nearly 297,000 people were killed.[1] In 2011, OCHA coordinated humanitarian relief for 56 million affected people, nearly double the number three years ago. The financial costs incurred in dealing with these disasters are also rising. There was a time when a billion-dollar appeal was unimaginable. Today, it has become more common. The humanitarian appeal for Sudan in 2011 is $1.1 billion. The Somalia appeal also stands at just over $1 billion. For the Horn of Africa crisis as a whole, humanitarian organizations have asked for $2.4 billion. Last year, the Haiti and Pakistan crises also topped the billion-dollar mark.

Two years into its four-year plan, OCHA's Strategic Framework for 2010-2013 remains at the centre of OCHA's work. Our three main goals of broadening partnerships, strengthening the effectiveness of coordinated humanitarian action, and becoming a more robustly managed and accountable organization continue to shape how we do our work and how we budget our resources. The goals have helped OCHA to clarify and pursue an agenda for transforming the international humanitarian response system, adapted to the realities of the twenty-first century.

## Looking ahead – the two-year plan

OCHA's 2010-2013 Strategic Framework has been reviewed drawing on lessons learned from the response to the Haiti and Pakistan crises of 2010, and incorporating the Under-Secretary-General's emphasis on strengthening OCHA's field effectiveness. We have brought our own priorities in line with the reform agenda adopted by the Inter-Agency Standing Committee (IASC) Principals in 2011.[2]

The 2012 and 2013 plan and budget are about making OCHA's field-level efforts as solid and effective as possible. This is the first time OCHA has presented a two-year plan and budget. The new time frame allows us to look ahead over a longer horizon, to mobilize resources more flexibly and to monitor our performance more rigorously over the medium term. A two-year framework also helps OCHA align itself more closely with the UN biennium programme and budget.

To complement its two-year budget, OCHA launched standardized two-year performance frameworks for regional and country offices as part of its commitment to improve the communication of results and the alignment between budgets and results. Evaluation findings were used to focus OCHA on performance areas that were repeatedly identified as problematic. The performance frameworks communicate commonly agreed OCHA results and indicators.

[1] Centre for Research on the Epidemiology of Disasters

[2] The organizations of the IASC are working together to strengthen the international humanitarian response system by focusing on actions to deliver improvements in five key areas: leadership, coordination, accountability, building global capacity for preparedness, and advocacy and communications.

# OCHA Strategic Framework

Country strategies, together with performance frameworks, will underpin OCHA's field activities over the next two years. OCHA is using the strategies and performance frameworks for budgeting, planning, resource mobilization and management accountability. The commonly agreed results and indicators will be at the core of funding proposals and all donor reporting. Over the biennium, OCHA will work to steadily improve reporting on performance, and to use this information to strengthen programmatic and budgetary decisions in OCHA, and to strengthen its accountability to stakeholders.

## GOAL 1 Enabling humanitarian action through wider partnerships

### Partnerships and policy agendas – an inclusive humanitarian approach

Our overall priority is to build an international humanitarian system that can anticipate and effectively respond to crises. OCHA is uniquely placed to lead a global dialogue on how this can be achieved. The Emergency Relief Coordinator (ERC) has initiated debate on the new global

challenges we face and their impact on the world's most vulnerable people. Discussions within the Economic and Social Council (ECOSOC) have focused on the scope for partnerships between Member States, regional organizations, civil society and the private sector as the reformed international humanitarian system takes shape.

OCHA will continue to broaden its partnership base with Member States, regional organizations, non-IASC NGOs and the private sector. Our focus will be on those who have already demonstrated a willingness and operational capacity to work productively with multilateral humanitarian actors. These partnerships have three broad aims: to enhance inclusive operational humanitarian response capacity around the globe; to strengthen political support for and commitment to multilateral humanitarian action; and to give increased financial security to coordinated humanitarian action through instruments including CERF, CAP and country-based pooled funds.

## Spreading the network

By building a global network of regional and liaison offices, OCHA is now better placed to share its expertise with new partners, demonstrating how they can benefit from OCHA's presence and the tools available through the international humanitarian system. By familiarizing new partners with OCHA's range of tools and services in areas such as coordination, information management, humanitarian financing and advocacy, we can increase partners' confidence and capacity in preparing for and responding to emergencies. OCHA can also help new partners influence the international humanitarian response system and ensure they receive proper support where needed.

Working on preparedness can give OCHA a crucial entry point for our engagement with Member States and regional organizations. OCHA will seek greater support and stronger financial backing for the preparedness work of our humanitarian and development partners. In 2012 and 2013, OCHA will introduce a set of minimum actions that will help to focus OCHA's preparedness support, and improve reporting and tracking of the impact of that work in countries and regions hit by emergencies and natural disasters.

The IASC has made building national capacity for preparedness a key element in its efforts to transform and strengthen the international humanitarian response system. In 2012, OCHA will work with IASC partners to develop an agreed common framework for engaging development and humanitarian actors in supporting national preparedness and response capacity.

OCHA is partnering with Member States who want to increase their engagement in the multilateral humanitarian system. In 2011, two major regional players (Argentina and Saudi Arabia) joined the UN Disaster Assessment and Coordination (UNDAC) system, and membership negotiations are underway with Brazil. A new OCHA Liaison Office in Abu Dhabi will further strengthen OCHA's relationship with the Organization of Islamic Cooperation, the Gulf Cooperation Council (GCC) and Islamic NGOs.

## Getting the right analysis

For humanitarian response to work properly, it must be based on a sound analysis of the drivers behind different crises and the needs they produce. This is particularly important in a shifting global context, where issues such as climate change, rising food prices, rapid population growth and urbanization all have serious humanitarian implications, making millions of people more vulnerable. While there is a widespread recognition of the need to factor these mega-trends and phenomena into planning, there is little consensus on how to deal with the problems ahead and the new imperatives they bring for international humanitarian response.

OCHA is looking to build that consensus, drawing on the expertise of academics and humanitarian practitioners from around the world. The dialogue intends to encourage the development of a joint policy agenda that looks at current and future humanitarian priorities, taking into account the new challenges we confront. It would provide the ERC, OCHA and our partners with a more coherent and confident platform to engage with national and international stakeholders.

## Getting the message out

Having helped create a shared policy agenda, OCHA will seek to publicise that agenda through its wide range of advocacy and information products. A new publication will highlight key policy issues. Improvements in OCHA's situation reports, dashboards and information graphics will provide our audience with an analysis of humanitarian situations and trends. By boosting the content of these products and developing better distribution channels, including a more imaginative use of the international media, the joint humanitarian policy agenda should have a better chance of being adopted by the UN General Assembly, ECOSOC and the IASC.

These efforts will be supported by OCHA's multimedia platforms, such as ReliefWeb and the IRIN news service. IRIN will maintain the level and quality of existing reporting services, providing more analysis, maintaining

its traditional readership on the website and e-mail services, while also catering for an audience that is increasingly on the move. More active marketing of IRIN reports, photos and film materials is expected to result in further positive growth in audience figures. This will be largely generated by increased use of mobile devices and traffic generated from social media platforms, such as Facebook and Twitter.

ReliefWeb will introduce a Web-publishing layer to enable users to browse content in a more visually appealing way. It will also establish humanitarian user profiles and an ID system through mobile phones that will give users access to ReliefWeb data without Internet connections.

World Humanitarian Day in August 2011 saw the creation of a dedicated song "If I could change…", which brought together celebrities and artists to celebrate the day. OCHA also helped to lead outreach to young people through a citizen ambassador competition, which gave them the opportunity to tell us how they would change the world to make it a better place. This advocacy work and outreach will continue and develop over the next two years to build lasting relationships with popular-culture leaders. A major ingredient in these efforts is our increased use of social media, mobile phone technology and online video sites. These tools will help to spread the messages further afield and to wider audiences.

OCHA's information channels and platforms, such as ReliefWeb and IRIN, have already made it a leader in new information techniques and products. Through increased use of mobile phone applications, both are aiming to provide users with quicker access to vital information as new crises happen over the next two years. New technology will also be used to strengthen our needs assessments and information collection. As these become more rigorous and sophisticated, we can provide better data and analysis. This, in turn, will enable better-targeted humanitarian assistance, and inform our advocacy campaigns and reporting.

## Working with the private sector

OCHA plans to extend and develop its relationships with private-sector partners. It will secure more input from private companies in the operational provision of humanitarian assistance on the ground, and raise funds from the wider public. OCHA is also cooperating closely with technology experts and media organizations.

OCHA must learn to make more of the technology and social media available, which can have a striking impact on humanitarian action. In Haiti, for example, people were pulled from the rubble on the strength of a geo-located text message. There are numerous other opportunities. Real-time maps can be drawn on the basis of crowd-sourcing, SMS text messaging

# LIBYA:
## Online volunteers help UN response to Libyan humanitarian crisis

When the Libya crisis broke on 16 February 2011, Estella Reed, recruitment professional from the United Kingdom, wanted to contribute her time and knowledge to raise awareness of what was going on inside Libya. "I had been following the crisis in Libya and was saddened by the suffering that I had seen," she said.

As the crisis began to unfold, the humanitarian community faced a critical challenge: the lack of information about events inside the country.

To deal with this, OCHA activated the Standby Task Force, an organized group of more than 150 online volunteers skilled in crisis mapping. The volunteers were scheduled to assist for two weeks in creating the Libya Crisis Map, an online map that showed live information relevant to relief efforts such as health needs, security threats or refugee movements.

As the humanitarian situation deteriorated, OCHA realized that it needed to rotate volunteers to keep the site running. OCHA's Colombia office was available to coordinate the effort. With the help of the UN Volunteers Online Volunteering service, OCHA mobilized an additional 150 online volunteers in less than 72 hours.

Ms. Reed was one of the first volunteers who signed up to help. She joined the media monitoring team tasked to review traditional and social online media, including blogs, Twitter and Facebook, and to extract, edit and submit information relevant to OCHA's operations in response to the crisis in Libya.

Fully established work flows, processes, protocols and the modular team structure ensured the highest efficiency of the online collaboration, which was organized via Skype, Google Groups and a volunteer management website.

The site was used by the World Food Programme (WFP), the UN High Commissioner for Refugees, the Red Cross, USAID and many other organizations to help their planning.

WFP's Executive Director, Josette Sheeran, was so excited with the site that she took to Twitter to highlight its importance: "Excellent #Libya "Crisis Map" can help #UN #WFP plan #humanitarian #food, also 4 borders w/ #Tunisia #Egypt - http://libyacrisismap.net/main".

*The Libya Crisis Map was created by online volunteers. Visit the map here: http://libyacrisismap.net/*
*© OCHA*

is being used as an early-warning device, Facebook is connecting victims of disasters in ways never seen before, and virtual platforms to support inter-agency coordination are a reality. OCHA is leading the engagement between the humanitarian and technology communities to harness the potential of these new technologies in the way we provide life-saving assistance.

To better reach a wider public not traditionally involved in humanitarian action, OCHA has also established a new Campaigns Unit. It will develop partnerships with the music, film and fashion industry, the private sector and other key partners who have the capacity to reach non-traditional audiences. The unit will use film, photography, music and special events to support public advocacy and fund-raising for major emergencies, while also bringing to the fore key humanitarian policy issues that warrant increased coverage and public debate.

## GOAL 2 Building a more effective humanitarian coordination system

While OCHA adapts to evolving global conditions and working with a more diverse group of partners, our core brief remains the same: providing effective coordination services for the humanitarian community in emergencies. Humanitarian leadership remains critical, with the Humanitarian Coordinator (HC) the pivotal figure.

Getting the right candidates for HC posts is crucial. With the pressure of working in increasingly complex environments and the need to always be ready for the unexpected, HCs have to be dynamic humanitarian leaders who can take charge in any crisis situation. In 2012 and 2013, OCHA will double its efforts to expand the HC pool by identifying and recruiting potential HCs from UN and non-UN organizations. This will require a dedicated capacity within OCHA and engagement with partner organizations and donors to encourage them to make available their most qualified staff. In addition to the expansion of the regular HC pool, OCHA will develop a roster of experienced leaders available to deploy within 72 hours of a sudden-onset crisis.

Once on site, HCs must have the necessary structures and support in place to enable them to provide effective leadership. Over the next two years we will increase our efforts to provide this. Solid support for Resident and Humanitarian Coordinators on the ground in the event of a sudden-onset crisis is crucial, particularly in the first 72 hours. In 2012 and 2013, OCHA will support the development of inter-agency training aimed at senior staff identified across the IASC system, preparing them for rapid deployment in crisis situations.

To improve communications between headquarters and HCs in the field, OCHA will develop a system for tracking and monitoring each HC's priorities, achievements and support requirements. OCHA's Coordination and Response Division will provide direct follow-up.

On the ground, OCHA will continue to make our field offices stronger, more versatile and more directly useful to HCs, particularly in areas such as inter-cluster coordination and information management. Working with our partners, we will also organize inter-cluster missions to the field, ensuring HCs benefit from tighter coordination at local level.

Bringing more accountability into the system, OCHA will convene annual meetings of IASC members to get feedback on HC performance. OCHA will also support HCs and HCTs in developing a strategic framework for each country where we work, outlining humanitarian response priorities and expected results. Conscious of the dangers of permanent "clusterization", OCHA will support the periodic review of clusters and ensure that HCs and HCTs have adequate guidance on how to scale down and phase out clusters.

### Evidence and analysis

Over the past two years, OCHA has made significant advances in information management (IM), and the systems and tools used by HCs, HCTs and clusters. OCHA is now committed to creating a new IM system, drawing on relevant elements of the existing system. It will offer comprehensive humanitarian data for all stages of the humanitarian programme cycle, from needs assessments through planning and implementation to evaluation.

Needs assessments are becoming more sophisticated and systematic, using a coordinated approach in OCHA country offices that focuses on capacity-building, preparedness and surge capacity in responding to sudden-onset disasters. The availability of more comprehensive information will lead to more focused and cost-efficient joint planning and resource allocation, benefiting CAPs and the pooled-fund systems.

At the other end of the cycle, new and improved mechanisms will look to provide fuller situation and performance monitoring. OCHA will ensure robust information flow on humanitarian needs and response.

It will use standard indicators to draw comparisons over time and between different crises, and provide the basis for thorough evaluation of impact and effectiveness. OCHA will continue to ensure that specific gender-related needs are addressed in humanitarian work with use of the gender marker in CAPs and pooled funds. This will include analysis of change over time to reach a target of 15 per cent of projects that significantly address gender equality. Among other improvements planned for 2012 and 2013, OCHA headquarters' units will work together to give coherent coaching to country offices on how to exercise coordination systematically around the programme cycle, and how to train OCHA and agency field staff to perform their functions for each element of the cycle.

## OCHA management and administration

In 2012, OCHA plans to have 2,005 staff, three quarters of whom will be in the field. As a relatively small organization needing to influence a wide range of stakeholders, we must attract the best and must reflect the diversity of the many countries in which we work. We also need to be able to deploy staff with minimum notice, particularly in the event of a sudden-onset crisis. In the past two years, OCHA has achieved considerable success in speeding up its emergency deployments. We use well-established mechanisms to ensure a rapid surge presence, using emergency personnel from external sources and our own staff.

In 2012 and 2013, OCHA will boost its surge capacity by targeting applicants who can demonstrate specific technical or language skills. Three senior roaming emergency surge officers (RESOs) will be ready for deployment to the field for up to 80 per cent of the year. RESOs will include one versatile generalist, one focused on analysis and reporting, and a specialist in internal operational stability and logistics.

### Pursuing operational stability

Rapid deployment is just one element in a new, more professionalized approach to securing operational stability in OCHA's emergency response. OCHA will improve staff succession and continuity in emergencies by extending surge deployments through its regional offices, and allowing for mid-term or "bridging" surges to avoid staffing gaps between the initial response phase and the arrival of long-term staff.

OCHA will also need to ensure that support systems are rapidly in place in emergency situations, and that our staff have everything—from office facilities and accommodation to a budget and workplan—so that we can assume key functions without delay, offering prompt and well-organized humanitarian leadership.

### Increasing staff

In terms of regular staffing, OCHA has increased its staff in the field by 40 per cent in the last five years. While managing a substantially larger workforce, OCHA lowered its average vacancy rate across its field locations, from 20 per cent in 2010 to 15 per cent by mid-2011. Building on this achievement, OCHA aims to address its broader human resources challenges through implementing a coherent approach to sourcing talent, developing staff capacity and managing people.

The implementation of OCHA's roster system has been successful in ensuring timely longer-term staff recruitment to a wide range of duty stations. But lessons learned point to the difficulty of filling positions in non-family duty stations and retaining staff there, especially positions requiring specific language skills. OCHA will invest additional resources in outreach and targeted recruitment of senior staff for key field positions in countries such as Afghanistan, the Democratic Republic of the Congo, Pakistan and Sudan. This is to ensure continuous senior leadership and adequate capacities where these are most needed.

### Managing mobility

The ability to attract and retain staff is largely tied to the availability of career development and opportunities for professional growth for the staff concerned, including realistic, consistent and transparent requirements for staff mobility. OCHA anticipates that in December 2012 the General Assembly will adopt measures on geographic mobility, enabling easier staff movement between headquarters and the field. OCHA will ensure that administrative arrangements are in place to allow for prompt implementation of a Secretariat-wide mobility policy, including standardized assignment lengths for positions considered part of a managed mobility programme.

### Learning and improving

OCHA made significant progress in 2010 and 2011 in strengthening organizational learning, drawing on lessons identified through evaluations, audits and performance monitoring. Those lessons are now being translated into action through more-robust planning, budgetary and

management decision-making processes that are evidence based. Examples include the development of standard performance frameworks for regional offices and country offices, and the introduction of field office strategies. (See section on Field Activities. For full country office and regional office plans and performance indicators, visit **www.unocha.org/ocha2012-13**.)

In 2011, OCHA launched Communities of Practice (CoPs) in areas such as IM, reporting and transition. The CoPs aim to facilitate an exchange of information and experience between staff. The CoP programme will be expanded over the next two years. It will offer a valuable resource to improve organizational decision-making and performance by closing knowledge gaps.

## Financial management

By the end of 2013, OCHA will have a financial-management culture that enables greater accountability and effective decision-making for programme managers. The use of more integrated data systems will inject more rigour into OCHA's financial, budgetary, resource mobilization and reporting operations, allowing better documentation. Resource mobilization procedures and cash-management systems will be fully documented and aligned with budgeting and income forecasting.

Management of OCHA's field-level pooled funds will be equally disciplined, leading to improved allocation of funding according to agreed priorities. Going forward, OCHA will work with the humanitarian community to strengthen performance and accountability systems, improve reporting on results achieved with its funds, and ensure that allocations reach implementing partners as quickly as possible.

*Residents of Dereige, an internally displaced persons camp in Sudan, now receive 15 litres of safe drinking water per day.*
*© Mercy Corps Scotland*

# SUDAN:
## "This was like a miracle for us."

Fatima, a widowed mother who found refuge in a camp for displaced people in South Darfur, eagerly fills her family's jerry cans. "This was like a miracle for us," she says.

Basics such as water and sanitation are extremely scarce in bone-dry Dereige, an internally displaced persons (IDP) camp that houses over 25,000 people. Hundreds of families have found shelter in the camp since 2003 when violence caused them to flee their communities.

Fatima says overcrowded conditions are made worse by a steady flow of new arrivals, but at least the water is now clean: "We can now practice hand washing and we can afford to bathe every day."

International NGO Mercy Corps Scotland (MSC) restored and expanded the existing system by connecting new water tanks in the camp area to two boreholes four kilometres away.

"Access to clean portable water before this project was extremely limited. Individuals were only receiving four litres of water per day through water trucking, which was not enough to sustain healthy households," according to Isabel Martin, Humanitarian Programme Manager for MSC in Darfur.

Ms. Martin said women used to walk over 10 kilometres to collect drinkable water. Now they receive nearly 15 litres of safe drinking water per day at nearby water points.

This life-saving overhaul of the Dereige camp's water system was made possible with a $200,000 grant from the OCHA-managed Common Humanitarian Fund (CHF).

The CHF provided $155 million to 289 humanitarian projects in Sudan and South Sudan in 2011. It has provided close to $900 million to Sudan since 2006. The funds target urgent humanitarian needs and critical gaps that are agreed on by the UN and partners through the Humanitarian Work Plan (HWP) of Sudan.

NGOs such as Mercy Corps are seeing a larger percentage of CHF funds. In 2006, when the fund was established, NGOs received 15 per cent of all disbursements. By 2011, this amount had almost tripled to 42 per cent of all funds allocated.

A new pooled fund mechanism will be established for South Sudan following its secession from Sudan in July 2011. The current CHF will continue to support requirements in Sudan to meet ongoing needs in Darfur and ongoing needs in Abyei, South Kordofan and Blue Nile. It seeks to mobilize $100 million or 10 per cent of the $1 billion requirement set out in the 2012 HWP.

# FIELD ACTIVITIES

*Members of a local farmers association in Mule, South Kivu Province, Democratic Republic of the Congo. Collective work is a way for these women to improve food security. © OCHA/Charline Burton*

For 2012 and 2013, OCHA's work in the field will be driven by several critical priorities. As always, we must make the case for people in need. We must document the humanitarian response in crisis situations, providing comprehensive information on actions taken and their impact. We must support more-effective coordinated assessments, joint strategic planning, and monitoring and reporting of results. We must ensure prompt financial support for humanitarian operations through the management of pooled funds. We must strive to implement the IASC's reform agenda in the field and ensure more rapid staff deployment. This has become ever more critical in the face of more sudden-onset emergencies.

## Adapting to needs

At the outset of 2012, OCHA plans to be present in over 50 countries, working through 24 country offices (COs), eight regional offices (ROs) or sub-regional offices, and various humanitarian support units (HSUs) and liaison offices. Our biggest operations will continue to be in countries with long-standing, highly complex humanitarian problems, such as Afghanistan, Democratic Republic of the Congo, Somalia, occupied Palestinian territory, South Sudan and Sudan. OCHA will also retain a strong presence in countries such as the Central African Republic, Chad, Niger, Colombia and the Philippines, where protracted humanitarian crises have often been overlooked, but needs remain significant. We will continue responding to emerging crises, increasing our presence in countries such as Yemen and Syria if required.

Where feasible, OCHA will support development solutions, helping the transition from emergency to early recovery in collaboration with partners. Throughout 2012 and 2013, OCHA will look to scale down or phase out operations in several countries that are making the transition to recovery, e.g. Guinea, Haiti, Iraq and Libya. However, we will remain flexible, vigilant and ready to respond, monitoring developments in those countries and looking out for any setbacks on their path to recovery.

To achieve this, we will maintain a small presence where required. This may take the form of an OCHA national staff member being located in an RC's office, or a small HSU to assist in response preparedness. This limited but important in-country presence will enable OCHA to work on preparedness and early warning, ensuring that we are ready to respond quickly if a setback or new crisis occurs. For example, OCHA's national officers in El Salvador and Guatemala were indispensable in responding to the devastating floods in Central America in October 2011. It is also planned that in 2013, IRIN reporting will be extended to cover four countries in Latin America and the Caribbean by opening a small bilingual editorial desk in Panama. The desk will be co-located with the OCHA regional office.

## Supporting humanitarian partners

OCHA will continue to push for enhanced coordination everywhere we work, particularly at the local level. Improved coordination will be complemented by more-effective information sharing. Access to better data and analysis will lend more conviction to our advocacy as we highlight needs and priorities, and will help ensure humanitarian financing mechanisms are accountable and effective.

A more-effective OCHA presence will have clear benefits for HCs and HCTs. In 2011, OCHA's response to several crises, for example Côte d'Ivoire, Libya and the Horn of Africa, highlighted the critical role of our ROs as first-line responders, coordinating humanitarian activity, managing information and mobilizing financial support. In 2012

and 2013, we will strengthen our response system in line with the IASC Principals' reform agenda. ROs will play an enhanced role in surging experienced and expert staff into places where OCHA does not have an in-country presence, or where a crisis has escalated beyond the capacity of the existing OCHA presence.

With highly dedicated and experienced field staff and strong emphasis on swift, effective action, OCHA is now better placed than ever to make a substantial contribution to the global humanitarian response in 2012 and 2013.

## Planning for improved field performance

OCHA has shown versatility and flexibility in its field activities, adapting quickly to local requirements. Our stakeholders, including Governments, humanitarian partners and donors, rely on OCHA offices to provide a predictable set of coordination services.

Moving into a two-year planning cycle, OCHA needs to push for the adoption of best practices, particularly at the field level where OCHA's work has the greatest impact. Recent evaluations have highlighted areas where OCHA needs to improve. A series of studies, notably the Cluster II Evaluation, the real-time evaluations for Haiti and Pakistan, and OCHA's internal evaluation of its corporate response in Haiti, have focused OCHA's attention on performance areas that were repeatedly identified as problematic.

Complementing its two-year budget, OCHA has launched standardized two-year performance frameworks for ROs and COs as part of the commitment to improve the communication of results, and ensure a clear alignment of budgets and results. The performance frameworks communicate commonly agreed OCHA results and indicators, and outline priorities for OCHA. Multi-year strategies set OCHA priorities within the wider context of political, economic and humanitarian drivers in each country or region. Risks are better assessed and actions for mitigation have been set out. The common performance frameworks and strategies will assist in better planning, monitoring and reporting, helping OCHA clearly identify trends in underperformance and communicate successes. Summary strategies and performance frameworks for OCHA's ROs and COs are available at: **www.unocha.org/ocha2012-13**.

## OCHA's Country Offices

OCHA's CO performance frameworks focus on seven key results, which OCHA commits to deliver on wherever it maintains a full-scale office (see box). Working in support of HCs and in close collaboration with partners, OCHA will set up the coordination system and keep it running smoothly; keep abreast of key developments and plan accordingly; ensure plans are resourced and monitored; unblock obstacles so people get the help they need; ensure clarity and consistency in messages, explaining what is needed, who needs it and where; prepare for future emergencies; and ensure a smooth transition with development partners once an emergency is over and OCHA prepares to scale down and withdraw.

| | |
|---|---|
| **Result 1:** | An effective humanitarian coordination system established in-country. |
| **Result 2:** | A common response to humanitarian needs. |
| **Result 3:** | A well-resourced common response plan regularly monitored. |
| **Result 4:** | Improved access for all vulnerable people to services and assistance. |
| **Result 5:** | Strategic communication influences a broader agenda. |
| **Result 6:** | Governments and HCTs better prepared to coordinate and respond to future emergencies. |
| **Result 7:** | Recurrent humanitarian concerns addressed through longer-term development strategies. |

In most countries where OCHA operates, well-functioning humanitarian coordination mechanisms are already in place. There should be inclusive HCTs and clusters, bringing together humanitarian actors from the UN, international and national NGOs and other stakeholders in support of national Governments.

The structures are now familiar, but the primary focus of many HCTs on information gathering can detract from other priorities. This leaves little room for analysis and

*Bath time at a site for displaced families in Man, Côte d'Ivoire. The civil war that followed the presidential election in November 2010 displaced almost 1 million people, including more than 700,000 within or from Abidjan, and 150,000 in the west of the country. © Nancy Palus/IRIN*

## Changes to OCHA's presence in 2012 will include:

**Kenya:** In 2011, the OCHA Kenya CO merged with the former OCHA Sub-Regional Office for Eastern Africa and IRIN's headquarters in Nairobi. This was in order to create a more streamlined and effective OCHA presence in Kenya, working across Eastern Africa. In 2012 and 2013, the former Kenya CO's functions will be performed by the proposed OCHA Eastern Africa Office.

**Uganda:** During 2011, OCHA closed its office in Uganda. OCHA's proposed Eastern Africa Office will continue to monitor the situation in Uganda and provide necessary support to the RC/HC.

**ReliefWeb Geneva:** The office will be phased out of Geneva and Kobe and relocated to Nairobi in early 2012. This reflects a decision to move out of relatively expensive duty stations to less expensive locations in Nairobi and Bangkok. This approach is in line with plans to reduce fixed operating costs so that more funds can be channelled into ongoing Web development and innovation for the aid community's benefit. There are several benefits of having ReliefWeb co-located with the IRIN and OCHA presence in Nairobi.

**Liaison Offices:** To deepen partnerships with a wider group of Member States, OCHA will open a Gulf Liaison Office in Abu Dhabi in 2012. It will coordinate humanitarian assistance with the Organization of Islamic Cooperation, and with the Gulf Cooperation Council and its Member States. The office in Brussels will continue to engage with the EU and NATO on policy and operational matters. The office in Addis Ababa will implement a plan of action with the African Union, focusing on humanitarian financing, policy development and civil-military coordination. OCHA will retain a presence in Kobe, which will focus on partnerships with the Government of Japan and Japanese civil society in disaster management.

tackling difficult strategic issues. Too often, problems emerging at the provincial level are not properly identified and moved onto the HCT's national agenda. Over the next two years, OCHA COs will support Resident and Humanitarian Coordinators in leading decisive and effective HCTs, ensuring that the most-critical issues are addressed. OCHA will monitor the implementation of decisions to ensure the actions taken are having a positive impact on the lives of crisis-affected people. Participation in the HCT will be more selective, reserved for decision-makers, with HCT members urged to act on behalf of the clusters or NGOs they represent.

The heart of operational coordination is the humanitarian programme cycle of needs assessment, common planning, resource mobilization and allocation, implementation and monitoring. It is a prerequisite for strengthening accountability for collective results. Building on recent improvements in needs assessments, OCHA offices will work to harmonize assessment tools and provide better information and analysis to support decision-making in 2012 and 2013. Consolidated plans will provide donors with clearer choices, zeroing in on the highest-priority projects.

Effective management of the humanitarian-programme process relies on solid information and analysis. OCHA plans to strengthen field-level IM to improve the quality of data and other information being collected. It is planned that in 2012, pilot information and assessment cells will be created in larger emergencies, bringing together IM experts under one roof. These cells will comprise OCHA staff and people recruited temporarily from clusters and/or agencies who will collect, collate and process information for multiple purposes, including needs assessments, situation reports and analysis. Introducing new IM systems will help link key data across the different phases of the programme cycle, from needs assessment to project monitoring.

In addition to supporting the CAPs, OCHA manages country-based pooled funds in more than 15 countries. During the next two years, OCHA will work with partners to ensure that funding is better allocated in accordance with agreed priorities. OCHA will promote greater accountability and programme quality. It will look to increase the number of projects monitored and ensure that all humanitarian partners, led by clusters, monitor not just activities but also outcomes.

Humanitarian organizations increasingly rely on OCHA to facilitate access to affected people, regardless of security constraints, logistical impediments or administrative complications. OCHA will continue to back HCs in addressing obstacles and pushing for humanitarian access. OCHA COs that have established access monitoring and reporting systems will draw on them to provide sharpened analysis and devise solutions.

Beyond access issues, OCHA must use its convening and advocacy role to influence others to uphold humanitarian principles, and promote the protection of civilians. OCHA will help identify and amplify messages of direct concern to vulnerable communities, engaging with military actors, peacekeeping missions, non-state actors, regional bodies and national Governments.

With natural disasters and other shocks becoming more common, Member States and national Governments increasingly ask OCHA for help in preparing for the next crisis and the potential corresponding humanitarian needs. Response preparedness is primarily led by OCHA ROs in countries where the organization does not have a presence. However, OCHA COs will increasingly use their presence to enhance local capacities and knowledge about how to trigger and use international humanitarian tools and services. OCHA will continue working with its international partners to ensure that inter-agency contingency plans are kept up to date and address identified risks and priorities.

Humanitarian organizations cannot work in isolation from development partners, either national or international. Early recovery must be part of even the earliest humanitarian response plans. In the longer term, OCHA will work to ensure that development planners take into account residual humanitarian needs. OCHA's decision to scale down or withdraw from a country does not mean humanitarian problems no longer exist. It also does not rule out the potential for future crises and the possible need for OCHA to re-establish its presence.

OCHA COs will use their data-gathering and analytical skills to identify a country's vulnerable pockets and the communities most affected by humanitarian problems. Wherever OCHA is scaling down its operations, it will ensure that national authorities and development organizations maintain the coordination services that remain essential.

## OCHA's Regional Offices

OCHA's ROs have become increasingly important in implementing OCHA's mandate at regional and country levels. Throughout 2011, the ROs' ability to respond rapidly to new needs and priorities was invaluable in addressing regional humanitarian crises, particularly in the Horn of Africa and the Middle East. OCHA's RO performance frameworks focus on five key results (see box).

In 2012 and 2013, ROs will roll out OCHA's minimum preparedness package (MPP) in disaster-prone countries where there is no OCHA presence. The packages seek to build national and HCT capabilities to respond to crises with greater speed and efficiency. The MPPs support regional reinforcement for crises by helping to share information and align approaches among international, regional and national partners. They will also enable OCHA to track its preparedness work, and monitor and report on the impact of preparedness work when a disaster occurs.

[4] A tool for analysing disaster risk

| | |
|---|---|
| **Result 1:** | Humanitarian coordination leaders, including RCs, HCTs and cluster leads, are enabled to respond to emergencies in a timely and coordinated fashion. |
| **Result 2:** | ROs receive appropriate staffing levels to ensure swift, well-managed deployments to crisis-affected countries. |
| **Result 3:** | Reliable and timely information is used to support vulnerability analysis for better preparedness and response. |
| **Result 4:** | Regional bodies and national Governments are more willing and better able to gain access to international humanitarian response services and tools before, during and after crises. |
| **Result 5:** | An increase in the resources and support available for emergency response and preparedness from a wider group of Member States, private-sector organizations and civil society actors. |

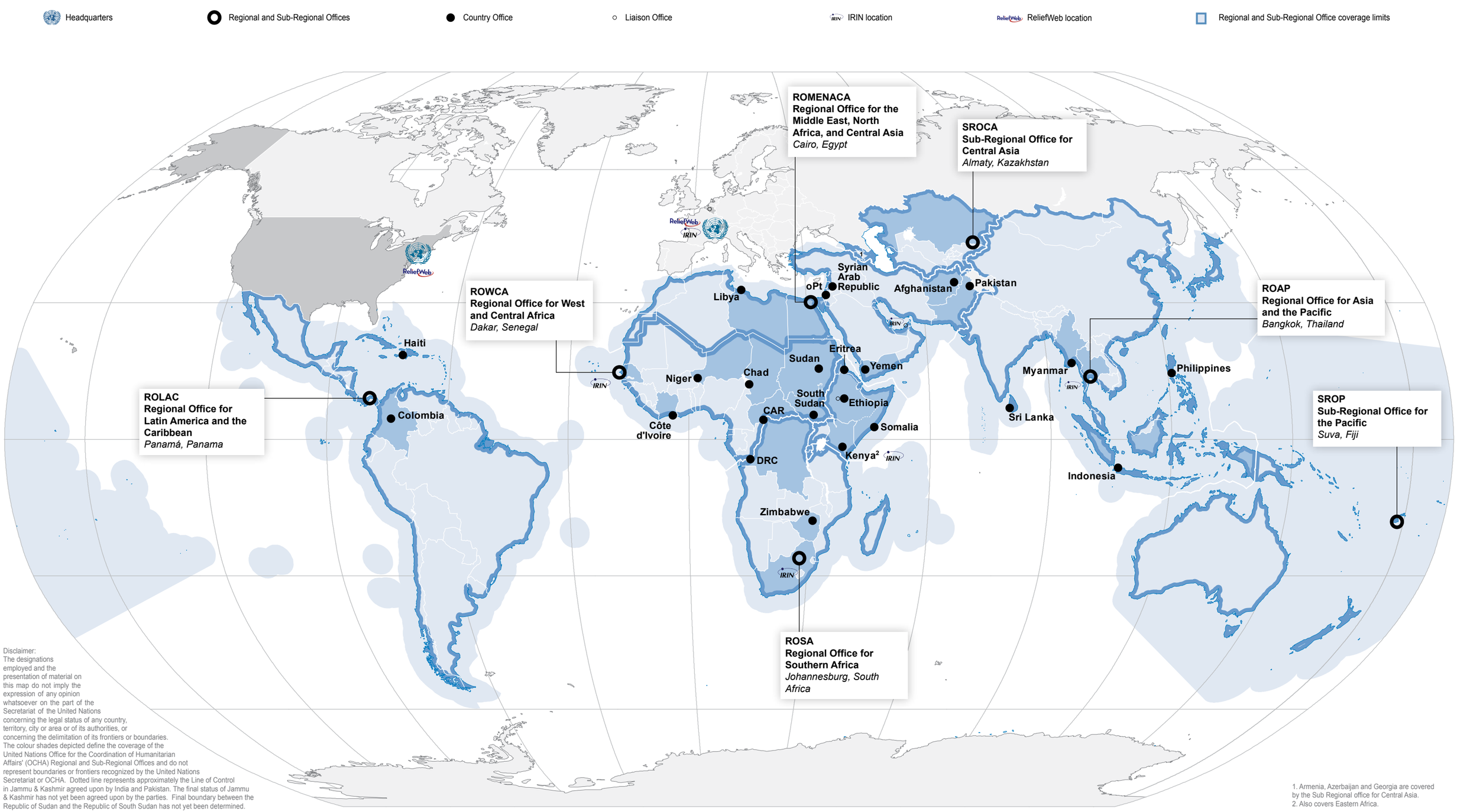
The MPPs ensure that OCHA staff have the necessary training and equipment to provide high-quality coordination services when deployed to emergencies. ROs will work to increase their pools of qualified and experienced staff ready for rapid deployment in countries with no OCHA presence, or in deteriorating humanitarian situations. Provision will be made for short-term and long-term deployments.

Building on tools such as the Global Focus Model,[4] OCHA ROs will continue to refine their analysis of risk and vulnerability, tailoring it to regional specificities to focus on countries where OCHA's support can truly add value.

ROs will work with national, regional and global response organizations to increase their awareness of how the international humanitarian system works, and the services and tools they can use in a crisis. This should result in better operational coordination between Governments and regional and international organizations, helping create a swifter, more comprehensive response to emergencies.

Recognizing the increased capacity and expertise of many Member States and regional organizations, ROs will help them expand their participation in multilateral humanitarian response. ROs will seek more operational support through improved participation in UNDAC and the International Search and Rescue Advisory Group, and will continue to work to expand the number of Member States who contribute to multilateral humanitarian financing through CERF, country-based pooled funds and CAPs.

# OCHA's Global Presence




Disclaimer:
The designations employed and the presentation of material on this map do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries. The colour shades depicted define the coverage of the United Nations Office for the Coordination of Humanitarian Affairs' (OCHA) Regional and Sub-Regional Offices and do not represent boundaries or frontiers recognized by the United Nations Secretariat or OCHA. Dotted line represents approximately the Line of Control in Jammu & Kashmir agreed upon by India and Pakistan. The final status of Jammu & Kashmir has not yet been agreed upon by the parties. Final boundary between the Republic of Sudan and the Republic of South Sudan has not yet been determined.

1. Armenia, Azerbaijan and Georgia are covered by the Sub Regional office for Central Asia.
2. Also covers Eastern Africa.

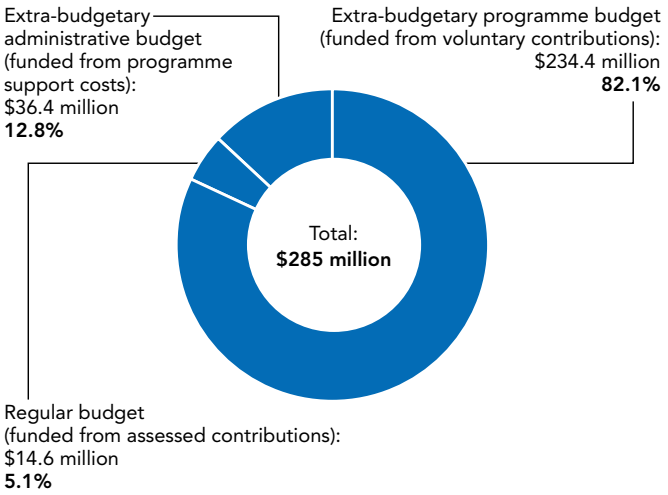
# FINANCIAL PLAN

*Children enjoy playing games in a child protection centre in Nowshera, Khyber Pakhtunkhwa, Pakistan.*
*© UNICEF/Shehzad Noorani*

OCHA is almost entirely dependent on voluntary contributions for its ability to deliver on its UN General Assembly mandate. With timely financial support, OCHA can play a critical role in ensuring that humanitarian funds are used strategically; filling gaps and avoiding duplication, targeting those who most need protection and relief, and ultimately saving more lives. Every cent spent on supporting OCHA should maximize the value of every dollar spent on direct programmes.

OCHA's plan for 2012 is based on its 2010-2013 Strategic Framework. Delivery against the plan is budgeted at $285.4 million. An appropriation of 0.5 per cent from the global UN regular budget will cover $14.6 million in programme requirements. Programme support costs

## 2012 budget




## 2012 Budget Summary

For budget details for 2013 please visit: **www.unocha.org/ocha2012-13**

| | Regular Budget (RB) (Funded from assessed contributions) | | Extrabudgetary Programme Budget (XB) (Funded from voluntary contributions) | | Extrabudgetary Administrative Budget (XB) (Funded from programme support costs) | | Global Budget (RB and XB) | |
|---|---|---|---|---|---|---|---|---|
| | Budget | Posts | Budget | Posts | Budget | Posts | Budget | Posts |
| **Executive Management** | 1,989,350 | 9 | 2,680,718 | 13 | - | - | 4,670,068 | 22 |
| **Corporate Programme Division** | 4,555,350 | 21 | 32,469,182 | 124 | 23,805,307 | 110 | 60,829,839 | 255 |
| Office of the Director | - | - | 2,285,406 | 10 | - | - | 2,285,406 | 10 |
| Administrative Services Branch | 2,298,800 | 7 | - | - | 14,617,545 | 97 | 16,916,345 | 104 |
| Common Costs | - | - | 2,891,564 | 3 | 7,951,382 | 2 | 10,842,946 | 5 |
| Policy Development and Studies Branch | 776,450 | 4 | 9,831,326 | 46 | - | - | 10,607,776 | 50 |
| Communications and Information Services Branch | 1,480,100 | 10 | 17,460,886 | 65 | 1,236,380 | 11 | 20,177,366 | 86 |
| **Coordination and Response Division** | 3,011,100 | 20 | 15,805,260 | 75 | - | - | 18,816,360 | 95 |
| **Office of Director Geneva** | 5,007,050 | 21 | 22,468,838 | 95 | 1,483,004 | 8 | 28,958,892 | 124 |
| Office of the Director | 478,700 | 2 | 2,674,172 | 13 | - | - | 3,152,872 | 15 |
| Emergency Services Branch | 2,707,200 | 10 | 13,451,347 | 51 | - | - | 16,158,547 | 61 |
| External Relations and Support Mobilization Branch | 1,821,150 | 9 | 6,343,319 | 31 | 1,483,004 | 8 | 9,647,473 | 48 |
| **Total Headquarters Requirements** | **14,562,850** | **71** | **73,423,998** | **307** | **25,288,311** | **118** | **113,275,159** | **496** |

## 2012 Budget Summary

For budget details for 2013 please visit:
**www.unocha.org/ocha2012-13**

| | Regular Budget (RB) (Funded from assessed contributions) | | Extrabudgetary Programme Budget (XB) (Funded from voluntary contributions) | | Extrabudgetary Administrative Budget (XB) (Funded from programme support costs) | | Global Budget (RB and XB) | |
|---|---|---|---|---|---|---|---|---|
| | Budget | Posts | Budget | Posts | Budget | Posts | Budget | Posts |
| **Integrated Regional Information Networks (IRIN)** | - | - | 7,651,791 | 44 | 645,096 | 3 | 8,296,887 | 47 |
| **Regional Offices** | - | - | 29,590,629 | 180 | 2,474,104 | 38 | 32,064,733 | 218 |
| Regional Office for Asia and the Pacific | - | - | 6,852,213 | 27 | 726,888 | 8 | 7,579,101 | 35 |
| Sub-Regional Office for the Pacific | - | - | 1,179,359 | 4 | 28,176 | 1 | 1,207,535 | 5 |
| Regional Office for Latin America and the Caribbean | - | - | 3,746,045 | 30 | 257,796 | 4 | 4,003,841 | 34 |
| Regional Office for the Middle East, North Africa and Central Asia | - | - | 3,639,495 | 27 | 286,380 | 4 | 3,925,875 | 31 |
| Sub-Regional Office for Central Asia | - | - | 1,474,396 | 10 | 82,440 | 2 | 1,556,836 | 12 |
| Regional Office for Southern Africa | - | - | 3,322,685 | 17 | 425,084 | 5 | 3,747,769 | 22 |
| Kenya (covers Eastern Africa) | - | - | 3,925,759 | 28 | 292,544 | 7 | 4,218,303 | 35 |
| Regional Office for West and Central Africa | - | - | 5,450,677 | 37 | 374,796 | 7 | 5,825,473 | 44 |
| **Liaison Offices** | - | - | 3,609,541 | 18 | 55,344 | 2 | 3,664,885 | 20 |
| African Union Liaison Office | - | - | 1,153,648 | 7 | 55,344 | 2 | 1,208,992 | 9 |
| Brussels Liaison Office | - | - | 810,468 | 3 | - | - | 810,468 | 3 |
| Gulf Liaison Office | - | - | 1,645,425 | 8 | - | - | 1,645,425 | 8 |
| **Africa** | - | - | 71,720,298 | 671 | 4,979,096 | 103 | 76,699,394 | 774 |
| Central African Republic | - | - | 2,541,281 | 24 | 257,676 | 4 | 2,798,957 | 28 |
| Chad | - | - | 4,319,394 | 34 | 310,032 | 8 | 4,629,426 | 42 |
| Côte d'Ivoire | - | - | 4,425,413 | 29 | 384,276 | 6 | 4,809,689 | 35 |
| Democratic Republic of the Congo | - | - | 15,697,689 | 122 | 1,232,208 | 32 | 16,929,897 | 154 |
| Eritrea | - | - | 778,885 | 5 | 38,604 | 2 | 817,489 | 7 |
| Ethiopia | - | - | 4,746,495 | 45 | 324,996 | 7 | 5,071,491 | 52 |
| Niger | - | - | 3,407,245 | 28 | 303,240 | 5 | 3,710,485 | 33 |
| Somalia | - | - | 10,742,605 | 99 | 554,616 | 13 | 11,297,221 | 112 |
| South Sudan | - | - | 9,405,393 | 73 | 445,448 | 7 | 9,850,841 | 80 |
| Sudan | - | - | 13,111,125 | 194 | 812,844 | 15 | 13,923,969 | 209 |
| Zimbabwe | - | - | 2,544,773 | 18 | 315,156 | 4 | 2,859,929 | 22 |
| **Middle East, North Africa and Central Asia** | - | - | 30,634,111 | 249 | 1,495,977 | 27 | 32,130,088 | 276 |
| Afghanistan | - | - | 11,188,198 | 83 | 562,596 | 10 | 11,750,794 | 93 |
| Libya | - | - | 275,092 | 6 | 44,649 | 1 | 319,741 | 7 |
| occupied Palestinian territory | - | - | 7,491,639 | 58 | 282,000 | 4 | 7,773,639 | 62 |
| Pakistan | - | - | 7,786,615 | 76 | 365,976 | 8 | 8,152,591 | 84 |
| Syria | - | - | 333,829 | 4 | - | - | 333,829 | 4 |
| Yemen | - | - | 3,558,738 | 22 | 240,756 | 4 | 3,799,494 | 26 |
| **Asia and the Pacific** | - | - | 7,468,848 | 73 | 844,212 | 16 | 8,313,060 | 89 |
| Indonesia | - | - | 1,404,333 | 8 | 129,552 | 3 | 1,533,885 | 11 |
| Myanmar | - | - | 2,331,617 | 24 | 244,800 | 6 | 2,576,417 | 30 |
| Philippines | - | - | 1,698,214 | 11 | 239,328 | 4 | 1,937,542 | 15 |
| Sri Lanka | - | - | 2,034,684 | 30 | 230,532 | 3 | 2,265,216 | 33 |
| **Latin America and the Caribbean** | - | - | 10,293,206 | 78 | 662,463 | 7 | 10,955,669 | 85 |
| Colombia | - | - | 4,789,853 | 33 | 322,596 | 4 | 5,112,449 | 37 |
| Haiti | - | - | 5,503,353 | 45 | 339,867 | 3 | 5,843,220 | 48 |
| **Total Field Requirements** | **-** | **-** | **160,968,424** | **1,313** | **11,156,292** | **196** | **172,124,716** | **1,509** |
| **Total Headquarters and Field Requirements** | **14,562,850** | **71** | **234,392,422** | **1,620** | **36,444,603** | **314** | **285,399,875** | **2,005** |

levied on spending will cover OCHA's administrative budget of $36.4 million. OCHA is therefore asking Member States to make voluntary contributions of $234.4 million to cover its extra-budgetary programme budget (see table). For 2013, OCHA's indicative budget stands at $282 million, with $231 million required in voluntary contributions.

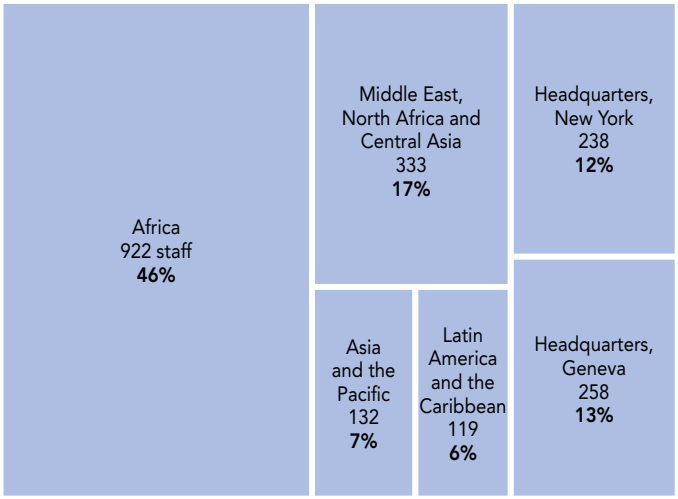
With significant humanitarian coordination challenges ahead, Member States are asked to disburse their contributions as early as possible in the first quarter of 2012. Member States are also requested to continue to show their support for OCHA's mandate by providing flexible and predictable funding.

## Where and how OCHA will spend its budget in 2012

OCHA's budget for 2012 reflects a decision to invest in increased support to the field, particularly in relation to the support it provides to HCs, country teams and OCHA offices.

Seventy per cent of OCHA's budget covers staff costs. OCHA aims to deliver on its responsibilities in the field through 2,005 national and international staff in 2012 (see related chart).

### OCHA's 2,005 staff members by region (2012)*

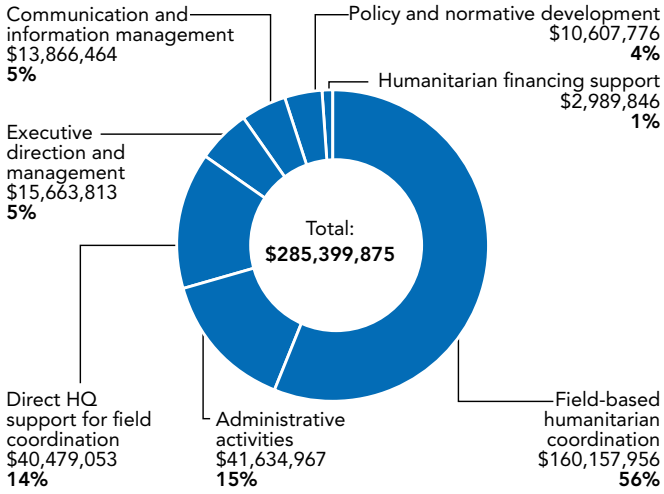



*Field figures include United Nations Volunteers

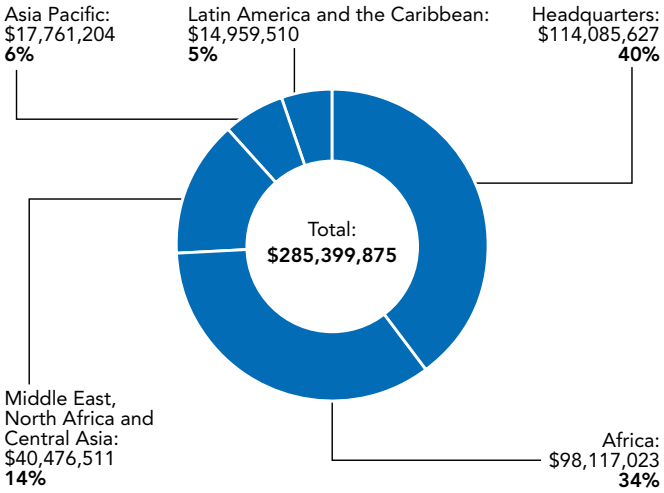
Over 70 per cent of OCHA's budget will be spent on activities supporting humanitarian coordination and advocacy in the field, making sure humanitarian relief is as effective as possible. Of this total, 56 per cent of OCHA's global budget is dedicated to direct field-based humanitarian coordination, with an additional 14 per cent of the budget going towards headquarters support to the field. Budgeting by thematic area and by region is outlined in the charts below.

For budget by activity and region for 2013 please visit **www.unocha.org/ocha2012-13**.

### 2012 budget by activity




### 2012 budget by region

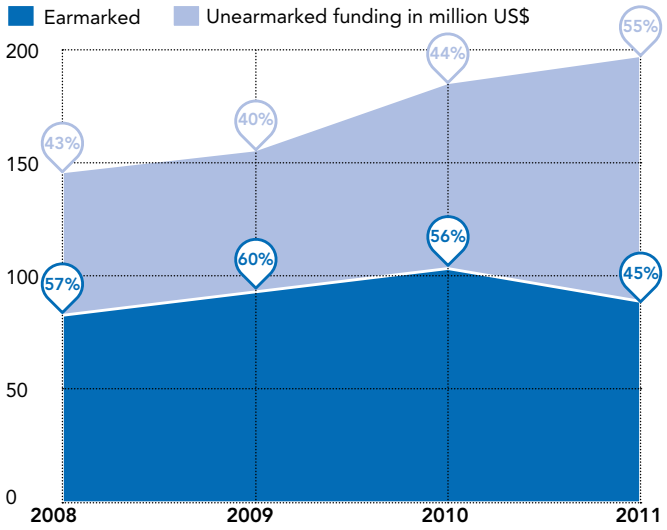


## Income and financial management[5]

OCHA's financial and resource management saw further improvements in 2011. OCHA now has formal multi-year funding agreements with eight donors, which together account for predictable funding for approximately 30 per cent of annual requirements. The effort to broaden the donor base resulted in another eight new or returning Member States contributing to OCHA in 2011, compared with the preceding year. By mid-November, 43 Member States had provided voluntary contributions to OCHA in 2011.

Despite difficult economic conditions, the level of funding given to OCHA in 2011 represented a clear sign of confidence in OCHA's direction and leadership. By the end of 2011, OCHA expects to raise over $20 million more from donors than in 2010. The percentage of fully unearmarked funding rose to 55 per cent compared with 44 per cent one year earlier (see chart).

### Earmarking trends 2008-2011




In 2012, OCHA does not anticipate a continued upward trajectory in voluntary contributions in view of the challenging economic situation. OCHA has budgeted according to projected income. In 2012, it will place special emphasis on securing more predictable and flexible funding from existing donors, and on continuing to broaden OCHA's funding base from a wider range of Member States and more varied sources of income.

Thanks to improvements in budgeting, resource mobilization and financial management, in 2011 OCHA expects to cover projected expenditure in full from voluntary contributions, including those budgetary increases required by new emergencies. In 2012, OCHA aims to achieve the same objective.

Taking advantage of the healthy cash position in 2011, OCHA took a first step in replenishing its cash reserve, which had been heavily depleted in the preceding period. OCHA aims to maintain a cash reserve covering six months' of staff costs and three months' of operating costs. This would allow regular and adequate allocations of cash to parts of the organization that receive insufficient earmarked funds, to cover unforeseen crises and to offset late disbursements of donor pledges.

With humanitarian budgets uncertain in several major economies in 2012 and 2013, a healthy cash reserve is particularly vital. In 2012, OCHA anticipates that cash reserves will be sufficient to cover costs for four months across the entire organization, minimizing the administrative burden and freeing up resources to deliver on its mandate.

For more on OCHA's Financial Plan, please visit: **www.unocha.org/ocha2012-13**. The website provides detailed budget and staffing information for 2012 and 2013. Additional details for 2013 will be provided by mid-2012, once OCHA has reviewed results and elaborated a more detailed financial plan for 2013.

[5] All income data in this section includes paid and pledged contributions as at 15 November 2011

# ACRONYMS AND ABBREVIATIONS

**CAP** Consolidated Appeal Process

**CERF** Central Emergency Response Fund

**CO** Country Office

**CoP** Community of Practice

**ECOSOC** Economic and Social Council

**ERC** Emergency Relief Coordinator

**HC** Humanitarian Coordinator

**HCT** Humanitarian Country Team

**HSU** Humanitarian Support Unit

**IASC** Inter-Agency Standing Committee

**IM** Information Management

**IOM** International Organization for Migration

**IRIN** Integrated Regional Information Networks

**MPP** Minimum Preparedness Package

**NGO** non-governmental organization

**RC** Resident Coordinator

**RESO** Roaming Emergency Surge Officer

**RO** Regional Office

**UNDAC** United Nations Disaster Assessment and Coordination

**USG** Under-Secretary-General

OCHA

United Nations Office
for the Coordination of
Humanitarian Affairs

Coordination Saves Lives
La coordination sauve des vies
La coordinación salva vidas
Координация спасает жизни
بالتنسيق ننقذ الأرواح
致力协调，挽救生命

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