

# Emergency Response Coordination

## Humanitarian Emergency Branch

The Humanitarian Emergency Branch (HEB) in New York is the principal source of day-to-day analysis and advice to the Under-Secretary General/Emergency Relief Coordinator on complex emergencies and natural disasters and links OCHA headquarters in New York to field coordination units world-wide. Through its three geographical sections and close liaison with the Response Coordination Branch (RCB) in Geneva, HEB keeps the USG/ERC abreast of developments in the field and brings to his attention strategic issues that require consultations within the UN system or with the wider humanitarian community and senior level decision-makers. HEB also maintains an active dialogue with the field on humanitarian policy and strategy issues. The Branch supports the USG/ERC's interactions with the Executive Office of the Secretary-General (including meetings with heads of state and representatives of Member States), the political, peacekeeping, and security arms of the Secretariat, United Nations agencies and NGOs on humanitarian issues. HEB provides inputs to and monitors all Security Council deliberations that have humanitarian implications. The Branch supports specific humanitarian briefings to the Security Council on the situation in affected countries.

HEB represents OCHA in relevant UN inter-departmental or inter-agency fora that deal with crisis management and thereby helps to ensure a humanitarian perspective in United Nations policy and strategy development. It also contributes to decision-making about the mandate, duration and structure of United Nations missions in crisis countries and promotes the coherence and effectiveness of humanitarian coordination structures within them. It works closely with the IASC/ECHA secretariat and provides analysis and recommendations for consideration by ECHA, as well as the other UN executive committees.

The Branch regularly consults with an array of partners on specific humanitarian issues and challenges. It supports the USG/ERC in maintaining a dialogue with Humanitarian Coordinators in the field. It briefs the weekly working-level meetings of the IASC, the monthly meetings of Inter-Action and donors, including the Humanitarian Liaison Working Group (HLWG).

HEB regularly leads, or participates in, inter-agency and inter-departmental assessment and contingency planning missions to the field and, in times of crisis, rou-

### Humanitarian Emergency Branch

Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	10	6	–	16
General Service	4	2	–	6
Total	14	10	–	22
Staff costs (US\$)	1,665,528	1,134,972	–	2,800,500
Non-staff costs (US\$)	146,800	254,250	–	401,050
Total costs (US\$)	1,812,328	1,389,222	–	3,201,550
<b>Total requested (US\$)</b>				<b>1,389,222</b>

tinely contributes to OCHA's surge capacity and the Emergency Response Roster (ERR) through timely staff deployments to the field in order to strengthen coordination arrangements and expanded response initiatives.

### Priorities in 2004

- Influence UN policy and strategy in crisis countries, and in countries at risk of crisis, to ensure humanitarian perspectives and principles are given greater prominence.
- Maintain and enhance working relationships with DPA and DPKO to ensure humanitarian issues and concerns are fully addressed, as UN integrated peacekeeping and peacebuilding missions increase world-wide.
- Better articulate the importance of a coherent and effective humanitarian coordination structure in crisis countries where UN missions are established.
- Enhance preparedness in countries at risk of crisis through expanded support to contingency planning.
- Enhance preparedness at headquarters through strengthened analysis.
- Enhance response capacity, and predictability in response to crises, through regular deployment of staff using surge mechanisms or the Emergency Response Roster.
- Better align emergency coordination arrangements with post-conflict transition requirements and enhance working relationships with UNDP.
- Develop a more collaborative, comprehensible and predictable response to the needs of IDPs through improving analysis and more intensive training of staff.
- Improve awareness of international humanitarian law, humanitarian principles and their application.
- Provide effective, transparent and people-centered management.

### Performance Assessment

- Level of satisfaction with quality and timeliness of support to USG/ERC;
- Timeliness and content of Security Council resolutions and Presidential Statements;
- Mandate and structure of UN missions;
- Increased humanitarian perspective in integrated UN missions;
- Number of HEB staff that participate in contingency planning missions;
- Number and efficacy of surge capacity and ERR deployments by HEB staff;
- Level of engagement in exit strategy review processes in transition countries;
- Number of HEB staff trained in IDP issues and deployed to support the field;
- Number of HEB staff trained in international humanitarian law and principles; and
- Level of staff satisfaction with contractual and career development opportunities.



Photo: Thorkell Thorleifsson/International Federation

## Response Coordination Branch

Response Coordination Branch				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	5	20	6	31
General Service	–	14	1	15
Total	5	34	7	46
Staff costs (US\$)	622,272	4,324,788	1,140,211	6,087,271
Non-staff costs (US\$)	780,300	220,350	350,074	1,350,724
Total costs (US\$)	1,402,572	4,545,138	1,490,285	7,437,995
<b>Total requested (US\$)</b>				<b>6,035,423</b>

The Response Coordination Branch (RCB), based in Geneva, plays a leading role in the mobilisation and coordination of international assistance for complex emergencies and natural disasters. It is the principal focal point for day-to-day contacts with the field, and is responsible for overseeing requirements of field offices and providing substantive and administrative support to them. It is the primary point of contact for the Humanitarian Coordinator (HC) on all operational issues. Working with the HCs, Resident Coordinators (RC), UN Country Teams (UNCT) and OCHA field offices, RCB is OCHA's main instrument for supporting field coordination, strategic planning, monitoring and reporting and is also responsible for assessing humanitarian requirements and defining OCHA's role in emergencies, natural disaster response preparedness and post-conflict situations. RCB manages the Consolidated Appeals Process (CAP) and the Common Humanitarian Action Plan (CHAP). It also coordinates the decentralised launch of the CAP and other events associated with complex emergencies and natural disasters, such as the CAP mid-year reviews. The Branch actively supports OCHA New York and the field on early warning, and provides inputs for policy and advocacy issues.

The Branch manages the recruitment and deployment of personnel in response to emergencies and disasters, as well as the rotation of staff in the field. Through its core function of support to the field, RCB helps formulate entry and exit strategies for OCHA presence in collaboration with the Policy Development and Studies Branch (PDSB). The Branch advises the field on disaster response preparedness and assists in the formulation of contingency plans. RCB organises regular inter-agency meetings, and maintains close interface with donors, *inter alia* through donor support groups for specific emergencies, and regular briefings. The Branch disburses emergency cash grants and channels contributions from donors for rapid, emergency relief assistance. Working closely with the Humanitarian Emergencies Branch (HEB), it helps to maintain an integrated approach, encompassing political and operational issues, in order to harmonise the views of the headquarters and the field. Collaboration between the RCB and the Emergency Services Branch (ESB) also ensures the development and efficient use of emergency services, such as the United Nations Disaster Assessment and Coordination (UNDAC) teams and the Military and Civil Defence Assets. RCB manages some surge capacity, providing senior emergency advisors to the Resident Coordinators and Humanitarian Coordinators, at the onset of emergencies.

## Priorities in 2004

- Improve planning, monitoring and accountability in emergencies and transition by conducting a review of specific situations in which an OCHA presence may be warranted.
- Improve preparedness by establishing contingency plans in each country and sub-region and strengthening monitoring of volatile areas.
- Strengthen systems for provision of information for decision-making and response in humanitarian situations by evaluating the requirements of all field offices and ensuring their proper funding.
- Support the development of a collaborative, comprehensive and predictable response to the needs of internally displaced persons (IDPs), in cooperation with established inter-agency mechanisms.
- Strengthen partnerships and policy response to complex emergencies and natural disasters through an efficient and systematic monitoring system; maintain close contact with partner organisations for preparedness and raising awareness.
- Provide effective and proactive advocacy on behalf of vulnerable populations affected by disasters and emergencies, and ensure increased and more equitable distribution of resources in emergencies.
- Monitor and support the implementation of the IASC policy on Gender in Humanitarian Assistance.
- Improve analysis of issues related to access and security, and provide guidance to the field and recommendations to the ERC accordingly.
- Provide key inputs on transition issues for follow-up by the field as well as by the IASC and ECHA/UNDG.

## Performance Assessment

- Timeliness in coordination of international response to emergencies and disasters;
- Disaster response preparedness plans developed and/or updated;
- Advocacy strategies in place for neglected emergencies, in collaboration with Advocacy, External Relations and Information Management Branch (AERIMB);
- Regular donor briefings and donor support group meetings;



Photo: Marko Katic/International Federation

- Consistent sub-regional meetings between RCB and OCHA offices in the field;
- Number of missions undertaken to support new or on-going emergencies;
- Number of field offices fully and rapidly staffed;
- Number of offices that have established and updated contingency plans; and
- Number of staff trained in IDP and gender mainstreaming issues.

## Consolidated Appeals Process Strengthening Project

CAP Strengthening Project				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	–	–	4	4
General Service	–	–	1	1
Total	–	–	5	5
Staff costs (US\$)	–	–	772,735	772,735
Non-staff costs (US\$)	–	–	268,714	268,714
Total costs (US\$)	–	–	1,041,449	1,041,449
<b>Total requested (US\$)</b>				<b>1,041,449</b>

United Nations General Assembly Resolution 46/182 called on the Secretary General to issue, in consultation with the affected State, Consolidated Appeals covering all concerned organisations of the UN system and its partners. The Consolidated Appeals Process (CAP) Strengthening Project, which is part of the Response Coordination Branch, manages the CAP on a day-to-day basis.

The CAP is a field-based coordination mechanism which is used by governments, donors, and members of the Inter-Agency Standing Committee. It has contributed significantly to developing a more coherent and strategic approach to humanitarian action. The process provides a framework for aid agencies to analyse the context, consider scenarios, assess needs, agree on priorities, set goals, and draw up a Common Humanitarian Action Plan (CHAP) to address them. Monitoring and evaluation is widespread in the CAP, it is used as an advocacy tool to uphold the rights of populations in need. It has fostered closer co-operation between governments, donors, aid agencies, and beneficiaries. Since 1991 the United Nations has issued 200 appeals and raised US \$25.8 billion in voluntary contributions through the CAP.

### Priorities in 2004

- Strengthen the CAP as a tool for strategic planning, programming, and coordination, update the 1994 IASC CAP guidelines, and intensify advocacy through the CAP.
- Support development, dissemination, and implementation of policy and guidelines for more effective humanitarian action.
- Implement a comprehensive training programme to ensure that OCHA staff are effective in facilitating the CAP in the field.
- Manage the elaboration and launch of consolidated appeals and mid-year reviews presented to the international community, including donors.
- Track aid flows and improve the timeliness, accuracy, and scope of humanitarian aid tracking on the Financial Tracking System (FTS).
- Support the donor-led CAP pilot (Democratic Republic of Congo and Burundi) in order to implement Good Humanitarian Donorship Principles.
- Provide a work environment in which staff feel fulfilled.
- Support HCs in providing leadership to ensure quality inputs to the CAP.

### Performance assessment

- Increase alignment of internal planning and programming, and training of participating agencies with the CAP;
  - Timely preparation of the Consolidated Appeals and mid-year reviews;
  - Positive donor response to improvements in the CAP;
  - Favourable feedback from humanitarian personnel,
- including those from OCHA, regarding the effect of training in their capacity to design and implement programmes;
  - Aid flows inside and outside the CAPs accurately captured for CAP countries; and
  - Number of hits on FTS on-line, especially custom queries to FTS database answered successfully by automated system.



Photo: OCHA

## Surge Capacity Project

Surge Capacity Project				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	–	–	2	2
General Service	–	–	–	–
Total	–	–	2	2
Staff costs (US\$)	–	–	367,476	367,476
Non-staff costs (US\$)	–	–	81,360	81,360
Total costs (US\$)	–	–	448,836	448,836
<b>Total requested (US\$)</b>				<b>448,836</b>

One of OCHA's priorities is to improve its capacity to respond effectively to sudden on-set emergencies. The Surge Capacity Project was initiated with the aim of attaining that capability. Significant improvements in rapid response have been made and two Senior Emergency Officers (SEO) have been working in the Response Coordination Branch (RCB) under the direct supervision of the Chief of the Branch. They have undertaken missions in a number of countries on the basis of a need defined in headquarters or at the request of the field.

The project has supported Humanitarian/Resident Field Coordinators and OCHA field offices in improving coordination and developing contingency plans and carrying out assessments. The SEOs have also provided guidance and conducted a workshop on International Humanitarian Law. When not deployed in the field, they have provided support in preparing for crises, in improving the conditions of service of OCHA staff and in support to policy development.

Additionally, they attended UNDAC induction courses and are prepared for deployment as UNDAC team leaders.

### Priorities for 2004

- Ensure rapid deployment of emergency staff to areas in crisis.
- Be prepared for several emergency missions.
- Provide internal surge capacity within Headquarters whenever sections require short-term assistance.

### Performance Assessment

- The speed with which response to an emergency can be organised;
- The usefulness of advice rendered for policy development; and
- The provision of appropriate training to field and Headquarters staff.

## Promoting National Policies for the Internally Displaced

Internally displaced persons (IDPs) are among the most vulnerable of groups. Caught up in a complex emergency, unarmed and uprooted from their homes and livelihoods, they are at the mercy of contending factions; women are targets of sexual abuse, children are abducted and forced to labour, or conscripted by warring parties to fight for a cause that is not theirs and which they do not even understand. They are deprived of education and suffer malnutrition and high rates of illness.

There are some 25 million IDPs in the world today. They are in their homelands, and yet their existence is often worse than that of refugees in a foreign country as those displaced depend for their protection on the very State within which their displacement has occurred.

The international community is taking steps to ensure that the displaced are properly cared for. One important means of doing so is through the development of national laws and policies on IDPs. Within the UN system, the Emergency Relief Coordinator (ERC) coordinates support to Governments responding to the needs of internally displaced persons and campaigns on behalf of the displaced when the authorities are either unwilling or unable to take the required action. In fulfilling this responsibility, the ERC is supported by a special unit on internal displacement and by the network of Humanitarian Coordinators. The Representative of the Secretary General for IDPs, who developed the Guiding

Principles on Internal Displacement, has played an important role in trying to ensure that the recommendations of the ECOSOC on the subject are acted upon.

Several states—Angola, Burundi, Colombia and Georgia, for example—are now formulating policies on the displaced. Uganda has recently drafted a policy, with OCHA's assistance, which is expected to be ratified by the end of the year. It provides a comprehensive framework, which addresses, among other things, institutional arrangements at national and local levels, types of support to be provided, the rights of IDPs, and arrangements with the international community.

The Internal Displacement Unit also organised workshops and technical missions in Serbia, Montenegro and Kosovo and work is now underway on behalf of the world's largest displaced population in the Sudan.

Step by step, the framework for improving the situation of these victims of conflict is being put in place.



Photo: Brent Stirton

## Emergency Services Branch

Emergency Services Branch				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	5	–	12	17
General Service	2	2	6	10
Total	7	2	18	27
Staff costs (US\$)	865,488	169,500	2,381,536	3,416,524
Non-staff costs (US\$)	88,000	152,550	1,218,027	1,458,577
Total costs (US\$)	953,488	322,050	3,599,563	4,875,101
<b>Total requested (US\$)</b> <small>Includes Registry</small>				<b>3,921,613</b>

The Emergency Services Branch (ESB) is responsible for developing, mobilising and coordinating the deployment of OCHA's international rapid response capacities in support of countries struggling to overcome major emergencies. ESB facilitates humanitarian initiatives by providing disaster assessment and response coordination, international standard-setting for urban search and rescue, and establishing of on-site operations coordination centres. It supports OCHA offices in the field through surge capacity and standby partnerships, military and civil liaison and mobilisation of military and civil defence assets. ESB also oversees the dispatch of relief supplies, and specialised assistance in environmental emergencies and communication. The Branch also disseminates information by means of emergency telecommunications, Reliefweb, the Central Register of Disaster Management Capacities and the Virtual On-Site Operations Coordination Centre (Virtual OSOCC).

ESB consists of the Field Coordination Support Services Project (FCSS); the UNDAC Developing Countries Deployment and Training Project; the Military, Civil Defence and Logistics Support Project; and the Environmental Emergencies Services Project. In Geneva ESB also manages three units that are func-

tionally part of the Advocacy, External Relations and Information Management Branch (AERIMB). These are Reliefweb, the Integrated Regional Information Network (IRIN) and the Information Technology Section.

### Priorities in 2004

- Strengthen the International Humanitarian Partnership of resource providing countries, including training of support staff.
- Improve planning, monitoring and accountability in emergencies and periods of transition, notably by profiting from Lessons Learned and in consultation with the UNDAC Advisory Board and the Military and Civil Defence Unit (MCDU) Advisory Panel.
- Provide timely and quality information in support of humanitarian decision-making and response.
- Further improve the provision of urgent environmental assistance.
- Implement the global World Summit on Sustainable Development (WSSD) Partnership on Environmental Emergencies.
- Strengthen the UN Civil-Military Coordination Concept with greater participation of developing

countries and UN Agencies through appropriate training and exercises, and increase the humanitarian content of Civil-Military exercises with greater emphasis on humanitarian work.

### Performance Assessment

- Rapid deployment of a well qualified UNDAC team and, when necessary, search and rescue teams (SAR) to emergencies in developing countries within twenty-four hours of a natural disaster or emergency occurring;
- Smooth deployment of additional staff to the field in sudden-onset complex emergencies;
- Increase in the number of countries making “in-kind” resources available to support humanitarian operations;
- Timely and efficient deployment of specialised missions in case of environmental emergencies; and
- Finalisation of a Field Handbook on Civil Military Coordination and establishment of a “lessons learned” database.

## The Field Coordination and Support Services Project

Field Coordination and Support Services Project				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	–	–	5	5
General Service	–	–	3	3
Total	–	–	8	8
Staff costs (US\$)	–	–	1,060,006	1,060,006
Non-staff costs (US\$)	–	–	361,035	361,035
Total costs (US\$)	–	–	1,421,041	1,421,041
<b>Total requested (US\$)</b>				<b>1,421,041</b>

The Field Coordination and Support Services (FCSS) Project is responsible for managing the United Nations Disaster Assessment and Coordination (UNDAC) team and OCHA’s Surge Capacity. FCSS acts as the Secretariat for the International Search and Rescue Advisory Group (INSARAG) and for the International Humanitarian Partnership (IHP). Working in close cooperation with the Response Coordination Branch Regional Desks and the OCHA Regional Disaster Response Advisors, FCSS mobilises rapid-response UNDAC teams, drawn from a resource base of more than 175 skilled emergency managers from some 46 countries, UN Agencies and international organisa-

tions. The work of FCSS includes mobilising and deploying UNDAC teams in response to natural disasters and emergencies world-wide, and organising UNDAC training for Europe, Africa, Latin America and the Caribbean, Asia, and Pacific regional teams. FCSS also develops emergency assessment and field coordination methodologies and guidelines as well as web-based emergency information management tools.

As the secretariat of the International Search and Rescue Advisory Group and the IHP, FCSS is responsible for the timely coordination of the deployment of international urban search and rescue teams and emer-

gency Support Modules world-wide. FCSS is also responsible for providing On-Site Operations Coordination Centres (OSOCC) to facilitate international coordination in emergencies. As manager of OCHA Surge Capacity, FCSS is responsible for OCHA's Emergency Response Roster, for negotiating, concluding and acting upon Memoranda of Understanding with partner countries, and for deployment of in-kind resources in support of OCHA's field offices.

### Priorities in 2004

- Strengthen partnerships and policies in response to natural disasters and environmental emergencies by augmenting the expertise and response of UNDAC teams and by working for greater participation of developing countries and UN Agencies.
- Ensure the availability of surge capacity for deployment in sudden-onset emergencies and continue to maintain OCHA's Emergency Response Roster, while constantly reviewing this function.
- Fine-tune memoranda of understanding for OCHA surge capacity with present stand-by partners and pursue the establishment of formal agreements with other countries or organisations expressing an interest in providing staff to support OCHA field offices.

### Performance Assessment

- Constant readiness of the UNDAC system to deploy an emergency team with relevant expertise to a disaster-affected country within 12-24 hours of a request being made to the ERC, either by the Government of that country or by the UN country team;
- Increased partnership of developing countries and UN Agencies in developing the UNDAC system;
- Development and improvement of a methodology for coordinating response preparedness and actual

response of international urban search and rescue teams (USAR) preceding and subsequent to major earthquakes;

- Development of methodology (OSOCC concept) and electronic tools (Virtual OSOCC, UNDAC Mission Software) to facilitate coordination, knowledge management and information exchange between stakeholders at headquarters and in the field during international response operations following sudden-onset disasters and emergencies;
- Wider adherence to standardised parameters for international urban search and rescue team training, structure and equipment;
- Smooth deployment of additional staff to the field in sudden-onset complex emergencies; and
- Increase in the number of countries making 'in-kind' resources available to support humanitarian operations.



Photo: Brent Stirton

## Military, Civil Defence and Logistics Support Project

Military, Civil Defence and Logistics Support Project				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	–	–	7	7
General Service	–	–	3	3
Total	–	–	10	10
Staff costs (US\$)	–	–	1,321,530	1,321,530
Non-staff costs (US\$)	–	–	228,712	228,712
Total costs (US\$)	–	–	1,550,242	1,550,242
<b>Total requested (US\$)</b>				<b>1,550,242</b>

The Military Civil Defence Unit (MCDU) is the focal point within the UN system for timely mobilisation of military and civil defence assets (MCDA) for use in humanitarian emergencies and for liaison with governments, international organisations and military and civil defence establishments deploying these assets. MCDU conducts the UN Civil-Military Coordination (CMCoord) courses as well as pre-deployment courses on request. It coordinates UN Agency participation in major exercises with humanitarian scenarios. CMCoord graduates are used as UN CMCoord liaison officers in actual humanitarian operations. The Unit also maintains the UN Central Register, a database of Military and Civil Defence Assets (MCDA), which can be made available to humanitarian actors. MCDU acts as facilitator and secretariat for the development of documents involving the broad international humanitarian community and is the custodian of the “Oslo” and “MCDA” Guidelines on the use of MCDA to support UN humanitarian operations in natural, technological and environmental disasters, and in complex emergencies respectively.

The Logistic Support Unit (LSU) is responsible for managing the stockpile of basic relief items in the United Nations Humanitarian Response Depot (UNHRD) located in Brindisi, Italy. As OCHA’s focal point for suppliers, LSU provides logistical support to the field and headquarters, particularly in the area of transport. It also

contributes to inter-agency logistics discussions, notably on the coding and tracking of relief goods, the standardisation of specifications of relief items and the facilitation of border crossing procedures.

### Priorities for 2004

- Further consolidate the UN Civil-Military Coordination system for rapid response in support of humanitarian field operations.
- Increase the support to pre-deployment training of international military forces and country-specific training for the humanitarian community.
- Strengthen the UN CMCoord concept with greater participation of developing countries and UN Agencies through appropriate training and exercises.
- Ensure that humanitarian actors can rely on the timely dispatch of relief supplies stocked in the UNHRD.



- Ensure that OCHA's stockpile of relief items is kept at a proper level of replenishment to respond to emergencies.

### Performance Assessment

- Increase in the number of Member States making military and civil defence assets, as well as funding,

available to UN CMCoord activities to support humanitarian field operations;

- Finalisation of a Field Handbook on UN CMCoord;
- Establishment of a "lessons learned" database on UN CMCoord issues;
- Maintaining adequate and suitable stocks of emergency non-food supplies in Brindisi warehouse to respond to emergencies; and
- Timeliness of dispatch of goods to affected areas.

## UNDAC Developing Countries Deployment and Training Project

UNDAC Developing Countries Deployment & Training Project				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	–	–	–	–
General Service	–	–	–	–
Total	–	–	–	–
Staff costs (US\$)	–	–	–	–
Non-staff costs (US\$)	–	–	400,302	400,302
Total costs (US\$)	–	–	400,302	400,302
<b>Total requested (US\$)</b>				<b>400,302</b>

OCHA considers it important to involve a larger number of developing countries in the UNDAC system. This is all the more necessary for disaster-prone countries. Training courses have been organised in Ecuador and Japan for countries of the concerned regions. The courses have significantly increased the number of disaster management experts from these areas.

The provision of further resources will enable OCHA to continue the training programme and deployment of UNDAC experts from developing countries.

### Priorities in 2004

- Efforts will continue to be made to augment participation of developing countries in the UNDAC teams.

### Performance Assessment

- Increase in number of participants in UNDAC training courses from developing countries, and
- Enhanced participation of members from developing countries in UNDAC teams.



## Environmental Emergencies Services Project

OCHA Environmental Emergencies Services Project				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	–	–	–	–
General Service	–	–	–	–
Total	–	–	–	–
Staff costs (US\$)	–	–	–	–
Non-staff costs (US\$)	–	–	227,978	227,978
Total costs (US\$)	–	–	227,978	227,978
<b>Total requested (US\$)</b>				<b>227,978</b>

The Environmental Emergencies Services Project is implemented in partnership with the United Nations Environment Programme (UNEP) and serves as the integrated United Nations emergency response mechanism for activating and providing international assistance to countries facing environmental emergencies. Its aim is to rapidly mobilise and coordinate emergency assistance and to make resources available to countries affected by emergencies such as chemical and oil spills, industrial accidents and forest fires, which can cause significant damage to the environment and human health and well-being. It is also involved in mitigating the environmental impact of natural disasters like earthquakes and floods. The Project is primarily geared to helping developing countries with inadequate national or local capacities, or when specialised expertise is urgently required.

### Priorities in 2004

- Further improve the provision of urgent environmental assistance upon governmental requests.
- Integrate environmental considerations into OCHA's overall response and management of natural disasters.
- Develop training in preparedness and response to environmental emergencies for developing countries and countries with economies in transition.

- Implement the global World Summit on Sustainable Development (WSSD) Partnership on Environmental Emergencies, which seeks to reinforce linkages between stakeholders and programmes.

### Performance Assessment

- Timely and coordinated response for environmental emergency assistance upon governmental requests;
- Environmental expertise provided in the response and management of natural disasters;
- Awareness raised and improved capacity to prepare and respond to environmental emergencies in developing countries and countries with economies in transition; and
- Number of governments, international organisations, NGOs and industries involved in the Partnership on Environmental Emergencies.



Photo: Eddy Posthuma de Boer/International Federation

## UNDAC: Swift to the Rescue

Once calamity strikes it is too late to start planning. The means of dealing with a crisis should already be in place and staff and assets rapidly deployed, or lives that could be saved will be lost. In most cases, natural disasters hit countries and regions least prepared to deal with them. Economic conditions, the remoteness or isolation of affected localities, non-availability of the lat-

est technological means for dealing with the calamity and for saving lives, all exacerbate the effects of a catastrophe.

The international community's response to a natural disaster must take into account several issues: the

problems posed by the wide dispersal of resources and personnel; the variety of humanitarian actors involved; the need to determine the requirements of the populations in distress; and develop a coherent strategy and work plan. It is here that OCHA plays a vital role. It facilitates the work of the humanitarian agencies and establishes a mechanism for coordination, so the overall impact of the activities of various experts and relief workers is increased.

In responding to natural disasters, the Emergency Relief Coordinator (ERC) has at his disposal the United Nations Disaster Assessment and Coordination (UNDAC) team. This comprises emergency managers from 48 countries and eight UN Agencies, as well as the International Federation of Red Cross and Red Crescent Societies and is ready to move anywhere in the world on 12-24 hours notice. It has been deployed on 107 missions to 68 countries since 1993. Of these, twelve involved complex emergencies while the rest were in response to natural disasters or environmental emergencies. During 2002 there were twelve such missions. To date, in 2003, there have been eight.

One of these was the earthquake that struck Algeria on 21 May 2003. Measuring 6.7 on the Richter scale, it left 2,266 persons dead and 10,261 injured. It destroyed 214 buildings and 1029 homes, and the electrical infrastructure, water supplies and health facilities were seriously affected.

Within hours of the earthquake, OCHA began to organise an international response and activated the Virtual On Site Operations Centre web site for the deployment of international urban search and rescue teams. A three member UNDAC team, together with a Swiss Urban Search and Rescue (USAR) team, reached Algeria the next day. It assisted local authorities in transferring fifty international USAR teams—from twenty-eight countries and comprising 1,226 rescuers and 224 dogs—to the quake-hit area where a coordination centre was established.

Another seven members of the UNDAC team, together with a Support Module and telecommunication experts and equipment supplied by Sweden, arrived the next day. Experts from other UN humanitarian agencies were associated with the UNDAC team to provide sectoral expertise and capacity for the transitional phase, as well as for rehabilitation. An Information Management and Liaison Cell was established at the UNDP office in Algiers to compile and collate information, draft situation reports and liaise with UN agencies, the Government, NGOs and donors.

The search and rescue phase of the operation lasted until 25 May. UNDAC helped in the departure of the international teams and their equipment to their respective countries, handed over responsibilities to the Algerian authorities, and left on 29 May, one week after the earthquake.

Of course one hopes that calamities never occur, but when they do, a mechanism for a swift, coordinated response must be already in place to mitigate the worst effects.



Photo: OCHA

## Internal Displacement Unit

Internal Displacement Unit				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	–	–	6	6
General Service	–	–	4	4
Total	–	–	10	10
Staff costs (US\$)	–	–	1,966,186	1,966,186
Non-staff costs (US\$)	–	–	696,080	696,080
Total costs (US\$)	–	–	2,662,266	2,662,266
<b>Total requested (US\$)</b>				<b>2,662,266</b>

The Internal Displacement Unit's (IDU) mandate is to strengthen the inter-agency response to situations of internal displacement and to support the Emergency Relief Coordinator in his role as focal point for the coordination of the international response to the needs of Internally Displaced Persons (IDPs). The Unit has developed a two-tiered strategy: providing targeted support to specific country situations, and promoting improvements to the system-wide response to internal displacement. To this end, the Unit works with Humanitarian/Resident Coordinators (HC/RC), UN Country Teams (UNCT), OCHA field offices and Response Coordination Branch (RCB) as well as with members of the Inter-Agency Standing Committee and the Special Representative of the Secretary-General (SRSG) on IDPs.

The Unit helps UNCTs integrate internal displacement issues into planning for assistance, protection and guidance by deploying IDP Advisors in emergency situations, or on a more long-term basis, by helping devise durable solutions and develop IDP strategies. Training programmes are implemented based on the Guiding Principles on Internal Displacement, targeting UNCTs, NGOs and other actors dealing with IDPs. Inter-Agency Missions are undertaken to assess UNCT response to

protection issues and will make recommendations within the framework of the collaborative approach. Policy initiatives are designed to identify areas requiring institutional and policy improvements, in particular through the development of protection strategies. The Unit contributes to the development of advocacy tools to promote the Guiding Principles and to raise awareness of the plight of IDPs.

The Global IDP Project, established by the Norwegian Refugee Council at the request of the United Nations, plays an important role in strengthening national and international responses to internal displacement. The Unit, as well as UN agencies, regional intergovernmental organisations, governments, international and national NGOs, the media and academia, are prominent users of the Global IDP Database.

### Priorities in 2004

- Mainstream IDP issues within OCHA and the UN system at headquarters and field-level and provide technical support to UNCTs with emphasis on protection and transition issues.

- Work to strengthen the collaborative approach in the overall institutional response to internal displacement and to increase coherency, accountability and predictability in consultation with the IASC-Working Group and the Senior Inter-Agency Network on IDPs, building on the results and recommendations stemming from the completed IDP Response Matrix and Protection Survey.
- Implement training programmes on IDPs within OCHA, the wider humanitarian community and other actors to promote the application of the Guiding Principles and provide guidance for the development of protection, transition and recovery strategies, as well as integration of Guiding Principles into national legislation.
- Promote debate on the conceptual challenges faced by policy makers and humanitarian actors and explored in the Unit's publication "No Refuge", and contribute to the development of advocacy tools and national policies on internal displacement.
- Mobilise resources for the Unit's activities and participate in the development of IDP strategies with the Consolidated Appeals Process (CAP).
- Monitor and provide comprehensive information on all conflict-induced situations of internal displacement world-wide. The budget for 2004 amounts to USD 600,000.

## Performance Assessment

- Number of countries formulating IDP national policies;
- Increased coherency, accountability and predictability in IDP response and enhanced efforts to fill in protection gaps;
- Development of policies and strategies endorsed by IASC-Working Group and of advocacy tools to promote debate and raise awareness;
- Level of funding for the Unit and its field support activities and IDP needs explicitly included in the CAP document;
- Information on IDPs world-wide made available through the Global IDP Project;
- Increased number of field-based Plans of Action, Protection and IDP Working Groups, deployed IDP Advisors; and
- Number of workshops attended and participants trained on IDP issues.



## Out of Sight: Forgotten Emergencies

When something is no longer being noticed, does it cease to be? That is a good question to ask in the case of “forgotten emergencies”. With the media preoccupied with the dominant story of the day—whether Kosovo, Afghanistan or Iraq—crises in other countries go virtually unnoticed, even though the victims of these “forgotten emergencies” continue to suffer.

In Uganda, for example, more than a million people have been displaced in fighting between the Government and the insurgent Lord’s Resistance Army, but few now hear about the ghastly fate of these civilians. Girls are taken from dormitory beds by rebels and forced to become “wives”, boys are made to club other children to death and parents have no news of their long-lost children. Thousands of children – known as “night commuters” - travel every evening to the safety of major towns in northern districts to avoid abduction. The world owes them more than indifference.

OCHA has tried to highlight the plight of Uganda’s displaced. Its Regional Support Office for Central and East Africa (RSO-CEA) organised a joint donor mission to Northern Uganda and also brought opinion-makers together for an advocacy workshop to improve media coverage, thus alerting decision-makers to the scale of the crisis. OCHA has since strengthened its field presence in Uganda to raise awareness of crucial humanitarian issues at grassroots level and to coordinate the provision of relief to the victims.

In November, the RSO-CEA and Integrated Regional Information Networks (IRIN) jointly published “When the sun sets – we start to worry...” a 70 page book meant to provide a better understanding of this conflict through pictures and stories of those caught in the endless cycle of suffer-

ing. IRIN also published a multimedia web-based special report highlighting the gruesome consequences of the conflict through features, personal testimonies and video. It has also produced a mini-documentary featuring stories on camp life and the so-called “night commuters.” The film depicts the desperation of the civilians, and the helplessness of community leaders, as insecurity eats away at their society. The original raw footage has been distributed to international and regional media and has been aired by several major broadcasters.

Mr. Jan Egeland, the Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator, recently led a mission to the region and saw at first hand the plight of the night commuters in northern Uganda. “I am deeply shocked by what I have seen,” he said. “This is above all a war against children. They are abducted, abused and violated.”

As Egeland said, “Northern Uganda is one of the worst humanitarian crises in the world. This situation cannot be allowed to continue for another 17 years.” OCHA is gearing up to ensure that those who have dropped out of the media’s sight do not also slip out of people’s minds.



Photo: Yoshi Shimizu/International Federation

# Policy Development

Policy Development and Studies Branch				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	5	8	2	15
General Service	–	6	1	7
Total	5	14	3	22
Staff costs (US\$)	757,368	1,717,130	431,439	2,905,937
Non-staff costs (US\$)	88,000	461,040	1,289,330	1,838,370
Total costs (US\$)	845,368	2,178,170	1,720,769	4,744,307
<b>Funds available</b>				<b>776,357</b>
<b>Total requested (US\$)</b>				<b>3,122,582</b>

The Policy Development and Studies Branch (PDSB) works to develop and promote a humanitarian policy agenda, foster coherence, structure, and consistency in humanitarian responses to crises and promote greater accountability of humanitarian action.

To develop a humanitarian policy agenda, PDSB identifies emerging trends and changes in the humanitarian environment and builds common or harmonised policy positions among humanitarian agencies based on human rights, international law and humanitarian principles. To promote this agenda and ensure respect for humanitarian law and principles among non-humanitarian actors, PDSB engages with Member States, and provides support to various organs of the UN, including the Economic and Social Council (ECOSOC), the General Assembly and the Security Council.

To foster strategic and operational coherence, PDSB crafts practical policies, guidance and analytic tools for use in the field by humanitarian practitioners. It also develops *aide mémoires* and diagnostic tools for Member States and intergovernmental bodies, as well as peacekeepers, to use during crisis management to

help ensure the consideration of key humanitarian concerns. PDSB also contributes towards the training of staff to ensure that they and other actors in emergencies are aware of key humanitarian policies and methodologies and are able to apply them flexibly, but appropriately, in varied contexts.

To promote greater accountability and improve the effectiveness of humanitarian action, PDSB initiates and manages a portfolio of studies, reviews and evaluations for OCHA and its humanitarian partners. In addition, it helps to design and implement monitoring standards and systems. These activities help measure performance and identify areas where improvements should be made in the provision of material assistance and protection. They also help identify best practices and innovative concepts that should be disseminated widely to inform and guide policy, operational decisions and crisis management.

The branch also provides a substantial range of day-to-day services for OCHA and the various UN organs and maintains a watching brief for OCHA on a range of other issues that could impact humanitarian assistance, or benefit from a humanitarian perspective.

<b>New York</b>				
<b>Planned Staffing</b>	<b>Regular Budget</b>	<b>Extra Budgetary</b>	<b>Projects</b>	<b>Total</b>
Professional	5	6	–	11
General Service	–	5	–	5
Total	5	11	–	16
Staff costs (US\$)	757,368	1,291,115	–	2,048,483
Non-staff costs (US\$)	88,000	415,840	–	503,840
Total costs (US\$)	845,368	1,706,955	–	2,552,323
<b>Total requested (US\$)</b>				<b>1,706,955</b>

<b>Geneva</b>				
<b>Planned Staffing</b>	<b>Regular Budget</b>	<b>Extra Budgetary</b>	<b>Projects</b>	<b>Total</b>
Professional	–	2	–	2
General Service	–	1	–	1
Total	–	3	–	3
Staff costs (US\$)	–	426,015	–	426,015
Non-staff costs (US\$)	–	45,200	–	45,200
Total costs (US\$)	–	471,215	–	471,215
<b>Total requested (US\$)</b>				<b>471,215</b>

During 2004, the Branch will implement four projects, including: the Humanitarian Impact of Sanctions; the Protection of Civilians; Evaluation and Studies; and a Gender Plan of Action.

### Priorities in 2004

- Contribute to the development and promotion of humanitarian policy agendas on the financing of humanitarian emergencies, civil-military relations, and humanitarian access.
- Work to harmonise definitions of humanitarian assistance and develop common methodological approaches to assessing the needs of vulnerable populations.
- Develop a user-friendly, field-oriented package of transition guidance with benchmarks for determining the right planning tools to use, an *aide mémoire* of key transition issues that must be addressed during planning, and a compendium of best practices.
- Initiate and manage studies, reviews and evaluations, including a review of OCHA's Early Warning System (EWS), a review of peacekeeping and humanitarian mandates and a joint study with WFP on food versus non-food funding in humanitarian emergencies.
- Complete and begin implementing a Gender Plan of Action for Humanitarian Coordination.

### Performance Assessment

- Percentage of staff that makes use of OCHA's planning products every quarter;
- Number of OCHA offices rating the transition guidelines as 'useful';
- Number of Humanitarian Coordinators using new skills and knowledge acquired during training after six months;
- Issues paper agreed and endorsed by IASC;
- Clear policy on the scope of OCHA's role in natural

- disasters, and corresponding internal divisions of labor approved by the USG/ERC;
- Number of agencies in Senior Management Group, the Executive Committee on Humanitarian Affairs and Inter-Agency Standing Committee who reach an agreed position on the relative distribution of food versus non-food funding;
- Number of OCHA field offices that have incorporated protection into staff terms of reference and

- have staff that meet the qualification profile for protection advisers;
- Number of member states incorporating Protection of Civilians elements into national policies,
- Adoption by IASC of the Plan of Action to develop, promote and implement ‘pro-active, collective humanitarian security concepts’ in the field; and
- Adoption and timely implementation of the OCHA Gender Plan of Action.

## The Humanitarian Impact of Sanctions Project

Humanitarian Impact of Sanctions Project				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	–	–	1	1
General Service	–	–	–	–
Total	–	–	1	1
Staff costs (US\$)	–	–	194,817	194,817
Non-staff costs (US\$)	–	–	54,240	54,240
Total costs (US\$)	–	–	249,057	249,057
<b>Funds available</b>				<b>249,057</b>
<b>Total requested (US\$)*</b> Project fully funded for 2004				<b>–</b>

\* The amount listed has already been fully funded, and OCHA is therefore not requesting this amount. (US \$ 249,057)

This project is part of PDSB’s efforts to promote the humanitarian agenda. In 2004, this project will pilot an inter-agency methodology in the field. The methodology was developed in 2003 to analyse the humanitarian

impact of sanctions. It will also develop a clear, practical, “how-to” guide for assessing the humanitarian impact of sanctions for the field staff.

PDSB’s work on sanctions will help OCHA achieve an increased and more equitable distribution of resources. It will also be used as a basis for efforts that will be undertaken by the Branch in 2004 to develop inter-agency needs assessment methodologies.

### Performance Assessment

- Number of OCHA offices rating the how-to guide as ‘useful’.



Photo: UNDP/ (Eskinder Debebe)

## The Protection of Civilians Project

Protection of Civilians Project				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	–	–	1	1
General Service	–	–	1	1
Total	–	–	2	2
Staff costs (US\$)	–	–	236,622	236,622
Non-staff costs (US\$)	–	–	828,290	828,290
Total costs (US\$)	–	–	1,064,912	1,064,912
<b>Funds available</b>				<b>527,300</b>
<b>Total requested (US\$)*</b>				<b>537,612</b>

\* OCHA has already received XX amount and is therefore only requesting this amount. (US \$ 527,300)

This project is part of PDSB's efforts to foster strategic and operational coherence. In 2004, this project will craft guidance and tools on the protection of civilians for field staff. It will also systematically work with the Department of Peacekeeping Operations and the Department of Political Affairs to integrate protection concepts into peace-building and peacekeeping efforts, and ensure regular protection review of missions mandated by the Security Council. It will also engage with military forces to ensure familiarity with the principles underlying UN humanitarian activities in complex emergencies. These activities will help OCHA and its partners achieve greater awareness of international humanitarian law and ensure that crisis management decision-making is informed by humanitarian principles and concerns.

### Performance Assessment

- Number of OCHA offices rating the guidance as 'useful';
- Number of desk offices that have attended a Protection of Civilians (POC) training course and report using the acquired knowledge and skills after six months;
- Number of member states incorporating POC elements into their national policies; and
- Frequency of coverage of OCHA's protection campaign in the international press.



Photo: OCHA

## Contributing to a Culture of Protection

In recent years, an increase in the number of internecine conflicts, involving heavily armed groups, has led to deliberate targeting of civilians by belligerents. This has underlined the need to provide non-combatants with security. The Secretary-General of the United Nations has identified the protection of civilians as a major international concern, a “humanitarian imperative”, and has called upon the international community to develop a “Culture of Protection”. Working in collaboration with humanitarian partner agencies and Member States, OCHA has sought to develop a framework to promote such a culture. OCHA’s *Aide Memoire* on Protection of Civilians, for example, has been adopted by the Security Council as a tool to help ensure that the protection of civilians is recognised as an imperative in situations of armed conflict, as well as in peacekeeping operations.

OCHA has also organised a series of regional workshops to create greater awareness of the need for protection policies and to ensure their proper consideration in the decision making processes of states, particularly those that are plagued by conflict or contribute peacekeeping troops. By the end of 2004, seven regional workshops will have been held in Southern Africa, East Asia-Pacific, Europe and the Balkans, West Africa, the South Pacific, South Asia and Latin America. Others are planned for East-Central Africa, Central Asia and the Middle East.

Important as these steps are, the real test is on the ground. OCHA field offices have been actively involved in finding ways to ensure that the culture of protection does, indeed, become a reality in those countries facing conflict and violence. One such example is that of Burundi.

Under the leadership of the Humanitarian Coordinator, consultations between the UN, national and international NGOs and the Government of Burundi resulted in a *Permanent Framework for the Protection of IDPs* in 2001. It provides for

regular consultations between Government and humanitarian agencies on protection and adoption of preventive measures; creation of rapid intervention mechanisms to address protection issues, including access; initiatives to improve the effectiveness of existing structures for IDP protection; monitoring violations of human rights and humanitarian law in camps for the internally displaced; and dissemination of the UN Guiding Principles on Internal Displacement.

The Framework operates through two committees which have been instrumental in creating mutual confidence—a High Level Committee that meets on an *ad hoc* basis and includes key government ministers as well as senior UN and NGO representatives, and a working level committee that meets weekly and conducts regular field visits. The committees have helped to address specific issues of access and protection. For instance, in the Bujumbura Rural, which had been “off limits” on security grounds for eighteen months, access for the humanitarian community was restored and more than 30,000 civilians, who had been forcibly relocated, were able to receive emergency assistance. The Framework also enabled the humanitarian community to urge the authorities to redress some widely reported human rights abuses. In other cases too, a daily confidential dialogue with the authorities has enabled humanitarian workers to solve some of the urgent problems faced by IDPs.

In this way, OCHA is striving to make the Culture of Protection a reality for the people who really matter.

## Evaluation and Studies Project

Lessons Learned and Evaluations Studies Project				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	–	–	–	–
General Service	–	–	–	–
Total	–	–	–	–
Staff costs (US\$)	–	–	–	–
Non-staff costs (US\$)	–	–	406,800	406,800
Total costs (US\$)	–	–	406,800	406,800
<b>Total requested (US\$)*</b>				<b>406,800</b>

The Evaluation and Studies Project is part of PDSB's efforts to promote greater accountability and improve the effectiveness of humanitarian action. In 2004, this project will initiate and manage eight studies, reviews and evaluations, including, on an inter-agency basis, a review of peacekeeping and humanitarian mandates, a joint study with WFP of the relative distribution of food and non-food funding in humanitarian emergencies and a peer review of gender mainstreaming and implementation of the IASC Gender Policy. OCHA-specific evaluation activities involve a review of OCHA's Early Warning system, an evaluation of OCHA's coordination services in a transitional context and at least two participatory lesson learning reviews with field offices. Apart from evaluation exercises the Evaluation and Studies unit will also seek to strengthen OCHA's results-oriented monitoring and reporting capacity and

develop field-oriented monitoring, reporting and evaluation guidance to field offices and the Consolidated Appeals Process (CAP) unit. These activities will help OCHA improve monitoring and accountability in emergencies and transition contexts.

### Performance Assessment

- Quality of the studies and evaluations produced;
- Number of inter-agency initiatives successfully launched;
- Number of agencies in SMG, ECHA and IASC reaching an agreed position on the relative distribution of food and non-food funding; and
- Percentage of evaluation and lessons learned recommendations implemented.



Photo: OCHA

## Liberia: On a Mission for Coordination

Liberia's protracted civil war has had disastrous consequences for the country's people. As the conflict grew in intensity, so did the difficulties faced by humanitarian agencies. More than seventy per cent of the country, held by rebel factions, became inaccessible. By July 2003, the fighting spread to Monrovia and its outskirts, in three exceedingly violent and destructive waves. At the time international UN and NGO humanitarian workers had to be evacuated from Liberia.

Subsequently, diplomatic efforts under the auspices of the United Nations and the Economic Community of West African States (ECOWAS) led to the departure of President Charles Taylor, the deployment of the first ECOWAS Mission in Liberia (ECOMIL), the signing of the Accra Peace Agreement on 18 August and the gradual stabilization of the situation in the capital, Monrovia. On August 11, the Deputy Emergency Relief Coordinator, Ms. Carolyn McAskie led the return of international humanitarian staff and the resumption of their activities. On 14 August, in recognition of the crisis unfolding in the country, the Secretary General appointed Mr. Ross Mountain, Assistant Emergency Relief Coordinator for OCHA, as Special Humanitarian Coordinator (SHC) for Liberia.

The scale of needs and the number of humanitarian actors called for the urgent establishment of robust coordination arrangements to promote a coherent response and effective use of resources. The SHC, therefore, established a "Humanitarian Operations Centre" hosting five inter-agency common services, reporting to the SHC. Logistics support, air transport and communications were managed by WFP and responsibility for information management and civil-military relations was assumed by OCHA. Daily meetings involving all humanitarian partners, and chaired by the SHC, ensured rapid operational responses to evolving needs and crises.

The SHC also led negotiations, in close collaboration with the newly appointed Special Representative of the Secretary-

General (SRSG), Mr. Jacques Paul Klein, with the parties to the conflict to gain access to areas under their control. These efforts were undertaken both in Liberia and in neighbouring countries with the assistance of Humanitarian Coordinators in Guinea, Ivory Coast and Sierra Leone with the support of OCHA's field offices.

During his six week stay, the SHC contributed to the initiation of cross-line and cross border humanitarian operations in Liberia, and forged close working relations with the newly established UN peacekeeping mission, besides contributing to its design to ensure that its presence would be of benefit to humanitarian activities. Other achievements of the mission included the opening up of considerable portions of the country to inter-agency humanitarian assessment missions, focused planning for the Common Humanitarian Action Plan, fund-raising efforts for the Consolidated Appeals Process 2003, streamlining security arrangements, the establishment of a special working group involving the UN and NGOs to prioritise protection of civilians, and coordination of an integrated response to the needs of the internally displaced.

## Gender Plan of Action Project

The Gender Plan of Action is part of PDSB's efforts to promote the humanitarian agenda. In 2004, this project will support the finalisation of the Policy and Plan of Action on gender mainstreaming currently being elaborated. It will provide dedicated capacity to monitor, and provide guidance and support to OCHA in the implementation of the plan of action, including by compiling good practices on gender issues, developing guidelines and tools to guide OCHA staff, particularly in the field, and on analysing and addressing gender issues in emergencies.

At the broadest level, the project will help OCHA to ensure that the needs of various groups are understood and acted upon. Specifically it will enhance the quality of assessments, programme planning and implementation, training, monitoring, evaluating and reporting at both headquarters and field level. Additionally, it

will fulfill OCHA's responsibilities to ensure that a gender perspective is fully integrated into humanitarian activities and policies, as recommended by ECOSOC.

### Performance Assessment

- Level of implementation of the gender policy and Plan of Action;
- Number of OCHA activities that contain a sub-programme or otherwise address gender issues;
- Number of OCHA staff rating the gender mainstreaming training, tools and guidelines as useful.

An L4/L5 post will be re-deployed from existing resources to satisfy this requirement. OCHA is therefore not requesting this amount.



Photo: OCHA

# Advocacy And External Relations

Advocacy and External Relations				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	3	6	2	11
General Service	1	3	2	6
Total	4	9	4	17
Staff costs (US\$)	544,584	1,232,848	449,948	2,227,380
Non staff costs (US\$)	35,000	281,370	56,500	372,870
Total costs (US\$)	579,584	1,514,218	506,448	2,600,250
<b>Funds available</b>				<b>350,000</b>
<b>Total requested (US\$)</b>				<b>1,670,666</b>

Humanitarian advocacy is a core mandate of OCHA, and creating awareness of humanitarian issues among a wide range of audiences is a critical element in raising the necessary political and financial support for humanitarian action. OCHA's Advocacy and External Relations Section (AERS) serves this function by assisting and supporting the Emergency Relief Coordinator and OCHA senior management in advocating for effective and principled humanitarian action at the global and regional levels.

AERS facilitates coordinated advocacy approaches to key humanitarian issues. It works for the inclusion of humanitarian concerns in UN decisions and communications and ensures regular contacts between OCHA and the media. While focusing on the international press, the section recognises the need for strengthened liaison with journalists on the ground, who can play a key role in promoting conflict resolution and peace building. It has launched an initiative, together with the Department of Public Information, United Nations Educational, Scientific and Cultural Organisation (UNESCO) and other actors, to outline a framework for action with regard to support to media in areas of conflict.

AERS facilitates inter-agency strategic communications, and has developed a Communications Plan for the 2004 Consolidated Inter-Agency Appeals. It has also developed a dedicated website for the Consolidated Appeals Process (CAP) theme "Hear our Voices", which focuses on the experiences of beneficiaries in all countries and regions of concern.

In external relations, the section has established regular contact with member states, notably the Group of 77 and members of the European Union, as well as NGOs. AERS is facilitating the development of additional support tools and assets for strengthening national and UN disaster response systems through collaboration in the World Economic Forum's Disaster Resource Network.

## Priorities in 2004

- Collaborate with IASC partners to conduct campaigns to promote the Emergency Response Coordinator's advocacy priorities, including forgotten emergencies.
- Establish advocacy and public information as key

<b>New York</b>				
<b>Planned Staffing</b>	<b>Regular Budget</b>	<b>Extra Budgetary</b>	<b>Projects</b>	<b>Total</b>
Professional	2	4	–	6
General Service	1	2	–	3
Total	3	6	–	9
Staff costs (US\$)	381,984	833,045	–	1,215,029
Non-staff costs (US\$)	35,000	231,650	–	266,650
Total costs (US\$)	416,984	1,064,695	–	1,481,679
<b>Total requested (US\$)</b>				<b>1,064,695</b>

<b>Geneva</b>				
<b>Planned Staffing</b>	<b>Regular Budget</b>	<b>Extra Budgetary</b>	<b>Projects</b>	<b>Total</b>
Professional	1	2	–	3
General Service	–	1	–	1
Total	1	3	–	4
Staff costs (US\$)	162,600	399,803	–	562,403
Non-staff costs (US\$)	–	49,720	–	49,720
Total costs (US\$)	162,600	449,523	–	612,123
<b>Total requested (US\$)</b>				<b>449,523</b>

functions of OCHA's field presence through training, technical support and provision of public information support materials.

- Reinforce cooperation with civil society through joint advocacy and public initiatives with NGOs, academic institutions and the private sector.
- Further improve OCHA's public information rapid response capacity through expanding the public information roster and developing a crisis communication manual.
- Further develop OCHA online to serve as the department's corporate web site.

### Performance Assessment

- Increased coverage of humanitarian issues by the media, and increased public awareness;
- Appreciation by NGOs, Governments and civil society of OCHA's interaction with them;
- Extent to which OCHA Online communicates the priorities of the Department to a wide audience; and
- Quality of advice and information provided to senior management.

# New Humanitarian Partnerships for West Africa

Humanitarian action must be understood in the context of the political environment. This is true everywhere and has been particularly evident in the conflicts which have spread across West Africa. The UN recognised this in the work undertaken by the West African Task Force and the establishment of the UN Office for West Africa, headed by the Special Representative of the Secretary-General (SRSG), Mr. Ahmedou Ould-Abdallah. All players recognise that political, development and humanitarian actors must work together strategically across the region on a broad spectrum of issues.

When one of the most stable countries in the sub-region, Côte d'Ivoire, was devastated by the fighting following a failed coup in September 2002, the economic, political and humanitarian repercussions were far reaching for much of West Africa. An estimated three million people were affected by the civil war in Côte d'Ivoire and in its five directly affected neighbours: Liberia, Guinea, Burkina Faso, Mali and Ghana. Other member states of the West African Monetary Union suffered economic hardships. For the UN and the donor community, for whom the primary relationship with Côte d'Ivoire was based on its advanced stage of development, it proved difficult to mount a response to what rapidly turned into a humanitarian crisis. Major changes had to be made by members of the team in its approach.

In December 2002, the Secretary-General appointed Ms. Carolyn McAskie, the Deputy Emergency Relief Coordinator, as Humanitarian Envoy for the crisis. Her mission was to raise awareness of the complex situation and its implications for the sub-region, to assess the scale of the crisis, and review coordination and preparedness capacities. However, in reviewing the situation in Côte d'Ivoire it became obvious that the various crises in West Africa were linked in a number of ways. While ultimately such crises play out at the national level and must be addressed at the national level, it is necessary to understand the regional implications and address regional issues. In

addition, it was all too evident that a new strategic partnership of donors, UN agencies, non-governmental partners and local authorities needed to be created in order to enhance the effectiveness of the response. A joint review mission brought together representatives of UN agencies, donors and NGOs to work collectively to establish a common understanding of the nature, causes and dynamics of the regional humanitarian crisis, which increasingly has been characterised as a crisis of protection, and to develop a shared regional strategic approach.



The resulting humanitarian strategy for the region will provide a vehicle to assist humanitarian actors in ensuring that the most urgent needs are prioritised, that respect for human rights and international humanitarian law is enhanced, and that humanitarian assistance can support peace building and conflict resolution. The review mission called for humanitarian coordination to be strengthened in support of the strategy. As a result, OCHA's regional office for West Africa, originally established in Abidjan, will be reconstituted in Dakar where it can work closely with the SRSG for West Africa.

## Chernobyl Project

Chernobyl Project				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	–	–	2	2
General Service	–	–	2	2
Total	–	–	4	4
Staff costs (US\$)	–	–	449,948	449,948
Non-staff costs (US\$)	–	–	56,500	56,500
Total costs (US\$)	–	–	506,448	506,448
<b>Funds available</b> <small>Project partially funded for 2004</small>				<b>350,000</b>
<b>Total requested (US\$)*</b>				<b>156,448</b>

\* OCHA has already raised US \$ 350,000 of this amount for the operations of this project and would only therefore request xx in OCHA in 2004..

In 1990, the United Nations General Assembly called upon the international community to help mitigate the consequences of the Chernobyl disaster. The Chernobyl project is implementing this and other resolutions on Chernobyl and is mobilising international cooperation and coordinating efforts in pursuance of their objectives.

The project focuses on the implementation of recommendations of the United Nations report, “The Human Consequences of the Chernobyl Nuclear Accident: A Strategy for Recovery”. Concerted efforts are being made to reinvigorate cooperation between organisations of the United Nations system, and to catalyse and facilitate cooperation with the World Bank, the European Commission and interested donors.

The International Chernobyl Research and Information Network (ICRIN) was launched in June 2003. Three pilot projects, prepared by the UN Country Teams in Belarus, the Russian Federation and Ukraine, are being implemented to support socio-economic rehabilitation and to improve the health of the people in the region.

At the field level, there is a continuous policy dialogue with concerned government agencies on macro and sectoral policy issues. An effort is made to integrate UN activities with local and national government initiatives

and to strengthen local partnerships with donors.

Regular meetings of the UN Inter-Agency Task Force, chaired by the UN Coordinator of International Cooperation on Chernobyl, serve as a coordination tool for the activities of all its members and standing invitees.

### Priorities in 2004

- Ensure proper functioning of the ICRIN.
- Mobilise funding, in collaboration with UNDP, to address the consequences of Chernobyl and to ensure the sustainability of the ICRIN.
- Strengthen the United Nations’ capacity for advocacy.
- Organise a meeting of the ministerial-level Quadripartite Committee for Coordination to review and approve the overall direction of the United Nations involvement and international efforts regarding the Chernobyl issues.

### Performance Assessment

- Increase in the number of beneficiaries of the ICRIN;
- Measurable improvement in capacity building for advocacy activities; and
- Increase in contributions received.

# Information Management

<b>Information Management</b>				
<b>Planned Staffing</b>	<b>Regular Budget</b>	<b>Extra Budgetary</b>	<b>Projects</b>	<b>Total</b>
Professional	3	8	10	21
General Service	2	16	5	23
Total	5	24	15	44
Staff costs (US\$)	591,168	2,633,365	1,841,013	5,065,546
Non staff costs (US\$)	8,000	611,330	680,825	1,300,155
Total costs (US\$)	599,168	3,244,695	2,521,838	6,365,701
<b>Total requested (US\$)</b>				<b>5,766,533</b>

<b>Information Analysis and Technology Sections - New York</b>				
<b>Planned Staffing</b>	<b>Regular Budget</b>	<b>Extra Budgetary</b>	<b>Projects</b>	<b>Total</b>
Professional	3	6	–	9
General Service	2	11	–	13
Total	5	17	–	22
Staff costs (US\$)	591,168	1,746,087	–	2,337,255
Non staff costs (US\$)	8,000	410,190	–	418,190
Total costs (US\$)	599,168	2,156,277	–	2,755,445
<b>Total requested (US\$)</b>				<b>2,156,277</b>

<b>Information Technology Section - Geneva</b>				
<b>Planned Staffing</b>	<b>Regular Budget</b>	<b>Extra Budgetary</b>	<b>Projects</b>	<b>Total</b>
Professional	–	2	–	2
General Service	5	–	5	10
Total	–	7	–	7
Staff costs (US\$)	–	887,278	–	887,278
Non staff costs (US\$)	–	201,140	–	201,140
Total costs (US\$)	–	1,088,418	–	1,088,418
<b>Total requested (US\$)</b> Includes Registry				<b>1,088,418</b>

Timely and accurate information is integral to humanitarian action in both natural disasters and complex emergencies and is especially critical for effective early warning and prevention. OCHA's information management activities support humanitarian decision making and response by providing effective systems for the collection, analysis, dissemination and exchange of key information and data.

These functions are jointly performed by the Early Warning and Contingency Planning Unit, the ReliefWeb project and the Field Information Support Project. The Information Technology Section of the branch provides the information and communication technology (ICT) support that underlies information management for the field and for headquarters.

## Information and Communications Technology

OCHA has great need for a solid foundation in Information and Communications Technology (ICT). This includes technical infrastructure, telecommunications facilities and day-to-day help for its staff, as well as development and maintenance of information systems, particularly for OCHA field offices. OCHA's Information Technology Section is improving connectivity for the field, as well as improving internal and external information flow by providing shared drafting tools for preparation of major publications, such as the CAP.

In 2003, the section provided technical support for redesigning "OCHA Online", which will provide access to all of OCHA's information resources. Other OCHA web initiatives, such as an Intranet and Extranet, will be incorporated under the OCHA Online umbrella in 2004.

### Priorities in 2004

- Provide ICT infrastructure, including communication facilities, at Headquarters and the field.
- Provide electronic dissemination services, including registry, at HQ.
- Provide technical maintenance of the public website "OCHA Online".
- Implement an OCHA Intranet that will facilitate access to the broad range of both internal and external internet content customised for OCHA's internal users.
- Maintain and issue Field Guidelines (Web + CD-ROM).
- Develop and maintain applications (including databases and financial applications such as the Financial Tracking System).

### Performance Assessment

- Provision of adequate ICT support to all staff, both at Headquarters and in the field;
- Smooth functioning of all information systems, including web services;
- Efficient flow of electronic information within the Office and with its partners; and
- Installation of web-based collaboration tools at short notice.

## Information Analysis

### Early Warning and Contingency Planning

The Early Warning Contingency Planning Section (EWCP) provides early warning analysis and alerts on countries at risk of a complex emergency. This includes working with UN Country Teams to develop humanitarian contingency plans for countries at risk. The EWCP's analysis and reports, including bi-weekly early warning reports and quarterly global risk analysis, inform strate-

gic decisions of OCHA's management with regard to advocacy and response coordination. The EWCP is extending its support and collaboration to sub-regional organisations through the establishment and activation of cooperation agreements. The Unit provides OCHA's input to the Unit's Framework for Cooperation Team, an interdepartmental early warning group.

### Priorities in 2004

- Compile case studies on the prevention of humanitarian crises or preventive action.
- Launch a web site presenting case studies in prevention to inform decision makers about situations where prevention is warranted.

### Performance Assessment

- Compilation of more than 10 case studies on the prevention of humanitarian crisis;

## ReliefWeb Project

ReliefWeb is the premier online information source for the international humanitarian community. The web site is updated 24 hours a day, and information managers in Geneva, New York and Kobe post an average of 120 new documents and maps every day, covering all global humanitarian emergencies.

ReliefWeb targets decision makers at all levels, and provides information from over 1,000 sources. Site usage averages around 150,000 documents viewed per day. ReliefWeb also provides its services via e-mail, and in 2003, it sent more than 3 million e-mails. In addition to direct web and e-mail access, ReliefWeb syndicates content to partner websites, eliminating the need for duplicate posting of material.

An extensive redesign process, based on a survey of users and an analysis of how target audiences use information, has been carried out and will lead to the launch of a new version of ReliefWeb in early 2004. The new site architecture incorporates many new features and allows users to find specific information more easily, thereby combating information overload and decreasing the time required to perform common tasks.

- Integration of the prevention of humanitarian crisis as a key consideration in the Secretary-General's Prevention of Armed Conflict documents;
- Launching of the Internet Forum on Conflict Prevention and a site-visit figure of over 10,000; and
- Inclusion of humanitarian concerns and preventive measures in the integrated preventive strategies of the Framework for Coordination Team in pre-crisis situations.

### Priorities in 2004

- Launch the redesigned ReliefWeb site.
- Develop the Humanitarian Information Network through a series of hands-on workshops in Europe, Africa, and North America.
- Develop the map production capacity of ReliefWeb, including the timely production of maps to support Situation Reports.
- Increase the use of syndicated content from ReliefWeb to other partner websites.
- Develop closer ties with the academic sector in order to promote humanitarian principles through dissemination of documents on policy and issues.
- Strengthen the relations with information partners in order to improve the quality and timeliness of information on emergency response.

### Performance Assessment

- Successful operation of the redesigned web site;
- Improvement in the map production capacity;
- Widespread use of ReliefWeb's syndicated material; and
- Improvement in the quality and timeliness of information on emergency response.

<b>Relief Web Project</b>				
<b>Planned Staffing</b>	<b>Regular Budget</b>	<b>Extra Budgetary</b>	<b>Projects</b>	<b>Total</b>
Professional	–	–	7	7
General Service	–	–	3	3
Total	–	–	10	10
Staff costs (US\$)	–	–	1,227,867	1,227,867
Non-staff costs (US\$)	–	–	481,945	481,945
Total costs (US\$)	–	–	1,709,812	1,709,812
<b>Total requested (US\$)</b>				<b>1,709,812</b>

<b>New York</b>				
<b>Planned Staffing</b>	<b>Regular Budget</b>	<b>Extra Budgetary</b>	<b>Projects</b>	<b>Total</b>
Professional	–	–	3	3
General Service	–	–	–	–
Total	–	–	3	3
Staff costs (US\$)	–	–	379,558	379,558
Non-staff costs (US\$)	–	–	136,730	136,730
Total costs (US\$)	–	–	516,288	516,288
<b>Total requested (US\$)</b>				<b>516,288</b>

<b>Geneva</b>				
<b>Planned Staffing</b>	<b>Regular Budget</b>	<b>Extra Budgetary</b>	<b>Projects</b>	<b>Total</b>
Professional	–	–	3	2
General Service	–	–	2	3
Total	–	–	5	5
Staff costs (US\$)	–	–	582,972	582,972
Non-staff costs (US\$)	–	–	164,980	164,980
Total costs (US\$)	–	–	747,952	747,952
<b>Total requested (US\$)</b>				<b>747,952</b>

<b>Kobe</b>				
<b>Planned Staffing</b>	<b>Regular Budget</b>	<b>Extra Budgetary</b>	<b>Projects</b>	<b>Total</b>
Professional	–	–	1	1
General Service	–	–	1	1
Total	–	–	2	2
Staff costs (US\$)	–	–	265,337	265,337
Non-staff costs (US\$)	–	–	180,235	180,235
Total costs (US\$)	–	–	445,572	445,572
<b>Total requested (US\$)</b>				<b>445,572</b>

## Coordination in a Global Crisis

Photo: Photo: Christopher Black/  
International Federation



When organisations draw lessons from past performance they are more likely to do better in the future. OCHA learned from its experi-

ence in Afghanistan, and knew how to best address the impending humanitarian crisis in Iraq. The value of OCHA's contribution in responding to the crisis lay primarily in its role in planning coordination, formulating policy, and managing and disseminating information.

Months before the conflict in Iraq began, OCHA began preparing for possible humanitarian response, using staff from the Emergency Roster and from its field offices throughout the world. An extensive network, linking key humanitarian actors at national, regional and headquarters levels, was established. In addition to weekly conference calls with all members of the Inter Agency Standing Committee, OCHA organised several regional meetings and deployed staff to Iraq's neighbouring countries to support Resident Coordinators in strengthening operations and ensuring effective coordination. As a result, the final plan was coherent, and reflected shared assumptions and scenarios.

By mid-December of 2002, OCHA presented donors with a preliminary request for US \$37 million to enable the UN to prepare for any eventual crisis. When funding was slow to come, OCHA activated the Central Emergency Revolving Fund to help it undertake basic preparations. Flexible and dynamic, like other appeals, the request was later revised to US \$123 million. On 28 March 2003, just ten days after the outbreak of the conflict, OCHA issued the "Flash Appeal for Iraq", seeking US \$2.2 billion for a period of six months.

Well in advance of the outbreak of hostilities, OCHA organised and set up the Regional Humanitarian Coordination Office in Larnaca, Cyprus, which included staff from the entire spectrum

of UN bodies. At HQ, OCHA established an Iraq Task Force with staff from New York, Geneva, and the field, which was headed by the Assistant Emergency Relief Coordinator. He chaired a Crisis Management Group linking UN personnel and representatives of the International Committee of the Red Cross, the International Federation of the Red Cross and NGO consortia through a weekly teleconference. The taskforce also met regularly with NGOs and with donors.

OCHA provided a variety of information products and was the driving force behind the UN Briefing Centre in Amman, Jordan, consisting of professional United Nations spokespersons. During joint briefings, the spokespersons worked collaboratively to project a coherent and unified image of the UN position on humanitarian issues. The Integrated Regional Information Network sent information officers to Iraq and surrounding countries to present an accurate picture of the humanitarian implications of the conflict. The Humanitarian Information Centre (HIC) for Iraq joined the rest of the team in Larnaca before the conflict to serve as a central location for data and information resources, thus reinforcing coordination activities. Later, five HIC hubs, with the main office in Baghdad, were established in the region.

OCHA's Military and Civil Defence Unit (MCDU) provided Civil-Military Coordination Liaison Officers in the Humanitarian Operations Centre (HOC) in Kuwait and the Coalition Central Command (CENTCOM) in Doha, and later, as part of the Area Teams in Iraq, for smooth interaction with Coalition forces. OCHA also produced a key policy document, widely welcomed by UN agencies and NGOs alike, "General Guidance for Interaction between United Nations Personnel and Military and Civilian Representatives of the Occupying Power in Iraq."

OCHA's proactive role in preparing for the emergency in Iraq smoothed the way for its partners to respond rapidly to mitigate the humanitarian consequences of the conflict for those it affects most -- the people of Iraq.

## Field Information Support Project

Field Information Support Project				
Planned Staffing	Regular Budget	Extra Budgetary	Projects	Total
Professional	–	–	3	3
General Service	–	–	2	2
Total	–	–	5	5
Staff costs (US\$)	–	–	613,146	613,146
Non-staff costs (US\$)	–	–	198,880	198,880
Total costs (US\$)	–	–	812,026	812,026
<b>Total requested (US\$)</b>				<b>812,026</b>

The Field Information Support (FIS) Project aims to promote co-ordination by strengthening the use of information and data in humanitarian operations. It prepares systems for collection, analysis and dissemination of information in the field, to facilitate co-ordination within humanitarian operations.

Humanitarian Information Centres (HIC) are now proven tools for coordinating emergency field information. In February 2003, the Inter-Agency Standing Committee (IASC) endorsed the HIC as a common service, with OCHA as its steward.

FIS supports regional, field based information management systems, including Southern Africa Humanitarian Information Management System (SAHIMS) and Western Africa Humanitarian Information Management System (WAHIMS). These facilities are for the exchange and integration of information and data at the regional level.

FIS manages a HIC Rapid Response Fund of \$ 300,000 provided by the Office For Disaster Assistance (OFDA) in 2003. A similar amount is being requested for 2004. Two HIC training sessions are planned with assistance from the Department of International Assistance.

### Priorities in 2004

- Improve deployment and implementation methodologies for HICs.
- Develop a cadre of trained and experienced staff to strengthen OCHA's ability to deploy new HICs.
- Strengthen the capacity to provide geo-spatial data and background information on countries and areas of concern.
- Provide standardized Information Management support to OCHA field offices.
- Strengthen relations with humanitarian partners through the Geographic Information Support Team (GIST), the IASC and stand-by partners, as well as outreach activities.
- Expand the geographic repository and establish it on-line to facilitate data sharing within OCHA and with partners.

### Performance Assessment

- Effective and timely deployment of new HICs.
- Implementation of at least two HIC training programmes during the year;
- Successful design and implementation in five locations of a standardised OCHA field office information management strategy; and
- Contribution by at least three new partners to the geographic repository.