

These tables are a consolidated list of indicators for all regional and field offices reflecting progress against the OCHA Strategic Framework 2007-2009. They include a measurement of performance (output and indicator) and their corresponding achievement.

## Regional Offices

### Regional Office for Asia and the Pacific

#### IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL, INTERNATIONAL LEVEL

<b>Output</b>	Support provided to RCs/HCs, IASC CT, and the IASC Regional Humanitarian Network.
<b>Indicators</b>	Percentage of requests for assistance from RCs/HCs and IASC CT fulfilled; Percentage of humanitarian coordination structures supported; Number of IASC Network sub-groups functioning.
<b>Achieved</b>	90% of requests for assistance fulfilled; 100% of humanitarian coordination structures including the Regional IASC Network and IASC CTs in Pakistan, Philippines, and Papua New Guinea supported; Three IASC Network sub-groups functioning.

#### STRENGTHENED OCHA EMERGENCY RESPONSE CAPACITY

<b>Output</b>	Routines and training procedures for deployment of Regional Office for Asia and the Pacific (ROAP) emergency response and surge capacity strengthened.
<b>Indicators</b>	Percentage of requests for deployment of ROAP emergency response capacity addressed within 72 hours; Percentage of ROAP staff provided with emergency response training.
<b>Achieved</b>	80% of requests for deployment of emergency response and surge capacity addressed within 72 hours; 80% of staff provided with relevant training (CERF, Reporting, etc.); One staff received UNDAC training and three staff received Humanitarian Field Coordination Programme (HFCP) training.

#### GREATER INCORPORATION OF DISASTER RISK REDUCTION APPROACHES AND STRENGTHENED PREPAREDNESS IN HUMANITARIAN RESPONSE

<b>Output</b>	Assistance provided to governments with developing national disaster management and preparedness plans and to IASC CTs with integrated, multi-hazard contingency planning.
<b>Indicators</b>	Number of priority countries provided with assistance in developing and/or revising national strategic plans; Number of IASC contingency plans developed and/or revised in priority countries with ROAP support.
<b>Achieved</b>	Four priority countries supported in developing or revising strategic national action plans, through engagement with the ISDR Asia Partnership; Four inter-agency contingency plans developed or revised in priority countries with ROAP support.

#### ACTION-ORIENTED ANALYSIS OF HUMANITARIAN TRENDS AND EMERGING POLICY ISSUES

<b>Outputs</b>	Monitoring and analysis of humanitarian conditions undertaken in priority countries; Information products (situation reports, briefings, and maps) developed and disseminated.
<b>Indicators</b>	All ongoing medium- and large-scale emergencies covered by ROAP information products.
<b>Achieved</b>	Over 70% of medium- and large-scale emergencies covered by ROAP information products, with the remainder covered either by OCHA field offices or directly from headquarters.

#### MORE STRATEGIC ADVOCACY OF HUMANITARIAN PRINCIPLES AND ISSUES

<b>Output</b>	Advocacy strategies developed for core humanitarian policy issues in the Asia-Pacific region, with briefings, trainings, and workshops provided to IASC CTs, NGOs, regional cluster leads and governments on key policy elements.
<b>Indicators</b>	Number of IASC CTs with advocacy strategies. Percentage of organizations provided with briefings, trainings and workshops.
<b>Achieved</b>	Four country-level advocacy strategies supported.

### Regional Office for Latin America and the Caribbean

#### IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS

<b>Output</b>	Appropriate support activities for HC/RC, UNETT, and UNDMT and humanitarian partners on emergency relief tools (including humanitarian reform) and services provided.
<b>Indicators</b>	Number of people trained. Target: 100.
<b>Achieved</b>	249

#### STRENGTHENED OCHA EMERGENCY RESPONSE CAPACITY

<b>Output</b>	Regional and national rosters, standard operating procedures, and surge capacity funds for coordination mechanisms and immediate deployment developed.
<b>Indicators</b>	Number of staff and consultants ready to be deployed. Target: 15 people.
<b>Achieved</b>	18 people.

**STRENGTHENED INFORMATION MANAGEMENT BASED ON COMMON STANDARDS AND BEST PRACTICES**

**Output** Red Humanitaria (Redhum) support to emergency preparedness response enhanced.  
**Indicators** Number of service providers. Target: 50.  
**Achieved** 50.

**A COMMON APPROACH TO NEEDS ASSESSMENTS AND IMPACT EVALUATION**

**Output** Common indicators and rapid needs assessment methodology promoted at regional and field levels.  
**Indicators** Number of countries trained in common rapid needs assessment methodology.  
 Country trained in common RNA methodology. Target: Seven countries.  
**Achieved** Six countries plus regional training and global introduction to methodology.

**GREATER INCORPORATION OF DISASTER RISK REDUCTION APPROACHES AND STRENGTHENED PREPAREDNESS IN HUMANITARIAN RESPONSE**

**Output** Regional emergency preparedness, response and coordination mechanisms, and activities strengthened in collaboration with Risk, Emergency and Disasters Task Force (REDLAC).  
**Indicators** Number of joint activities undertaken with REDLAC. Target: 10 activities.  
**Achieved** 13 activities plus emergency coordination.

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

**IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS**

**Output** United Nations agencies and national counterparts in the region given more predictable and standardized support, including coordination support for ongoing refugee crises.  
**Indicators** Number of prioritized (vulnerable) countries provided with systematic support, through contingency planning workshops, capacity-building exercises, resource mobilization assistance (consolidated and flash appeals) and surge deployments.  
**Achieved** 12 out of 27 countries and territories covered by the Regional Office for the Middle East, North Africa, and Central Asia (ROMENACA).

**STRENGTHENED OCHA EMERGENCY RESPONSE CAPACITY**

**Outputs** Internal standard operating procedures for the Regional Office’s emergency response maintained; Monitoring and scanning system further improved.  
**Indicator** New emergencies responded to in a standardized manner within 24 hours.  
**Achieved** Standard Operating Procedures were activated for six new emergencies, four of which were responded to within 24 hours.

**GREATER INCORPORATION OF DISASTER RISK REDUCTION APPROACHES AND STRENGTHENED PREPAREDNESS IN HUMANITARIAN RESPONSE**

**Output** Greater engagement of actors in the countries and territories of the region, with international response systems enhanced.  
**Indicators** Number of regional UNDAC and INSARAG memberships; Number of OCHA-facilitated training events (UNDAC, INSARAG, civil-military coordination) attended by regional partners.  
**Achieved** No new UNDAC memberships and two re-activated INSARAG memberships (United Arab Emirates [UAE] and Qatar); nine training events.

**STRENGTHENED INFORMATION MANAGEMENT BASED ON COMMON STANDARDS AND BEST PRACTICES**

**Output** Information management system developed, including information concerning ongoing refugee crises in the region.  
**Indicator** Website established and regional humanitarian database initiated.  
**Achieved** The RO’s website was officially launched in November 2008; Web-pages were also developed for the Regional Disaster Response Advisor (RDRA) Office in Almaty and Tehran hosting contact information; A “WWW” database, maps, an events calendar and key documents, and four humanitarian databases were initiated.

**MORE STRATEGIC ADVOCACY OF HUMANITARIAN PRINCIPLES AND ISSUES**

**Output** Advocacy and public information efforts in the region amplified.  
**Indicators** Number of interviews given; Number of press releases and publications disseminated; Media encounters for other field offices facilitated.  
**Achieved** 15 interviews given, 84 press releases and publications disseminated; 30 media encounters for partner organisations facilitated.

## Regional Office for Central and East Africa

### IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL AND INTERNATIONAL LEVELS

<b>Outputs</b>	Strengthened engagement in coordination; Partnerships with regional bodies such as the African Union, the International Conference on the Great Lakes Region and the Inter-governmental Authority on Development strengthened.
<b>Indicators</b>	Regional Humanitarian Partnership Team (RHPT) established with agreed Terms of Reference. Number of joint statements on humanitarian situations.
<b>Achieved</b>	RHPT and its secretariat (established in May 2007) met 16 times in 2008. Terms of Reference endorsed, joint recommendations and/or decisions were taken at each meeting. Four statements sent out highlighting Horn of Africa Crisis concerns and this was followed by a press conference with a high-level expert panel.

### GREATER INCORPORATION OF DISASTER RISK REDUCTION APPROACHES AND STRENGTHENED PREPAREDNESS IN HUMANITARIAN RESPONSE

<b>Output</b>	Emergency Preparedness and Response (EPR) framework priorities monitored and reviewed.
<b>Indicator</b>	Percent of countries with inter-agency contingency plans.
<b>Achieved</b>	83% (15 of 18 countries) covered have an inter-agency contingency plan process in place or sector-specific contingency plans addressing the most critical humanitarian issues; Additionally, three multi-country preparedness actions taken, including Somalia/Ethiopia/Djibouti/Kenya, Chad/Central African Republic (CAR)/Darfur/Cameroon and Uganda/Rwanda/ Burundi.

### ACTION-ORIENTED ANALYSIS OF HUMANITARIAN TRENDS AND EMERGING POLICY ISSUES

<b>Output</b>	Improved information products with strengthened analysis.
<b>Indicator</b>	Number of products released reflecting improved analysis.
<b>Achieved</b>	Two Displaced Population Reports, three Central and East Africa (CEA) Regional Funding Updates, 12 Pastoralist Voices, four Regional Humanitarian Updates, and more than 30 ad hoc or special updates produced for cross-border issues, and the Kenyan post-election crisis; Three Horn of Africa Crisis reports (over 30 pages each) produced with related press releases.

### PROTECTION AGENDA ADVANCED AT COUNTRY, REGIONAL AND INTERNATIONAL LEVELS

<b>Outputs</b>	Regional protection strategy developed; Cross-cutting thematic areas (gender, HIV/AIDS, SGBV) incorporated into regional analysis and planning.
<b>Indicators</b>	Number of humanitarian updates produced on protection issues or with protection issues reflected; Percentage of regional documents (EPR, CAPs, CHAP) that incorporate thematic analyses.
<b>Achieved</b>	Four Regional Humanitarian Updates produced highlighting cross-border protection issues and concerns; Two Displaced Population Reports produced with status and statistics on refugees and IDPs in the region; Pastoralist Voices contains monthly updates including protection concerns from the pastoral communities in the CEA; Three Horn of Africa Crisis updates produced with cross-cutting thematic areas included.

### STRENGTHENED INFORMATION MANAGEMENT BASED ON COMMON STANDARDS AND BEST PRACTICES

<b>Outputs</b>	Regional custom map products expanded; Information management tools and services extended to countries without an OCHA presence.
<b>Indicators</b>	Number of custom maps produced; Number of 3Ws and other information management tools provided to United Nations and IASC CTs.
<b>Achieved</b>	More than 100 maps and updates were produced in 2008 supporting meetings, regular reporting and in response to requests from partners. Special focus was put on a series of 'hazard maps'.

OCHA field information management tools widely supported technically throughout and initiated with ROCEA's support during Kenyan post-election violence. Over 120 working days logged in surge capacity and technical support in Africa. The regional 3Ws populated with contacts from five countries without OCHA presence (Tanzania, Rwanda, Djibouti, Sao Tome & Principe and Gabon).

## Regional Office for Southern Africa

### GREATER INCORPORATION OF DISASTER RISK REDUCTION APPROACHES AND STRENGTHENED PREPAREDNESS IN HUMANITARIAN RESPONSE

<b>Outputs</b>	Region-wide hazard analysis and inventory of country-level preparedness undertaken; Inter-agency agreement reached on road map for applying minimum package of preparedness measures; Regional Data Preparedness Plan for disaster response developed.
<b>Indicators</b>	Analysis, inventory, and road map completed by target dates, with timeline and targets for sub-activities; Plan completed by target date.
<b>Achieved</b>	Region-wide hazard analysis completed; Nine countries revised and/or updated their Contingency Plans (Comoros, Lesotho, Madagascar, Malawi, Mozambique, Namibia, Swaziland, Zambia, and Zimbabwe); Seven countries completed contingency plans to integrate Pandemic Influenza Contingency (PIC) and include: Botswana, Comoros, Mauritius, Madagascar, Namibia, and Swaziland; Also, a Regional Consultative meeting on Pandemic preparedness was held in October with governments and UNCTs from all countries in the region present; Information management support was provided to Madagascar, Mozambique, and Zambia. Regional Office for South Asia (ROSA) convened a regional training workshop for flooding, cyclone, and drought preparedness in Southern Africa to reach agreement on preparedness and response capacities of national disaster authorities for the upcoming flood and cyclone season.

**A STRATEGY ENABLING SEAMLESS TRANSITION AND EARLY RECOVERY**

**Output** Joint OCHA/UNDP BCPR support provided to RCs in the region; Humanitarian considerations incorporated into UNDAFs, Poverty Reduction Strategy Papers (PRSPs), and disaster management platforms.

**Indicators** Percentage of staff in new emergencies seconded to RCs' offices cost-shared and with joint functions; Percentage of new UNDAFs, PRSPs, and disaster management platforms including a humanitarian component.

**Achieved** 19% of staff seconded to RC offices and cost shared with OCHA and BCPR funding (excluding staff within OCHA on surge capacity); Development of a prioritized Regional Inter-Agency Coordination and Support Office (RIACSO) action plan through joint work planning with ISDR and BCPR strengthened; Joint ROSA and BCPR staffing provided to RC offices in two countries; Technical support provided to UNDAF planning processes in Angola, Botswana, and the Seychelles; Malawi and Namibia supported with media training focused on DRR reporting.

**ACTION-ORIENTED ANALYSIS OF HUMANITARIAN TRENDS AND EMERGING POLICY ISSUES**

**Output** Regional information strategy clarified and updated according to new arrangements.

**Indicator** Review of inter-agency information management needs and strategy completed by target date with timeline for implementation to address external and internal needs.

**Achieved** The ROSA Information Management Unit (IMU), in collaboration with partners, established inter-agency working groups to improve humanitarian trend analysis and information-sharing in response to xenophobic violence, high food prices, cholera, and regional migration; Contact management, consolidation of baseline data for the region, data repositories, and IM products such as 3Ws, mapping products, event timelines, and public information products provided.

**IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS**

**Outputs** Regional Humanitarian Community Partnership Team (HCPT) established; Regional strategy for systematic and continuous training on humanitarian reform established, especially for cluster leads.

**Indicators** Terms of Reference for HCPT approved by target date; Strategy established by target date, with timeline and targets for sub-activities.

**Achieved** At the 2008 SADC regional training workshop, national roadmaps for the completion of preparedness and contingency plans were developed; SADC Secretariat to become focal point and clearing house for all DRR information; Bi-monthly meetings of regional humanitarian partners in RIACSO chaired.

**PROTECTION AGENDA ADVANCED AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS**

**Output** Responders and governments trained on the protection of civilians and the human rights of IDPs in natural disasters.

**Indicators** Number and diversity of staff and government representatives trained by target date; Percentage of humanitarian/emergency response plans addressing the human rights of IDPs in natural disasters; Number of requests addressing human rights in IDP and protection of civilian issues.

**Achieved** 149 disaster managers trained on various aspects of the protection agenda, including training workshops on Human Rights of IDP in Madagascar (30 people), Mozambique (25 people) and South Africa (45 people); 100 disaster managers trained on the human rights of IDPs; One workshop supported on GBV Programming in Humanitarian Action for cluster actors (22 focal points from 11 countries participated); One training workshop supported on Protection from Sexual Exploitation and Abuse (27 participants trained from 12 countries).

**Regional Office for West Africa**

**IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS**

**Output** Predictability, accountability, and partnership in each sector improved.

**Indicators** Number of support provided to UNCTs and governments upon request; Number of coordination missions held; Formal establishment of Economic Community of West African States (ECOWAS) regional stockpile.

**Achieved** Six inter-agency contingency plans updated and three simulation exercises conducted around the four pillars of humanitarian reform; Surge capacity provided to four countries; 28 coordination meetings held.

**STRENGTHENED OCHA EMERGENCY RESPONSE CAPACITY**

**Output** Improved capacity of ROWA to emergency response needs of United Nations and other partners, governments, and ECOWAS.

**Indicators** Trained and experienced human resources available; Relevant process and tools developed; Capacity for rapid deployment and timely support to constituency.

**Achieved** Support effectively delivered; United Nations Spider Chart (Togo) activated; Field-based emergency simulations formulated and tested; Chair of regional contingency plans for Guinea (UNICEF) and Côte d'Ivoire (WFP) supported; Surge capacity to floods (Togo) and epidemics (Guinea-Bissau) provided; Data preparedness files created, activated and updated; GIS capacity upgraded and shared with partners (10 regional thematic charts produced).

### GREATER INCORPORATION OF DISASTER RISK REDUCTION APPROACHES AND STRENGTHENED PREPAREDNESS IN HUMANITARIAN RESPONSE

<b>Outputs</b>	Improved capacity to support post-disaster management; Ability to streamline disaster risk reduction into United Nations and governments disaster management programmes.
<b>Indicators</b>	Number of preparedness activities conducted with United Nations and government officials on disaster risk reduction and management; Effective networking among disaster management specialists of West Africa; Number of disaster-focused national contingency plans; Number of UNDAFs reflecting focus on risk disasters (nine selected countries in 2008).
<b>Achieved</b>	Five regional platform meetings held on natural disasters; One regional consultation meeting attended by all 15 West African countries; Five countries (Burkina Faso, Mali, Senegal, Ghana and Benin) undertook floods preparedness measures. Consultative process led to formal establishment of ECOWAS regional stockpile. Technical advisory support provided to curriculum training for ECOWAS Emergency Team; Three countries assisted in the preparation of national contingency plans; Agreement with OCHA/FCSS on convening of first UNDAC Induction course for West Africa (July 2009); Two data preparedness missions in Mali and Burkina Faso; Preparation and participation of SASG Egeland mission to the Sahel in the context of conflict prevention and climate change.

### A COMMON APPROACH TO NEEDS ASSESSMENTS AND IMPACT EVALUATION

<b>Output</b>	Information management tools developed to meet the needs of West Africa (such as the Observatory on Vulnerability and an Integrated Phase Classification).
<b>Indicator</b>	Number of governments and organizations using the tools.
<b>Achieved</b>	One rapid needs assessment form developed and reviewed by several representatives of government-led civil defence agencies of the region.

### PROTECTION AGENDA ADVANCED AT THE COUNTRY, REGIONAL AND INTERNATIONAL LEVELS

<b>Output</b>	Gender and protection integrated into preparedness plans by countries in the region.
<b>Indicator</b>	Gender and protection integrated into country preparedness plans.
<b>Achieved</b>	Specific guidelines were developed to facilitate inclusion of protection issues into country/regional preparedness plans; Protection concerns, including GBV reflected in the 2008 and 2009 CHAP and related projects; Agreement with the OHCHR for holding a joint regional meeting on protection of civilians and climate change (2009).

## Field Offices: Africa

### Burundi

#### A STRATEGY ENABLING SEAMLESS TRANSITION AND EARLY RECOVERY

<b>Outputs</b>	Existing sectoral coordination mechanisms reviewed in light of transition to early recovery; Government's coordination capacity improved, including GIS and disaster preparedness and response; RC/HC's early recovery coordination capacity supported as OCHA phases out.
<b>Indicators</b>	Sectoral coordination mechanisms reviewed by April 2008; Number of national and provincial coordination training workshops held; Percentage of Government-led field assessment missions; Number of OCHA activities successfully handed over to the RC/HC's office; Number of staff who will remain in the RC/HC's office trained in early recovery and transition.
<b>Achieved</b>	Sector coordination mechanisms reviewed by April 2008; One national workshop held (April) and two provincial workshops in Ngozi (August) and Makamba (November) attended by Governors, provincial technical services, the Red Cross Movement and NGOs (including a network of all NGOs in Burundi [RESO]); Percentage of Government-led field assessment missions: 25% of total joint missions; One OCHA information national staff hired by the RC coordination unit; GIS activities transferred to UNDP-supported <i>Direction de l'Action Humanitaire contre les Mines et engins non explosés</i> ; New UNDP early recovery team with three technical advisors.

#### IMPROVED MANAGEMENT PRACTICES FOR 'ONE OCHA'

<b>Output</b>	Website and relevant Field Document Management System transferred to the United Nations Integrated Office in Burundi and OCHA ROCEA websites.
<b>Indicator</b>	Number of products/activities transferred.
<b>Achieved</b>	Information management tools gradually adapted to the new OCHA setup; Transfer of website to ROCEA prepared and later implemented; Due to requests from the humanitarian and donor community, OCHA maintained public information products/tools such as the weekly humanitarian bulletin and updated 3Ws database.

#### ACCOUNTABLE AND TRANSPARENT HUMAN RESOURCES PLANNING AND MANAGEMENT

<b>Output</b>	OCHA withdrawal and staff reduction plan communicated to staff in a timely manner.
<b>Indicator</b>	Staff briefed on withdrawal plan.
<b>Achieved</b>	Staff was briefed on withdrawal plan from 2006 to 2008; Of the eight staff whose contracts ended mid-2007 to mid-2008, thus far, three landed with OCHA HAO international positions, two with UNDP Burundi, one with the United Nations Educational Scientific and Cultural Organization (UNESCO) Burundi and one with United Nations Integrated Office in Burundi (BINUB).

## Central African Republic

### A PREDICTABLE AND NEEDS-BASED HUMANITARIAN FINANCING SYSTEM

<b>Outputs</b>	Allocation of CERF grants well-managed; Fast, accessible, and predictable funding for humanitarian action by the United Nations and NGO community provided by locally administered Emergency Response Fund (ERF).
<b>Indicators</b>	Number of days for processing CERF and ERF project submissions; Percentage of CERF project submissions accepted by the CERF Secretariat for support.
<b>Achieved</b>	The overall turn-around for ERF/CHF projects was 23 days in 2008; The turnaround between a cluster decision on a project and a final decision was six days; For CERF projects, the turnaround at OCHA-CAR, after inputs from submitting agencies were received, was approximately three days; 100% of 2008 CERF submissions were approved under the CERF's rapid response window, although delays were incurred, pending clarifications.

### IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS

<b>Outputs</b>	Coordination services improved in the north; Fully operational and effective clusters.
<b>Indicators</b>	A second joint United Nations office in the north fully operational and accessible to United Nations and non-United Nations partners; Percentage of organizations actively engaged in cluster coordination processes. Number of clusters providing effective comprehensive sector coordination. Number of emergencies benefiting from comprehensive and coherent response to identified needs.
<b>Achieved</b>	A second joint United Nations office in Ndélé in the Northeast was officially opened in April 2008. It is now fully operational and has attracted a number of humanitarian organizations; All clusters are fully operational and meet regularly. Throughout the year, shortcomings and delays were evident with some clusters. This was particularly true with regard to activities coordination in conflict zones, advocacy, and humanitarian strategy planning.

### GREATER INCORPORATION OF DISASTER RISK REDUCTION APPROACHES AND STRENGTHENED PREPAREDNESS IN HUMANITARIAN RESPONSE

<b>Output</b>	Comprehensive, inter-agency contingency plan up to date.
<b>Indicator</b>	Frequency of contingency plan updating with the participation of all relevant stakeholders.
<b>Achieved</b>	An inter-agency plan for CAR updated and improved during the year; The work on a regional inter-agency contingency plan started in late 2008 and is ongoing.

### MORE STRATEGIC ADVOCACY OF HUMANITARIAN PRINCIPLES AND ISSUES

<b>Output</b>	Humanitarian access to some conflict areas secured and humanitarian space increased.
<b>Indicators</b>	Percentage of field missions for which OCHA negotiates access. Number of conflict locations where humanitarian agencies are present and operational.
<b>Achieved</b>	OCHA continued to negotiate humanitarian access with armed groups and authorities, conducting a total of 150 missions to conflict areas and managing two joint UN field offices. Almost the entire country was accessible to humanitarian workers at almost all times. The number of humanitarian field offices outside Bangui increased further to 48, from seven in 2006.

## Chad

### IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS

<b>Output</b>	Inter-agency assessments (involving operational clusters in areas of displacement) conducted on an as-needs basis in support of a timely response to the needs of displaced and host populations.
<b>Indicators</b>	Number of inter-agency assessment missions conducted; Number of displaced and host population families targeted by emergency assistance delivery.
<b>Achieved</b>	A total of 15 inter-agency cluster-based assessments missions took place in 2008, involving nine clusters; Thanks to these missions, the targeting of emergency assistance was improved for 150,000 IDPs.

### A STRATEGY ENABLING SEAMLESS TRANSITION AND EARLY RECOVERY

<b>Output</b>	Transition, early recovery, and protection strategies developed.
<b>Indicators</b>	Number of early recovery and protection activities targeting displaced populations and displaced who returned home temporarily or on a longer-term basis.
<b>Achieved</b>	While early recovery was one of the key elements in cluster strategies for IDPs, the very volatile security situation did not allow full implementation of the early recovery elements; A protection strategy was devised for the displaced who returned home temporarily.

## MORE STRATEGIC ADVOCACY OF HUMANITARIAN PRINCIPLES AND ISSUES

<b>Outputs</b>	The aid community in Chad is aware of the mandate, modus operandi and activities of the European Union Force (EUFOR) and United Nations Mission in the Central African Republic and Chad (MINURCAT); Constructive coordination/dialogue between humanitarian and military actors; Maintaining humanitarian space and civil-military division of labour.
<b>Indicators</b>	Number of workshops on humanitarian principles and civil-military coordination; Number of bulletins and press releases on humanitarian principles; Number of meetings and examples of positive civil-military coordination.
<b>Achieved</b>	Seven workshops; 12 induction briefings to new EUFOR battalions; 15 induction briefings for United Nations Police/ Détachement Intégré de Sécurité (UNPOL/DIS); Pre-deployment training for the military; and awareness sessions for humanitarian actors; Activities aimed at improving awareness and understanding of humanitarian principles, military culture, and modus operandi of each actor. Weekly security bulletins since August 08 (25 editions). Civil Military coordination (CIMIC) news bulletins (nine editions); Three press releases, weekly e-mails about escorts/EUFOR convoys (25 editions); Weekly civil-military coordination meetings with humanitarian actors, EUFOR/MINURCAT in each location of EUFOR/MINURCAT deployment; Regular examples of positive coordination between the military and humanitarians (several times per week).

## STRENGTHENED INFORMATION MANAGEMENT BASED ON COMMON STANDARDS AND BEST PRACTICES

<b>Output</b>	Efficient flow of information and feedback between field level (clusters) and central level (IASC) ensured, enabling informed decision-making.
<b>Indicator</b>	Number of organisations and missions equipped with maps and other information products.
<b>Achieved</b>	All inter-agency missions equipped with maps and other information products, via clusters or OCHA information management tools.

## Côte d'Ivoire

## A PREDICTABLE AND NEEDS-BASED HUMANITARIAN FINANCING SYSTEM

<b>Output</b>	Humanitarian financing systems (CAP and CERF) effectively supported and implemented.
<b>Indicators</b>	Percentage of CERF projects submitted that comply with requirements and are in line with specified criteria.
<b>Achieved</b>	100% of CERF projects submitted in March, June and October 2008 were rendered fully compliant.

## IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS

<b>Outputs</b>	Humanitarian coordination mechanisms strengthened, with improved dialogue between key stakeholders (representatives of government, line ministries, local authorities and donors); Cluster approach supported in new emergencies and contingency planning, taking advantage of the training on humanitarian reform provided to stakeholders in January 2008.
<b>Indicators</b>	Number and level of participants representing the different stakeholders. Number of decisions agreed upon.
<b>Achieved</b>	99% of Inter-Agency Humanitarian Coordination Committee (IAHCC) meetings organized (24 meetings out of 26 meetings planned); 39 of 40 recommendations (99%) formulated by the IAHCC and implemented in Abidjan and at the field level; HC implementation of key recommendations facilitated: One workshop on Humanitarian Reform; five evaluation missions by the HC in the North and West; one "Settlement of Intercommunity Conflicts Workshop" in Boléquin; one Action Plan in support of the voluntary return from the Guiglo IDPs Transit Centre (CATD) to the cantons along the Boléquin axis; the closure of the IDP transit camp by the HC in Guiglo; one "Emergency Simulation Workshop" in Abidjan; Two updates of the Contingency Plan in Guinea Conakry; the elaboration of a 2009 "Critical Humanitarian Needs" document; contribution to the UNDAF process.

## ACTION-ORIENTED ANALYSIS OF HUMANITARIAN TRENDS AND EMERGING POLICY ISSUES

<b>Output</b>	Focused and strategic analytical briefings provided to the IAHCC, OCHA senior management team and visiting missions.
<b>Indicators</b>	Number of operational briefings used to inform decisions by senior management.
<b>Achieved</b>	12 monthly operational briefs drafted and submitted to senior management.

## PROTECTION AGENDA ADVANCED AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS

<b>Output</b>	Protection improved through reinforced protection cluster and the provision of information, analysis, training, and information tools.
<b>Indicator</b>	Decrease in number of violations of human rights and international humanitarian law tools and materials developed in key protection sectors (internal displacement, sexual and gender-based violence and child protection).
<b>Achieved</b>	Ivorian armed forces and rebel groups no longer include minors amongst their troops throughout the country; no increase in the reported cases of human rights violations; international humanitarian law tools in key protection sectors disseminated (six protection thematic analyses submitted to the HC and IAHCC; two training courses held and information tools on protection developed).

## Democratic Republic of the Congo

## A PREDICTABLE AND NEEDS-BASED HUMANITARIAN FINANCING SYSTEM

<b>Output</b>	Use of the Humanitarian Action Plan (HAP) as a tool for prioritizing humanitarian funding (pooled fund and CERF).
<b>Indicator</b>	Percentage of pooled fund, CERF and bilaterally funded activities that are cluster endorsed and target priorities in the HAP.
<b>Achieved</b>	100% of Pooled Fund, CERF and bilaterally funded activities are cluster endorsed and target priority areas defined in the HAP.

## IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS

<b>Output</b>	Promotion of inclusive humanitarian partnerships and joint planning with traditional partners (NGOs and United Nations agencies, including United Nations Organization Mission in the DRC (MONUC) and new partners (private sector, governments, charity organizations).
<b>Indicator</b>	Percentage increase in the number of traditional and new partners participating in humanitarian coordination and joint planning mechanisms (such as clusters and Provincial Inter-Agency Committees).
<b>Achieved</b>	The number of traditional and new partners participating in humanitarian coordination and joint planning mechanisms increased by 20%.

## MORE STRATEGIC ADVOCACY OF HUMANITARIAN PRINCIPLES AND ISSUES

<b>Output</b>	Delivery of humanitarian aid improved and the work of humanitarian organizations facilitated by reinforcing Congolese legislation (currently under development with various ministries, parliamentarians and legal experts) in accordance with national laws and international conventions.
<b>Indicator</b>	Percentage decrease in the number of administrative <i>tracasseries</i> suffered by humanitarian organizations.
<b>Achieved</b>	Administrative <i>tracasseries</i> suffered by humanitarian organizations declined by 30%.

## A COMMON APPROACH TO NEEDS ASSESSMENTS AND IMPACT EVALUATION

<b>Output</b>	Monitoring and evaluation practices improved.
<b>Indicator</b>	Percentage of reporting that uses standardized cluster indicators.
<b>Achieved</b>	100% of reporting is consistent with cluster indicators.

## STRENGTHENED INFORMATION MANAGEMENT BASED ON COMMON STANDARDS AND BEST PRACTICES

<b>Output</b>	Leadership on information management support to clusters and other humanitarian coordination mechanisms provided.
<b>Indicator</b>	Percentage of identified information management needs for which OCHA provides an appropriate solution.
<b>Achieved</b>	100% of information management requests were met.

## Eritrea

## IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS

<b>Output</b>	IASC CT introduced and streamlined.
<b>Indicators</b>	Percentage of decisions and policies agreed on by the IASC CT. Number of partnership meetings held.
<b>Achieved</b>	A CHAP and Contingency Plan approved as internal IASC documents. Monthly IASC meetings held regularly through 2008. Lack of engagement with authorities on humanitarian issues was a major constraint to what the IASC could do.

## GREATER INCORPORATION OF DISASTER RISK REDUCTION APPROACHES AND STRENGTHENED PREPAREDNESS IN HUMANITARIAN RESPONSE

<b>Outputs</b>	Improved preparedness for a range of potential hazards. Inter-agency contingency plan developed and regularly updated.
<b>Indicator</b>	Percentage of new emergencies responded to within the first 48 hours of the emergency.
<b>Achieved</b>	No new emergencies in 2008. However, contingency plan was updated once (in June 2008).

## A STRATEGY ENABLING SEAMLESS TRANSITION AND EARLY RECOVERY

<b>Output</b>	Coordination services provided to RC/HC adjusted to address recovery and residual humanitarian needs.
<b>Indicators</b>	Transition strategy developed and agreed upon by all partners.
<b>Achieved</b>	The CHAP developed and includes a section on early recovery. As well, UN operational agencies have included transitional activities within the UNDAF process that has been approved by Government.

## ACTION-ORIENTED ANALYSIS OF HUMANITARIAN TRENDS AND EMERGING POLICY ISSUES

<b>Outputs</b>	Information management tools (3Ws database and maps) strengthened. Improved analytical humanitarian reports available.
<b>Indicators</b>	Number of partners using information management tools. Number of analytical reports produced.
<b>Achieved</b>	50% of humanitarian partners do make use of OCHA 3Ws and maps. Monthly operational briefs, occasional humanitarian updates and note to the ERC produced.

## Ethiopia

## A PREDICTABLE AND NEEDS-BASED HUMANITARIAN FINANCING SYSTEM

<b>Output</b>	Adequately funded and effectively functioning HRF. Number of partner staff trained in humanitarian financing; Number of NGOs appealing for funding from the HRF.
<b>Indicator</b>	Percentage of \$15 million HRF target budget-raised.
<b>Achieved</b>	Involvement in the proposal review process enhanced cluster understanding of pool funding mechanisms. Income increased from \$13.6 million in 2007 to 68.1 million in 2008; Expenditure increased from \$ 6.5 million to 44.9 million; Over 50 participants at two planned workshops and relationships strengthened (USAID/OFDA and Ethiopian Youth Council for Higher Opportunity [ECHO]). HRF review Board enhanced with local NGO and Red Cross participation. HRF and CERF decision-making processes within same review board. HRF implementing partners increased from 16 in 2007 to 29 in 2008.

## IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS

<b>Outputs</b>	Fully functioning Government-led sectoral task forces established, providing predictable support for clusters. Effective coordination structures established in response to the humanitarian situation in the Ogaden.
<b>Indicators</b>	Percentage of sectoral taskforces with active work plans. Number of United Nations agencies and NGOs operational in the Somali region.
<b>Achieved</b>	Ethiopia Humanitarian Country Team (EHCT) established according to IASC guidelines. EHCT was strengthened by bi-weekly United Nations and NGO and weekly Cluster Lead meetings. Federally, fully functioning clusters established to support sector task forces. Regionally, response support provided in Afar, Amhara, Gambella, Oromiya, Southern Nations, Nationalities, and People's Region (SNNPR), and Somali regions. In the Somali region, sub-offices in Jijiga, Kebridehar, and Gode facilitated effective coordination. Special Committee facilitated dialogue on operational and policy issues.

## MORE STRATEGIC ADVOCACY OF HUMANITARIAN PRINCIPLES AND ISSUES

<b>Outputs</b>	Action-oriented coordination of advocacy on IDP priorities and the potential impact of natural disasters, conflict and disease epidemics undertaken. Respect for humanitarian principles enhanced at regional and local levels.
<b>Indicator</b>	Inter-agency advocacy strategy completed.
<b>Achieved</b>	Strategy led to the establishment of the IDP Monitoring Working Group. Access Monitoring database established to document and track all issues relating to access. Humanitarian access regularly advocated (to government and military authorities).

## PROTECTION AGENDA ADVANCED AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS

<b>Output</b>	Strengthened advocacy on the need for a government counterpart to the protection cluster.
<b>Indicator</b>	Government counterpart on protection identified.
<b>Achieved</b>	The Protection Cluster functioned in the absence of an official government-appointed counterpart on protection. Necessity of a counterpart on protection advocated by OCHA.

## Guinea

## IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS

<b>Output</b>	Terms of Reference of clusters finalized.
<b>Indicator</b>	Terms of Reference of clusters are revised and cluster response plans and list of emergency stocks are available.
<b>Achieved</b>	Terms of Reference for seven clusters formalized and humanitarian contingency planning updated.

## GREATER INCORPORATION OF DISASTER RISK REDUCTION APPROACHES AND STRENGTHENED PREPAREDNESS IN HUMANITARIAN RESPONSE

<b>Output</b>	Systems of early warning established.
<b>Indicators</b>	Early Recovery (ER) aspects and preparedness activities for ER incorporated into humanitarian contingency plan. Advocacy and support for national disaster risk reduction capacity strengthened.
<b>Achieved</b>	Two workshops on disaster preparedness and management supported by OCHA implemented. Guinea contingency plan updated and dispatched to all United Nations agencies.

## A STRATEGY CONTRIBUTING TO SEAMLESS TRANSITION AND EARLY RECOVERY

<b>Output</b>	OCHA mandate contributes to durable solutions.
<b>Indicator</b>	Early recovery components incorporate the different planning processes.
<b>Achieved</b>	Joint programming recovery efforts supported from Conakry due to lack of field presence in Nzerekore; participation in United Nations harmonization team.

## ACTION-ORIENTED ANALYSIS OF HUMANITARIAN TRENDS AND EMERGING POLICY ISSUES

<b>Output</b>	Information management tools have improved action-oriented analysis.
<b>Indicator</b>	Number of situation reports, IASC meeting reports and GIC meeting reports completed.
<b>Achieved</b>	IASC monthly meetings held; weekly and monthly situation reports issued and disseminated; United Nations information and communication team led.

## Kenya

## IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS

<b>Outputs</b>	Resident Coordinator's lead role in humanitarian response and disaster management supported; Expanded disaster management team strengthened and links to national coordination structures clarified; National coordination structures for disaster management strengthened.
<b>Indicators</b>	Inter-agency action plan for humanitarian response and disaster management implemented; OCHA presence within national coordination structures ensured.
<b>Achieved</b>	The Emergency Humanitarian Response Plan developed and implemented in drastically different context than foreseen; Clusters rolled out and transitioned into national level working groups; Humanitarian coordination structures established at national and sub-national levels. OCHA provided secretariat services to the government-led stakeholder's meeting and to the IASC meetings in Nairobi; OCHA chaired IASC meetings in Nakuru and Eldoret; OCHA serves as secretariat for district coordination meetings; OCHA also chaired the Kenya Humanitarian Forum.

## GREATER INCORPORATION OF DISASTER RISK REDUCTION APPROACHES AND STRENGTHENED PREPAREDNESS IN HUMANITARIAN RESPONSE

<b>Output</b>	Policy, technical, and institutional capacities for disaster management strengthened in line with the Hyogo Framework for Action Priority 5.
<b>Indicator</b>	Number of workshops organized on disaster management or contingency planning.
<b>Achieved</b>	10 district teams trained on disaster preparedness and response; Ten national counterparts trained on the management of hydro-climatic disasters; Contingency plan developed for conflict and subsequent multi-hazard CP under development within the IASC framework.

## PROTECTION AGENDA ADVANCED AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS

<b>Output</b>	Inter-agency protection network on IDPs strengthened.
<b>Indicator</b>	Protection strategy developed.
<b>Achieved</b>	Protection cluster leadership was passed to UNHCR in January 2008 but OCHA enhanced participation to include national partners and ensured that protection needs of all IDPs were included in the strategy.

## STRENGTHENED INFORMATION MANAGEMENT BASED ON COMMON STANDARDS AND BEST PRACTICES

<b>Output</b>	Humanitarian information management system within RC's office strengthened.
<b>Indicator</b>	Number of humanitarian information products released by RC's office.
<b>Achieved</b>	40 Humanitarian Updates produced; Humanitarian website established; Two analytical reports developed; 10 funding analyses provided.

## Niger

## GREATER INCORPORATION OF DISASTER RISK REDUCTION APPROACHES AND STRENGTHENED PREPAREDNESS IN HUMANITARIAN RESPONSE

<b>Outputs</b>	Capacities of OCHA staff relevant from government entities and NGO strengthened in complex emergency and natural disaster preparedness - clusters reinforced and operational; Humanitarian needs addressed and responded on time with an effective resources management; Standard data collection available to support preparedness and response action; Effective support received from Administrative & Finance Section to effectively managed resources.
<b>Indicators</b>	Contingency plans and coordination mechanisms set up and updated; Effective responses to the humanitarian needs; Availability of standard data; Effective management of resources; Effective monitoring of humanitarian situation by sector.
<b>Achieved</b>	Contingency plans updated once (March 2008); Standard flood-related data collection forms made available, joint monitoring carried out.

## IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVEL

<b>Outputs</b>	Current humanitarian response reviewed, and cluster/sector coordinators appointed for each area of the response, each with a Terms of Reference (ToR) based on the generic ToR for cluster/sector leads.
<b>Indicator</b>	Percent of response areas that have sectors/cluster leads with agreed TORs.
<b>Achieved</b>	The Cluster approach was not formalized in 2008; approximately 40% of the sectors functioned well.

**STRENGTHENED INFORMATION MANAGEMENT BASED ON COMMON STANDARDS AND BEST PRACTICES**

**Outputs** Effective information management and advocacy role set up at all levels.  
**Indicator** Follow up guidance on humanitarian reform and IMU.  
**Achieved** Guidance on IMU followed up regarding contact lists, meeting schedule, and FiDMS.

**Somalia**

**A PREDICTABLE AND NEEDS-BASED HUMANITARIAN FINANCING SYSTEM**

**Outputs** Well-managed CAP preparatory, review, and monitoring processes throughout the funding cycle, together with the widest possible range of partners. Well-coordinated and coherent CERF applications and projects developed in consultation with the Somalia IASC. Generously funded HRF accessible to the United Nations and international and local NGOs.  
**Indicators** Percentage of CERF- and HRF-funded projects. Number of NGOs, both local and national, benefiting from the HRF. Timely replenishment of the HRF by donors. Funding disparities among the sectors of the 2008 CAP reduced.  
**Achieved** 2008 CAP was 71% funded; however, big disparity between funding received for various clusters. HRF responded in a timely fashion to a total 48 projects. Five CERF projects funded.

**IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS**

**Outputs** Local- and country-level clusters and coordination structures supported by OCHA staff. Decision-making decentralized to field level.  
**Indicator** Number of international and national staff in Somalia.  
**Achieved** Three OCHA international staff and 11 national staff deployed to Somalia.

**MORE STRATEGIC ADVOCACY OF HUMANITARIAN PRINCIPLES AND ISSUES**

**Output** Joint Operating Principles guiding humanitarian operations developed, broadly disseminated, and adhered to by aid workers.  
**Indicator** Number of aid organizations that sign on and adhere to the JOPs.  
**Achieved** JOPs not adopted due to resistance; however, JOP elements were introduced including the prevention of sexual exploitation and abuse.

**PROTECTION AGENDA ADVANCED AT THE COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS**

**Output** Action in priority humanitarian areas increased, based on updated IDP strategy and expanded protection monitoring network in South Central Somalia.  
**Indicators** IDP strategy implemented in key areas of displacement and protection monitoring reports produced monthly.  
**Achieved** Drafting of an IDP strategy began. In conjunction with UNHCR, workshops on the Protection of Civilians held in Somalia to build NGO and national capacity. Focus placed on humanitarian access, protection of civilians, and strengthening advocacy for IDPs.

**STRENGTHENED INFORMATION MANAGEMENT BASED ON COMMON STANDARDS AND BEST PRACTICES**

**Output** Clusters supported by OCHA information management products, contributing to the effectiveness of humanitarian action.  
**Indicators** Use of the 3Ws database to identify gaps and make strategic decisions on response. Number of maps requested and produced. Timeliness of new information management products after the onset of new emergencies.  
**Achieved** Tools and a range of new information management products developed included response maps, response matrices, etc. More than 60 maps created from requests. Website hits reached 1,457 per month and maintained at least 850 throughout the year. Advanced mapping of IDP settlements in the Afgooye corridor and Baidoa used as a key tool in coordinating humanitarian response.

**Sudan**

**IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS**

**Output** Response more effectively coordinated with partners – enhancing their participation management in IDP areas. Humanitarian community's capacity to advocate for humanitarian principles and negotiate access with growing number of armed factions strengthened.  
**Indicators** Increased number of national and international NGOs participating in the United Nations and Partners Work Plan for Sudan; IASC CT active on all levels of coordination and advocacy.  
**Achieved** 80% increase in participation.

**STRENGTHENED OCHA EMERGENCY RESPONSE CAPACITY**

**Outputs** Small emergency preparedness and response capacity maintained in Khartoum; Action-oriented analysis of humanitarian trends and emerging policy issues provided.  
**Indicators** Emergency preparedness and response capacity supporting the RC Office maintained. Emergency preparedness and response unit ready and able to mobilize capacities aimed at ensuring immediate and coordinated humanitarian response to emergencies.  
**Achieved** 75% emergency preparedness and response capacity support.

## MORE STRATEGIC ADVOCACY OF HUMANITARIAN ISSUES AND PRINCIPLES

<b>Outputs</b>	Joint Communiqué between the Government and the United Nations supported; IASC CT supported through advocacy and fundraising.
<b>Indicator</b>	Streamlined advocacy strategies with common messaging from the United Nations and the IASC increases humanitarian space and the ability of partners to operate.
<b>Achieved</b>	100% streamlined advocacy.

## STRENGTHENED INFORMATION MANAGEMENT BASED ON COMMON STANDARDS AND BEST PRACTICES

<b>Outputs</b>	Information management practices, systems, and tools made available to the humanitarian community to aid coordination and decision-making through the best possible means of dissemination.
<b>Indicator</b>	Percentage of humanitarian updates and maps; Solicited suggestions from clients and stakeholders incorporated into OCHA information services.
<b>Achieved</b>	50% attained.

## Uganda

## IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS

<b>Outputs</b>	Clusters implemented in all areas of humanitarian response. Inter-cluster coordination promoted.
<b>Indicators</b>	Cluster approach implemented in all locations of humanitarian response; Number of lessons learned and best practices documented and disseminated; Percentage of decisions taken in humanitarian coordination meetings implemented.
<b>Achieved</b>	Cluster approach implemented in Acholi and Teso, but not in Karamoja and refugee-hosting areas; Agreement that sector lead agencies will fulfil cluster lead Terms of Reference in Karamoja; Lessons learned on floods response documented and disseminated; Estimated 80% of IASC decisions implemented in a timely manner.

## A STRATEGY ENABLING SEAMLESS TRANSITION AND EARLY RECOVERY

<b>Outputs</b>	Operational gaps in humanitarian and recovery activities minimized or eliminated; Benchmarks to guide eventual handover of coordination to government and development-oriented actors in northern Uganda established.
<b>Indicators</b>	Humanitarian indicators, particularly mortality and morbidity, do not descend to emergency levels during transition; Benchmarks established and endorsed; Chairmanship of heads of clusters at district level handed over when recovery is identified as the primary response and humanitarian action as the secondary response.
<b>Achieved</b>	Humanitarian indicators maintained below emergency levels across Acholi; IASC Guidance on Adaptation of the Clusters (benchmarks included) adopted; Phase out of OCHA and reversion to district-led coordination mechanism completed in Lira District (Lango sub-region) where humanitarian efforts have ended.

## A PREDICTABLE AND NEEDS-BASED HUMANITARIAN FINANCING SYSTEM

<b>Outputs</b>	Financing mechanisms operating on a timely basis; Humanitarian financing mechanisms (CAP, CERF, and ERF) used in coherent and complementary manner to maximize the impact of available funding – ensured through quality reporting, monitoring and evaluation, and needs assessment. Participation and buy-in of humanitarian partners implementing and supporting these mechanisms promoted.
<b>Indicators</b>	Number of days for processing ERF project submissions; Creation of a joint monitoring strategy between cluster leads, the IASC Working Group and OCHA. Number of recipient agencies' reports on the use of CERF funds released. Establishment of a field-based ERF. Percentage of OCHA staff trained on all mechanisms.
<b>Achieved</b>	Average of six days; Quarterly Impact Monitoring framework established for all clusters and reports issued for all quarters; annual CERF report, comprising inputs from five of five recipient agencies, published; 100% of key coordination staff working on funding mechanisms trained on CERF.

## STRENGTHENED OCHA EMERGENCY RESPONSE CAPACITY

<b>Output</b>	UNDAC preparedness mission requested by OCHA to assess national capacity to respond to large-scale natural and environmental emergencies.
<b>Indicator</b>	Percentage of recommendations implemented.
<b>Achieved</b>	UNDAC preparedness mission accomplished in November 2008; recommendations for United Nations and NGOs to be implemented in 2009.

## GREATER INCORPORATION OF DISASTER RISK REDUCTION APPROACHES AND STRENGTHENED PREPAREDNESS IN HUMANITARIAN RESPONSE

<b>Output</b>	Better preparation ensured for response at all levels to both natural hazard and man-made emergency situations.
<b>Indicators</b>	Percentage of risks identified that are covered by cluster preparedness and contingency plans, including plans for building capacity of national counterparts.
<b>Achieved</b>	100% of emergent risks (six specific) covered by contingency plans; OCHA hosted regional contingency planning workshop for Karamoja in Moroto in August.

## Zimbabwe

## A PREDICTABLE AND NEEDS-BASED HUMANITARIAN FINANCING SYSTEM

<b>Output</b>	Procedures and criteria for prioritizing emergency projects for CERF/ERF funding established and CERF proposals prepared on time in accordance with established criteria, including needs assessments; ERF properly established and fully operational.
<b>Indicators</b>	Percentage of CERF/ERF applications supported by adequate needs analysis; percentage of CERF proposals submitted in a timely manner and in accordance with established criteria; Amount of new funding available for ERF.
<b>Achieved</b>	50% CERF/ERF applications supported by adequate needs analysis; 100% of CERF proposals submitted in a timely manner and in accordance with established criteria. \$1.9 million in funding available for ERF.

## IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS

<b>Outputs</b>	Cluster system rolled out and supported; Improved working relationships between NGOs and other key humanitarian stakeholders; Continuous support provided to the HC and IASC CT on humanitarian issues.
<b>Indicators</b>	Percentage of relevant clusters established and functioning; Percentage of NGOs participating in established coordination mechanisms, including clusters; Percentage of decisions taken in humanitarian coordination meetings implemented.
<b>Achieved</b>	62% (five clusters) of relevant clusters established and functioning; 70% of NGOs participating in established coordination mechanisms, including clusters; 80% of decisions taken in humanitarian coordination meetings implemented.

## GREATER INCORPORATION OF DISASTER RISK REDUCTION APPROACHES AND STRENGTHENED PREPAREDNESS IN HUMANITARIAN RESPONSE

<b>Outputs</b>	Planning and preparedness mechanisms (disaster management, contingency planning, inter-agency assessments) put in place; Disaster risk-reduction initiatives incorporated in the CAP.
<b>Indicators</b>	Number of IASC members engaged in preparedness measures; Number of inter-agency and rapid needs assessments conducted; Percentage of CAP projects that include disaster risk-reduction initiatives.
<b>Achieved</b>	14 IASC, seven key donors, five NGOs convened to develop rapid response plan at onset of Emergency (80-100%); Under-achieved on percentage of CAP projects that include DRR initiatives.

## PROACTIVE ADVOCACY AND AWARENESS OF HUMANITARIAN PRINCIPLES

<b>Output</b>	Effective Joint advocacy platform established by IASC CT and operational; Awareness-building of national stakeholders on humanitarian principles, including unhindered access to the most vulnerable populations.
<b>Indicator</b>	Key messages developed to support humanitarian access and response (50%); Percentage of vulnerable population accessed (60%).
<b>Achieved</b>	80% of key messages developed to support humanitarian access and response; 70% of vulnerable population accessed.

## Field Offices: Middle East

## Iraq

## A MORE PREDICTABLE AND NEEDS-BASED HUMANITARIAN FINANCING SYSTEM

<b>Outputs</b>	Appropriate reporting, monitoring and evaluation, and needs assessment mechanisms on the use of funds in place; Humanitarian financing increased.
<b>Indicators</b>	Number of projects implemented with ERF funds; Regular ERF reports completed; Monitoring and evaluation tools for needs assessment and performance finalized by target date; Amount of funds contributed to humanitarian activities.
<b>Achieved</b>	41 out of 70 projects completed by ERF funds; 12 ERF Bulletins produced; one evaluation of ERF completed – tools for needs assessment not developed; an average of 70% of required humanitarian funds resourced.

## IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS

<b>Outputs</b>	Appropriate and inclusive inter-agency coordination structures with NGO participation to sustain effective humanitarian action established and managed; An inter-ministerial emergency cell at the level of the Prime Minister's office established and maintained.
<b>Indicators</b>	Terms of Reference for each coordination forum agreed upon and implemented by target date; Staff seconded to Prime Minister's office.
<b>Achieved</b>	Inclusive sector coordination teams established and ToRs agreed both in Iraq and Amman, Iraq Humanitarian Forum established; Staff not seconded to the Prime Minister's Office.

## GREATER INCORPORATION OF DISASTER RISK REDUCTION APPROACHES AND STRENGTHENED PREPAREDNESS IN HUMANITARIAN RESPONSE

<b>Outputs</b>	Consolidated contingency plans developed and regularly updated; Early warning system for sudden emergencies established.
<b>Indicator</b>	Number of United Nations agencies and NGOs involved in contingency planning process.
<b>Achieved</b>	Coordinated timely response to emergencies in Sadr City, Basra and Diyala; Five NGOs involved in ongoing discussions on contingency plans for hotspots.

**ACTION-ORIENTED ANALYSIS OF HUMANITARIAN TRENDS AND EMERGING POLICY ISSUES**

<b>Outputs</b>	Information management tools for analysis of humanitarian trends and their implications improved; Coordination mechanisms involving local and non-state actors to expand humanitarian space established.
<b>Indicators</b>	Information management tools developed by target date; Mapping of non-state actors operating inside Iraq completed by target date; Number of missions carried out to previously inaccessible areas.
<b>Achieved</b>	Developed information management tools (contact lists, maps, 3Ws etc.) mapped NSAs in Iraq and undertook at least five missions to areas previously inaccessible.

**MORE STRATEGIC ADVOCACY OF HUMANITARIAN PRINCIPLES AND ISSUES**

<b>Outputs</b>	Advocacy work plan developed, agreed upon, and implemented by United Nations agencies; Appropriate messaging on key humanitarian issues, including funding and access, produced; Public awareness on humanitarian issues and principles increased.
<b>Indicators</b>	Frequency of humanitarian messages released by the offices of the Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator (DSRSG/RC/HC); Number of accessible areas and presence of operational agencies; Number of trainings and workshops conducted.
<b>Achieved</b>	Demand-driven humanitarian messages from the office of the DSRSG/RC/HC produced; Access increased; Presence of operational agencies increased; 0 workshops and training conducted.

**PROTECTION AGENDA ADVANCED AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS**

<b>Outputs</b>	Operational and strategic protection coordination forum established; Capacity-building undertaken for humanitarian staff through targeted trainings; Protection information management systems developed, including protection monitoring tools (reporting formats, database), trend and gap analysis, and information dissemination (protection reporting).
<b>Indicators</b>	Protection working group meeting regularly and engaged in targeted discussions; Frequency of news items and op-eds on key protection issues published; Number of systematic protection data products and tools produced at timely intervals.
<b>Achieved</b>	Protection working meeting regularly held; Issue-oriented /op-eds/press statements on key protection issues produced on Sadr City, Basra and minorities displacement in Mosul; Quarterly inputs to SG statements on protection of civilians provided; Monthly security incidents and civilian casualties database developed.

**STRENGTHENED INFORMATION MANAGEMENT BASED ON COMMON STANDARDS AND BEST PRACTICES**

<b>Outputs</b>	New series of baseline mapping information and place-codes developed; 3Ws database maintained and expanded; Databases of humanitarian information created, maintained and used; GIS maps created and disseminated; OCHA Iraq website maintained, improved and expanded; United Nations humanitarian reporting centralized through the OCHA Iraq office.
<b>Indicators</b>	Frequency and veracity of dataset updates; Number of 3Ws records, frequency of updates and number of derivative products issued; Number and type of maps available.
<b>Achieved</b>	Monthly update of datasets (IAUInfo); Weekly update of 3Ws database; Three derivative products (maps, contact lists and analysis); Maps- Humanitarian overview, vulnerability indicator map booklet; Reference maps-regional, city and district maps; Governorate maps; Governorate profiles, analyses reports on GBV, food prices, labour force, CHAP.

**Occupied Palestinian territory**

**ACTION-ORIENTED ANALYSIS OF HUMANITARIAN TRENDS AND EMERGING POLICY ISSUES**

<b>Outputs</b>	Monitoring of humanitarian situation and identification of emerging trends undertaken; Continued in-depth research to strengthen humanitarian analysis produced; High-quality field information collected for the use of all units and field staff to increase participation in the analytical process.
<b>Indicators</b>	Percentage increase in information-sharing for field-based reports; Percentage increase in 'hits' on the OCHA website; Number of presentations made to key actors and interlocutors; Broadening of target audience through advocacy among local and international media.
<b>Achieved</b>	68% increase in delegations attending OCHA briefings (more than 1,500 delegates, 210 delegations of which 25% were diplomatic); Key information products available in Arabic, English, and Hebrew. Outreach extended to a wider number of parties in the region. 52 Protection of Civilians reports, 12 Humanitarian Monitor reports, three Special Focus reports, one Barrier report, and various ad hoc urgent situation reports; The number of OCHA website hits grew by 60% during 2008, with an average of 33,000 hits per month.

**PROTECTION AGENDA ADVANCED AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS**

<b>Outputs</b>	Vulnerable communities and human rights/protection violations identified; Use and dissemination of the OCHA Protection of Civilians database and analysis improved to raise awareness on protection concerns; Active participation of OCHA in protection and child protection sector groups; Close cooperation with OHCHR, including regular support provided to the Special Rapporteur on Human Rights in the oPt during bi-yearly missions.
<b>Indicators</b>	Number of presentations on protection issues. Number of protection-related reports drafted.
<b>Achieved</b>	HCT set up, comprising all United Nations agencies, major INGOs, and representatives of local NGOs; Access Unit set up to monitor, analyse, and report on access trends posing an impediment to delivery of humanitarian assistance (both goods and personnel). Support provided to the HC and HCT for the formulation of a strategic response, anticipate problems, and advocate for change; HRF expanded and its capacity was enhanced. HRF managed by OCHA oPt on behalf of the humanitarian community to respond quickly to short-term critical needs of vulnerable.

**MORE STRATEGIC ADVOCACY OF HUMANITARIAN PRINCIPLES AND ISSUES**

<b>Outputs</b>	Key issues identified and documented for advocacy purposes; Integrated production of OCHA reports and targeted information products with the participation of humanitarian partners; Tailored briefings provided and field trips organized for key stakeholders highlighting areas of urgent need.
<b>Indicators</b>	Frequency of participation in coordination meetings and United Nations joint press statements; Number of joint United Nations reports issued on an ad hoc basis.
<b>Achieved</b>	Almost 100% attendance at key coordination meetings and in joint press statements; Advocacy working group created under HCT umbrella for humanitarian community agreement on urgent common advocacy messages; Access Unit created within OCHA oPt to support the HC and HCT address access impediments more strategically.

**Field Offices: Asia**

**Indonesia**

**A PREDICTABLE AND NEEDS-BASED HUMANITARIAN FINANCING SYSTEM**

<b>Outputs</b>	Use of CERF and ERF funds maximized to meet needs in a timely manner; Donors approached to support humanitarian activities, with particular focus on non-traditional donors; United Nations agencies' ability to respond to disasters effectively through the use of the CERF facilitated.
<b>Indicators</b>	Number of ERF projects approved; Number of NGOs implementing ERF-funded activities; Number of donors providing in-kind or financial contributions.
<b>Achieved</b>	Nine ERF projects approved; Two donors supporting the ERF.

**IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL AND INTERNATIONAL LEVELS**

<b>Outputs</b>	Global Humanitarian Platform (GHP) initiatives at the country level supported and advocated for; Involvement of national and international NGOs in coordination mechanisms strengthened; Cluster approach implemented in the outbreak of new emergencies and disasters requiring international assistance.
<b>Indicators</b>	Number of workshops and level of attendance; Number and decision-making level of NGOs participating in humanitarian discussions, planning, strategy development and assessments; Number and percentage of clusters implemented in new emergencies.
<b>Achieved</b>	12 coordination meetings; Seven meetings on contingency planning (CP) and joint rapid assessment tools; Eight clusters adopted for CP process; Thematic coordination mechanism facilitated; Framework drafted for school-based disaster risk reduction.

**GREATER INCORPORATION OF DISASTER RISK REDUCTION APPROACHES AND STRENGTHENED PREPAREDNESS IN HUMANITARIAN RESPONSE**

<b>Outputs</b>	Inter-agency contingency plan prepared and reviewed regularly; Development of contingency plan with government counterparts supported at local levels; Cluster preparedness planning promoted among humanitarian stakeholders; Government supported in the training of contingency plan facilitators.
<b>Indicators</b>	Number of districts or provinces with contingency plans developed and updated; Number of contingency plan facilitators trained.
<b>Achieved</b>	Inter-agency CP process coordinated; Inter-agency support to the Government of Indonesia (GoI) CP exercises in one province and one district facilitated; One national rapid assessment and coordination training for central level government officials conducted with the National Agency for Disaster Management (BNPB).

**MORE STRATEGIC ADVOCACY OF HUMANITARIAN PRINCIPLES AND ISSUES**

<b>Outputs</b>	Trainings and workshops on humanitarian reform, Global Humanitarian Platform, international humanitarian law, civil-military coordination, gender mainstreaming in humanitarian situations, and capacity-building delivered to local implementing parties, government bodies and staff.
<b>Indicators</b>	Number of workshops conducted on related issues; Number of participants in workshops.
<b>Achieved</b>	Two workshops facilitated for the Protection and Emergency Shelter clusters; Four workshops conducted for United Nations staff and donor agencies (10 to 40 people per workshop); 13 national and provincial disaster preparedness exhibitions supported.

**STRENGTHENED INFORMATION MANAGEMENT BASED ON COMMON STANDARDS AND BEST PRACTICES**

<b>Outputs</b>	Capacity of government institutions to respond to disasters and emergencies based on strengthened information management reinforced; Clusters in a specific emergency supported on information management issues.
<b>Indicators</b>	Information management products developed and in use for analysis; Information management support provided to government partners; Percentage of OCHA staff time devoted to information management support to clusters.
<b>Achieved</b>	One data readiness assessment (including Data Management Information System [DMIS], standard operating procedures for data management and map production, and structural database); GIS and map trainings; One DRR convergence workshop (for 100 organizations).

**Myanmar**

**PREDICTABLE AND NEEDS-BASED HUMANITARIAN FINANCING SYSTEM**

<b>Output</b>	Increased ability of humanitarian agencies to respond to emergencies through increased availability and access to humanitarian funding mechanisms, such as the CERF and a small-projects humanitarian fund (HMSF).
<b>Indicators</b>	Flash Appeal and Revised Appeal formulated and approved in a timely manner; Percentage of revised flash appeal projects approved and funded; Increased access to CERF funds for humanitarian partners; Number of CERF reports provided on a timely basis by UN implementing agencies; Number of HMSF projects approved.
<b>Achieved</b>	A flash appeal published in May and revised in July (66% funded); Reports received for all 21 projects funded through CERF in 2008; Three HMSF projects concluded and one new project approved and funded.

**IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVEL**

<b>Outputs</b>	Inclusive and effective coordination mechanisms are established, or strengthened, at the national and regional level.
<b>Indicators</b>	Number of functional clusters at the national level; Number of functional coordination hubs in the cyclone-affected region; Regular meetings of the IASC CT and Cluster Leads; Number of workshops in Yangon, and at field level, on humanitarian coordination to increase awareness of the cluster system.
<b>Achieved</b>	11 clusters rendered functional immediately after the cyclone, eight remained operational at the end of 2008; Six coordination hubs with corresponding regular coordination meetings established in the cyclone-affected area; Weekly and later fortnightly meetings of the IASC CT and Cluster Leads forum organised and recorded; Two rounds of trainings on humanitarian coordination conducted in Yangon and at the field hub level, with a total of 14 sessions attended by over 600 participants; A Training of Trainers also established a local cadre of suitably qualified trainers.

**ANALYSIS OF HUMANITARIAN TRENDS THROUGH ACCURATE HUMANITARIAN REPORTING, PUBLIC INFORMATION, AND ADVOCACY**

<b>Output</b>	Frameworks for building increased understanding of humanitarian needs and response are established and messages communicated accurately.
<b>Indicators</b>	Participation in the Post-Nargis Joint (PONJA); Regular collection of Who-What-Where information; Support to the Myanmar IMU in the production of information products (maps and information packages); Regular Situation Reports produced at country level Fortnightly Hub Updates (hub situation reports) produced at field level; Regular financial tracking of aid flows; Regular support to the HC Office in the formulation of messages on the humanitarian situation and response; Regular prioritization exercises undertaken through the cluster leads forum.
<b>Achieved</b>	Several staff provided in support of the PONJA; Monthly collection of 3Ws data from agencies at the field level; On average two international staff seconded to the MIMU; 3Ws information provided regularly to MIMU through the OCHA field offices; 54 country-wide situation reports produced and distributed; Fortnightly Hub Updates produced in each of the six OCHA field offices; Secondment of a Personal Assistant to the HC and regular formulation of key humanitarian advocacy messages to the HC; Regular inter-agency monitoring visits conducted by all field offices; Two prioritization exercises providing humanitarian partners with priorities overview.

**A COMMON APPROACH TO NEEDS ASSESSMENTS AND IMPACT EVALUATION**

<b>Output</b>	A multi-sector needs assessment framework is established; Improved monitoring and evaluation practices.
<b>Indicator</b>	Number of needs assessments and impact evaluation supported.
<b>Achieved</b>	Supported PONJA and regular inter-agency field visits to identify potential gaps and overlaps in response; Facilitated the Inter-Agency Real-time Evaluation at field level.

**Nepal**

**IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS**

<b>Output</b>	Sector/cluster operational plans and rapid response capacity developed.
<b>Indicator</b>	Number of sector/cluster operational plans developed.
<b>Achieved</b>	Cluster approach formalized and eight cluster plans developed for four scenarios, including earthquakes, floods, civil unrest, and elections.

**GREATER INCORPORATION OF DISASTER RISK REDUCTION APPROACHES AND STRENGTHENED PREPAREDNESS IN HUMANITARIAN RESPONSE**

<b>Output</b>	Systems of early warning established.
<b>Indicators</b>	Access, security, natural disasters/hazards, and displacement monitored with partners; Data preparedness in place; Draft Contingency plans completed.
<b>Achieved</b>	Kathmandu Valley seismological and hazard related maps; 75 district caste and ethnicity maps; urban datasets available; Trends included in 16 situation overview reports; Contingency plans developed with the involvement of clusters.

**A STRATEGY ENABLING SEAMLESS TRANSITION AND EARLY RECOVERY**

**Output** Transition strategy developed and agreed upon with government, United Nations agencies and donors by mid-year.  
**Indicator** Early recovery components incorporated into planning processes.  
**Achieved** Both contingency plans and CHAP contain handover plans to UNDP and government institutions; Internal transition position paper identifying benchmarks and proposing new office structure developed.

**MORE STRATEGIC ADVOCACY OF HUMANITARIAN PRINCIPLES AND ISSUES**

**Output** Information-sharing on access and operational space increased.  
**Indicator** Number of networks and agencies regularly sharing information on operational space.  
**Achieved** 14 monthly and cumulative operational space maps produced; Increase in the number of contributors of BOG violations and observance; Reduction in reported incidents of violations of humanitarian principles by state and non-state actors.

**ACTION ORIENTED ANALYSIS OF HUMANITARIAN TRENDS AND EMERGING POLICY ISSUES**

**Output** Interactive context-mapping products and monitoring tools developed with WFP Vulnerability Assessment Mapping (VAM) field Monitors.  
**Indicators** Number of IASC CTS with advocacy strategies; Percentage of organizations provided with briefings, trainings and workshops.  
**Achieved** 20 security maps, 15 strikes and blockades, and over 150 thematic maps; Thematic maps include: local government presence, children associated with armed forces and armed groups (CAFAAG) and HIV 3Ws, survey of surveys, IDPs assistance, food security, IDP camp locations, local peace committee presence, and more.

**Sri Lanka**

**IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS**

**Output** Strategic IASC response plans (CHAP, Contingency Plan) prepared, endorsed by Government and implemented; Support to the RC/HC and United Nations focal points provided; Established and ad hoc coordination mechanisms in the field and at the national level maintained; Full range of regularly updated information products provided to stakeholders; Cooperation with Government authorities strengthened through increased liaison.  
**Indicators** Number of sub-offices staffed and providing coordination support to the humanitarian community; Number of updated information products disseminated on a regular basis; Strategic response plans agreed to and implemented.  
**Achieved** Six sub-offices provided coordination support including secretariat services; Kilinochchi office relocated to Vavuniya; Ampara office closed at year's end; Information products provided including weekly IASC weekly situation reports (51) and over 300 maps; Participation in the W3 increased from 62 to 83; Over 10,000 files downloaded monthly from web portal; CHAP 2008 developed and revised (\$136 million of \$195 million raised); District contingency plans updated.

**MORE STRATEGIC ADVOCACY OF HUMANITARIAN PRINCIPLES AND ISSUES**

**Output** Compliance with the Guiding Principles (GP) on Internal Displacement, other humanitarian principles and laws ensured.  
**Indicators** Number of information brochures and leaflets disseminated; Number of trainings/meetings on humanitarian principles held for local authorities, the military, civil groups, and NGOs; Systematized reporting on non-adherence to Guiding Principles on Humanitarian Operations in place and followed up at CCHA, with violations registered/documented.  
**Achieved** Over 2,500 Guiding Principles leaflets distributed and a mid-year GP violations report shared; Guiding Principles update included as standing agenda item in district level inter-agency meetings; Guiding Principles issues systematically recorded in OCHA GP database.

**A COMMON APPROACH TO NEEDS ASSESSMENTS AND IMPACT EVALUATION**

**Outputs** Database of assessments established that will serve as a 'survey of surveys'; Programme Coordination Team operational gap matrix regularly updated; IASC on Assessments established in Sri Lanka with OCHA in the lead; Tools developed to better monitor humanitarian deliveries.  
**Indicators** Number of assessments recorded in the survey of surveys; Number of times the Programme Coordination Team matrix is distributed, updated, and issues/gaps resolved; Number of inter-agency assessments performed; Number of tools developed and endorsed at the country level.  
**Achieved** Central Survey of Surveys database established and promoted in district offices; 36 inter-agency assessments recorded in the database.

**Timor-Leste**

**A PREDICTABLE AND NEEDS-BASED HUMANITARIAN FINANCING SYSTEM**

**Output** Humanitarian financing mechanisms implemented and managed according to needs (CAP, Transitional Appeal, CERF) in coordination with the International Compact and the UNDAF – supporting residual emergency funding requirements and promoting integrated planning for recovery.  
**Indicator** Percentage of appropriate financing mechanisms submitted and launched.  
**Achieved** The 2008 Transitional Strategy and Appeal were developed. 70% of funds requested received, covering a total of 67 projects, implemented by six national NGOs; 13 INGOS; and eight United Nations agencies and International Organization for Migration (IOM).

**STRENGTHENED OCHA EMERGENCY RESPONSE CAPACITY**

<b>Output</b>	OCHA operational contingency plan for surge deployments and logistics support after OCHA withdrawal established.
<b>Indicator</b>	Contingency plan endorsed by relevant OCHA stakeholders.
<b>Achieved</b>	Contingency plan for natural disasters endorsed by: the Government, the DSRSG/RC/HC, the UNCT, and the Humanitarian Coordination Committee (HCC).

**A STRATEGY ENABLING SEAMLESS TRANSITION AND EARLY RECOVERY**

<b>Outputs</b>	Coordination support mechanisms handed over to relevant partners; Policy decisions related to recovery and transition are brought to the attention of, and receive feedback from, senior management (OCHA headquarters and the Resident Coordinator/Humanitarian Coordinator); Benchmarks for OCHA exit established and met; An agreement for joint strategic planning and handover of OCHA functions reached.
<b>Indicators</b>	Percentage of support coordination mechanisms handed over to partners; Number of policy decisions made on recovery and transition; Percentage of benchmarks met.
<b>Achieved</b>	80% of support coordination mechanisms handed over to partners; Six relevant policy decisions concluded on recovery and transition from various stakeholders; 85% of benchmarks achieved on coordination, enabling OCHA exit from Timor-Leste.

**STRENGTHENED INFORMATION MANAGEMENT BASED ON COMMON STANDARDS AND BEST PRACTICES**

<b>Output</b>	Strategy developed and benchmarks established for the handover of information management functions to relevant partners.
<b>Indicator</b>	Strategy agreed to and benchmarks met.
<b>Achieved</b>	Information management functions and handover strategy/benchmarks developed in consultation with OCHA key partners; District maps and atlases (two) and 54 IDP camp maps provided to the Government.

**Field Offices: Latin America and the Caribbean**

**Colombia**

**A PREDICTABLE AND NEEDS-BASED HUMANITARIAN FINANCING SYSTEM**

<b>Output</b>	Local-level partnerships with donors strengthened.
<b>Indicator</b>	Number of IASC joint sectoral plans in prioritized areas that have new donor funding.
<b>Achieved</b>	One (UNETT Flood Response Plan).

**IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS**

<b>Outputs</b>	National and local coordination mechanisms (thematic, sectoral, and local humanitarian working groups) strengthened; National and local level fora between the international humanitarian community and civil society supported.
<b>Indicator</b>	Number of joint sectoral plans formulated and implemented; Percentage of key decisions taken through IASC mechanisms where civil society representatives were informed and participated.
<b>Achieved</b>	Six multi-sector plans jointly formulated and implemented by IASC partners through local coordination mechanisms (e.g. Early Recovery Joint Programme in Nariño department).

**STRENGTHENED OCHA EMERGENCY RESPONSE CAPACITY**

<b>Outputs</b>	Field presence and surge capacity in newly prioritized areas increased; Partnerships with NGOs and Colombian civil society consolidated and capacity training provided.
<b>Indicators</b>	Number of newly established antennae offices in areas prioritized by the IASC; Number and percentage of NGOs and civil society counterparts stating that training improved their understanding and capacity to better address emergencies.
<b>Achieved</b>	Two antennae offices opened in Pasto and Cartagena; 12 trainings delivered to over 500 United Nations and non-United Nations officials (including government officials).

**GREATER INCORPORATION OF DISASTER RISK REDUCTION APPROACHES AND STRENGTHENED PREPAREDNESS IN HUMANITARIAN RESPONSE**

<b>Outputs</b>	Natural disaster emergency preparedness strengthened at national and local levels; Contingency plans and risk analysis regularly updated.
<b>Indicator</b>	UNETT contingency plan endorsed and updated.
<b>Achieved</b>	Contingency plan developed and endorsed, and updated twice (February and November).

## Haiti

## A PREDICTABLE AND NEEDS-BASED HUMANITARIAN FINANCING SYSTEM

<b>Output</b>	Consolidated information on humanitarian funding mechanisms disseminated throughout the humanitarian community.
<b>Indicator</b>	Number of documents in French prepared and adapted to the Haitian context and disseminated to humanitarian partners.
<b>Achieved</b>	One summary of the ERRF guidelines translated and transmitted to international humanitarian partners; Two presentations of the ERRF produced in the Humanitarian Forum.

## IMPROVED COORDINATION STRUCTURES AT COUNTRY, REGIONAL, AND INTERNATIONAL LEVELS

<b>Output</b>	Emergency preparedness and response planning harmonised between national authorities and new partners.
<b>Indicator</b>	Number of joint activities carried out throughout the country.
<b>Achieved</b>	Over 30 joint assessments conducted across the country; Preparation of the joint government/international community Food Insecurity Response Plan facilitated by OCHA.

## STRENGTHENED OCHA EMERGENCY RESPONSE CAPACITY

<b>Output</b>	Training of the UNETT and humanitarian partners on emergency relief and preparedness tools (including humanitarian reform) conducted.
<b>Indicator</b>	Percentage of UNETT members and humanitarian partners trained in emergency relief and preparedness.
<b>Achieved</b>	1 of 9 trainings scheduled by the OCHA regional office, due to political instability and the food crisis.

## GREATER INCORPORATION OF DISASTER RISK REDUCTION APPROACHES AND STRENGTHENED PREPAREDNESS IN HUMANITARIAN RESPONSE

<b>Output</b>	Contingency plans based on sound risk analysis developed.
<b>Indicator</b>	Number of key sector plans with risk analyses.
<b>Achieved</b>	One (the Food Insecurity Response Plan).

## A STRATEGY ENABLING SEAMLESS TRANSITION AND EARLY RECOVERY

<b>Output</b>	Emergency preparedness and response planning updated, taking into account transition/early recovery.
<b>Indicator</b>	A list of transition/early recovery actions in the emergency preparedness and response planning identified and implemented.
<b>Achieved</b>	All sectors identified transition/early recovery actions.

## ACTION-ORIENTED ANALYSIS OF HUMANITARIAN TRENDS AND EMERGING POLICY ISSUES

<b>Output</b>	Information management structure and tools for improved analysis developed.
<b>Indicator</b>	Percentage of monthly situation reports including information analysis based on OCHA information management tools.
<b>Achieved</b>	80%.