

OFFICE FOR THE COORDINATION OF HUMANITARIAN AFFAIRS

OCHA

ANNUAL REPORT 2002

ACTIVITIES AND USE OF EXTRABUDGETARY FUNDS



UNITED NATIONS

OCHA

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MISSION STATEMENT

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

- Alleviate human suffering in disasters and emergencies.
- Advocate for the rights of people in need.
- Promote preparedness and prevention.
- Facilitate sustainable solutions.



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Foreword by the Under-Secretary-General

It is for the first time that the Office for the Coordination of Humanitarian Affairs (OCHA) is presenting an annual financial report providing details of how it has used its extrabudgetary funds to carry out its planned activities. This document forms part of OCHA's annual cycle of planning, fundraising, and reporting. The report provides an account of actual income and expenditures and highlights OCHA's planned activities, achievements, and some of the lessons learned. I hope that the report will serve to strengthen our dialogue with donors and promote greater accountability.

In 2002, 33 donors contributed US\$51.4 million against stated requirements of US\$61 million. In the course of the year, funding requirements increased due to new or additional needs, particularly in the occupied Palestinian territory and southern Africa. OCHA also provided coordination support to address the HIV/AIDS pandemic and chronic food insecurity in southern Africa and the upsurge in violence in the mid-East and northern Caucasus. The complex humanitarian and coordination needs in Côte d'Ivoire, Liberia, and Democratic Republic of the Congo also made great demands on OCHA's capacities and expertise. The effectiveness of OCHA and its partners in these crises was largely due to the ability to respond rapidly by mobilising resources through the Consolidated Appeals Process and the effective use of the surge capacity mechanism, which enabled OCHA to expeditiously deploy experienced staff wherever the need arose.

OCHA would like to express its thanks to donors for their support in 2002. For 2003, I would like to seek further donor understanding and support in providing contributions early in the year and in providing a more balanced contribution for OCHA's various requirements, particularly extrabudgetary core requirements. Such support would go a long way to help OCHA implement its activities in a more systematic manner, improve its cash flow management, and enhance job security and career development for its staff.

I believe that our ongoing efforts to improve the quality, impact, and accountability of coordination activities at all levels are of benefit to the operational partners, agencies, NGOs, donors, and most importantly, the victims of humanitarian crises who are the ultimate beneficiaries of the activities OCHA is able to undertake. We remain committed to supporting the endeavours of humanitarian actors in emergency response as effectively as possible. The support and encouragement of the donor community will enable us to perform this vital task in the manner expected of us.



Kenzo Oshima
*United Nations Under-Secretary-General for Humanitarian Affairs
and Emergency Relief Coordinator*



PART I

FINANCIAL INFORMATION AND ANALYSIS



Introduction

This is the first attempt OCHA has made to report to donors and provides a consolidated and transparent picture of the activities and achievements of OCHA's work in the use of donor contributions. It provides a succinct description of OCHA's activities and lessons learned and discusses some of the constraints that affected implementation. Objectives, activities, and achievements are clearly laid out and, together, provide an account of OCHA's use of its extrabudgetary resources for 2002.

This report highlights OCHA's commitment to enhance its reporting to donors through a structured approach while at the same time improving financial monitoring and management of extrabudgetary resources. We hope that this document will meet the reporting requirements of most, if not all, donors.

This report provides financial statements of OCHA's two principal trust funds, as of 31 December 2002, namely, the Trust Fund for the Strengthening of OCHA and the Trust Fund for Disaster Relief. Combined with the Special Account for Programme Support, these funds finance OCHA's extrabudgetary core, project, and field activities. It is important to note that although the Trust Fund for Disaster Relief receives voluntary contributions for all of OCHA's project and field activities, including grants for natural disaster projects as well as grants to NGOs, this document limits itself to reporting on those activities laid out in *OCHA in 2002*. The financial accounts are still subject to United Nations (UN) audit.

The report also includes information on opening and closing balances for the above Trust Funds as well as for each main activity reflected in *OCHA in 2002*, a brief narrative on how OCHA is funded, an analysis of donor funding in 2002, expenditures by activity, an explanation of the carry-over, a brief description of the mechanisms and tools that have enhanced OCHA's financial monitoring and control, and observations on lessons learned.

Financial statements

Four main financial statements are provided in this report:

- Statement of income and expenditure by Trust Funds and main activity.

- Budget and expenditure table by main activity.
- Expenditure breakdown by activity.
- Donor contributions.

As part of the UN Secretariat, OCHA's financial accounting is done on a biennial basis (2002-2003), which means that expenditures reported in the first year of the biennium are likely to change when final accounts for the biennium cycle are closed at the end of 2003. This is because most of the unliquidated obligations reported at the end of the first year (2002) become disbursements in the second year (2003).

To help donors and other readers of this report, a number of explanatory notes accompany the financial statements.

Explanation of financial statements and terminology

The **statement of income and expenditures** summarizes the total funds available, from the beginning balance or carry-over from 2001; the income for the year comprising donor contributions, including unpaid pledges and interest income; transfers from other funds and adjustments; the expenditure, which includes obligations made but not yet disbursed; and the closing balance, which includes the mandatory cash operating reserve that is for emergency contingency purposes.

The **budget and expenditure** tables show, by main activity, OCHA's extrabudgetary requirements as reflected in 2002 and the expenditure recorded for each activity. The expenditures include obligations and actual disbursements.

The **expenditure breakdown** tables are presented for each activity and include the standard breakdown by object of expenditure as defined in the UN financial system; the related activities are described in the narrative report.

The **donor contribution** table shows the total pledges made by individual donors broken down by trust fund. It includes one government contribution, which was received late in the year and was not recorded in the official financial statements for 2002.

Opening balance represents the total amount of funds available for the trust fund and/or main activity on 1 January 2002 and is also referred to as carry-over balance from 2001. Fewer actual funds are available for implementation purposes because unpaid pledges, while recorded as income, are not cash on hand and the mandatory 10% cash operating reserve must be held to cover any unforeseen expenditure.

Adjustment includes adjustments of income or expenditure reported in 2001. This may be due to erroneous recording the previous year that had to be corrected in 2002 or adjustments of contributions and other miscellaneous income for prior years.

Pledge is a written commitment by a donor to provide, at a future date, a monetary contribution to OCHA's activities. In cases in which donors pay without first making a pledge, OCHA reports the amount pledged as identical to the amount paid. A pledge is recorded as income under the UN Financial Rules and Regulations, regardless of whether it has been paid. If the pledge is in a currency other than US\$, the value of the pledge is converted according to established UN rates of exchange at the time of receipt. The US\$ value of the pledge changes in accordance with the UN rates of exchange for as long as the pledge remains outstanding as a receivable in the UN financial statement.

Income from contributions is comprised primarily of pledged and collected contributions from donors that have been credited to OCHA's trust funds.

Other funds available includes interest earned and other miscellaneous income, such as gain or loss on currency exchange, proceeds from sale, disposition of old equipment, etc.

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

Transfers, refunds, and savings include transfers between trust funds and refunds or savings from prior period obligations.

Expenditure corresponds to the disbursements and obligations recorded for the year.

Closing balance represents funds carried over from 2002 to 2003. The net carry-over, which can be used for implementing activities, is lower than the figure indicated in the statement of income and expenditure. For the Trust Fund for Disaster Relief, a large portion of the carry-over relates to grants for natural disasters, prepositioned funds, and NGO grants that have not been included in OCHA's extra-budgetary programme requirements laid out in *OCHA in 2002*.

Budget lines in the expenditure tables include:

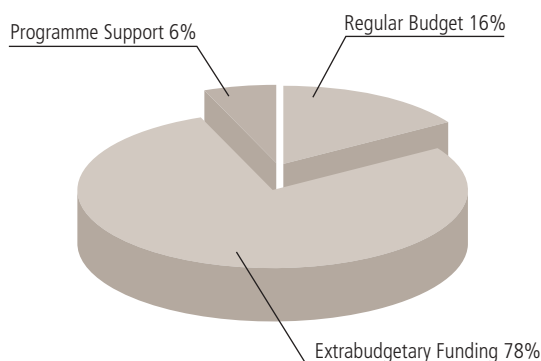
- **Staff costs:** salaries and related entitlements of staff holding UN contracts.
- **Consultant fees and travel:** salaries and travel costs of consultants engaged for a specific time-bound mandate and purpose.
- **Travel:** includes travel and related expenses incurred on official business by staff or other representatives participating in OCHA activities.
- **Contractual services:** relates to payments for outsourced services, such as printing, translation, editing, and security services.
- **Operating expenses:** payments for rental and maintenance of office premises and equipment, communications, shipment, banking charges, etc.
- **Supplies, furniture, and equipment:** payments for office supplies, materials, furniture, and equipment, including computers, fax machines, photocopiers, and vehicles in the field.
- **Grants, contributions, fellowships, and seminars:** grants provided to external entities, including UN agencies, NGOs, institutions, universities, and other organizations working in partnership with OCHA; and includes seminars and workshops planned in OCHA's requirements as reflected in *OCHA in 2002*.
- **Programme support costs:** calculated at 13% of all activities and projects executed and directly supported by OCHA and 3% of grants provided to other entities, which do not require significant administrative support from OCHA. These programme support costs, while recorded as expenditure in each trust fund, revert to OCHA as income for its Special Account for Programme Support Costs.



How OCHA Is Funded

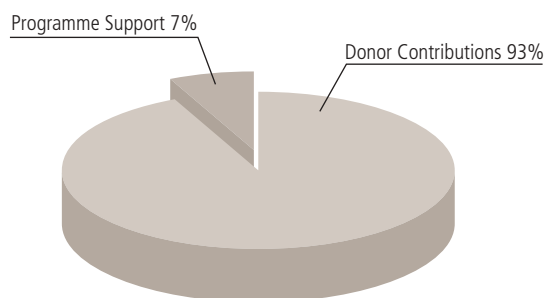
OCHA is funded from the UN regular budget and from voluntary contributions. From the regular budget, an appropriation of US\$20.6 million was approved for the biennium 2002-2003, of which US\$10.3 million was appropriated for the year 2002. The US\$20.6 million corresponds to a share of 0.7% of the total UN regular budget of US\$2.9 billion, one of the lowest on a proportional basis in comparison with other UN entities within the Secretariat. In addition, OCHA received voluntary contributions of US\$51.4 million against the extrabudgetary requirements presented in OCHA's appeal document *OCHA in 2002*.

Distribution of Expenditures by Funding Sources in 2002



Contributions from donors were managed by OCHA primarily through two trust funds: the **Trust Fund for Disaster Relief (DMA)**, which finances humanitarian coordination activities in all countries affected by conflicts, natural disasters, and industrial and technological accidents; and the **Trust Fund for Strengthening the Office of the Coordinator (DDA)**, which supports OCHA's core mandate for activities undertaken by headquarters that are not funded by the regular budget appropriation. Projects administered by headquarters are also funded from both trust funds. Contributions to the Trust Fund for Disaster Relief amounted to US\$36.5 million¹ while contributions to the Trust Fund for Strengthening totaled US\$14.9 million².

Trust Fund Contributions in 2002



The two trust funds are further supplemented by the Special Account for Programme Support. Resources from this special account are derived from the programme support costs applied to all trust funds administered by OCHA. The costs levied range from 3% to 13% depending on the activity and trust fund and support OCHA's administrative and general service backstopping requirements as well as the common services provided by the UN for OCHA's extrabudgetary activities. In 2002, total income from the Special Account for Programme Support Account amounted to US\$4.0 million.

Thus, OCHA'S total resources available to address the requirements as projected in *OCHA in 2002* amounted to US\$55.4 million, of which donor contributions comprised 93%; 7% was derived from income of the Programme Support Account.

For purposes of cash management, it is important to point out that while the UN records pledges as contributions, activities cannot be implemented until cash contributions are received. At the close of fiscal year 2002, the amount of pledges received was US\$49.8 or 97% of total contributions. A majority of these contributions were received in the second half of the year, mainly toward the end of 2002.

¹ Does not include contributions of US\$16.0 million for natural disaster and NGO grants.

² Includes core, IRIN, and project contributions.



The Secretary-General reports regularly to the General Assembly on the use of the appropriations from the regular budget. This annual report serves as our principal reporting mechanism to donors on the use of their voluntary contributions to meet OCHA's extrabudgetary requirements for the year 2002. Twenty-eight governments, ECHO, one NGO, and private donors contributed to the Office.

Major donors

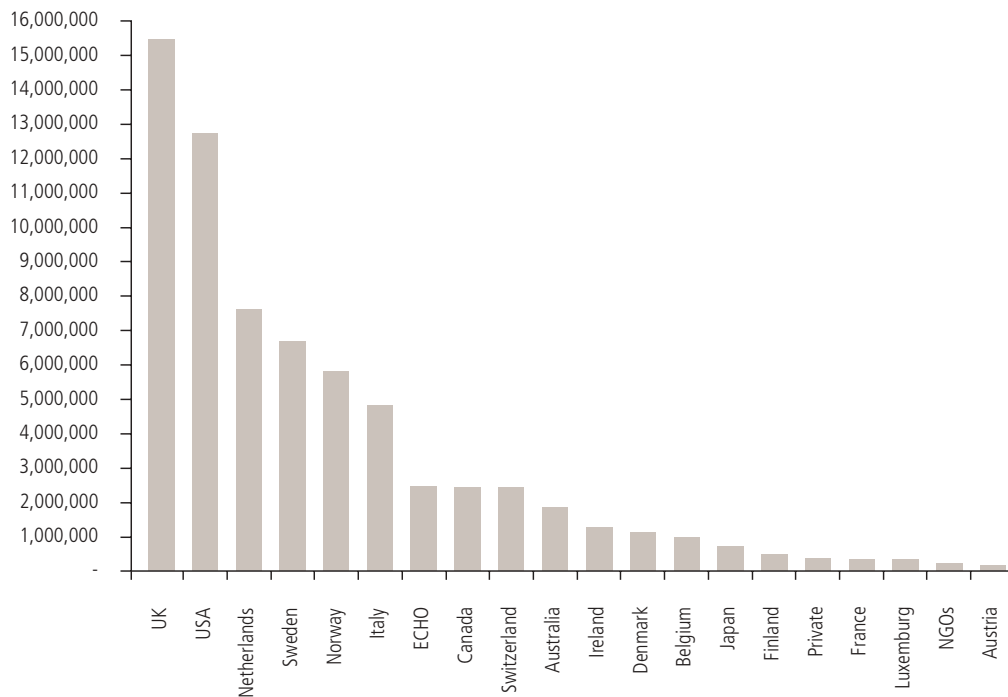
Twenty donors provided 98% of the total voluntary contributions received by OCHA in the year 2002. Together, these

donors contributed US\$67.4 million³ of the total voluntary contributions received in 2002, of which US\$51.4 million was provided for OCHA's requirements, as reflected in *OCHA in 2002*.

While the major donors provided the bulk of extrabudgetary resources in 2002, OCHA appreciates all contributions that supported its programmes for the year.

³ Includes contributions for natural disaster and NGO grants.

Top 20 Donors in 2002





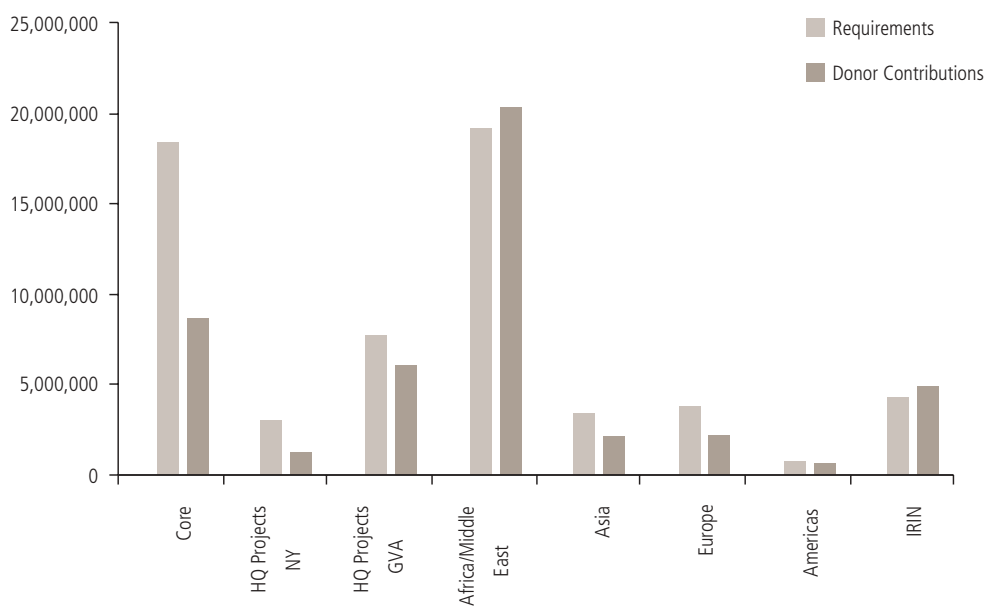
Donor Funding in 2002

Pledges toward OCHA's annual requirements increased from US\$47.9 million in 2001 to US\$51.4 million in 2002, comprising US\$8.7 million for core activities, US\$4.9 million for the Integrated Regional Information Network (IRIN), US\$10.9 million for headquarters projects, and US\$26.9 million for field coordination. Several donors responded to OCHA's appeal with increased contributions, a number of new donors added their support, and programmes such as IRIN, which were underfunded in previous years, received funding that matched its requirements. While funding for OCHA's field activities increased significantly, particularly in response to new emergency needs, contributions for OCHA's core activities and headquarters projects were considerably less than OCHA's projected requirements. The earmarking to specific activities by some donors precluded the use of their contributions for other underfunded activities. An analysis of the funding of the different 2002 activities is provided below.

Core activities

Of the US\$18.6 million required for core activities only 47%, or US\$8.7 million, was received in new funding. As a result, OCHA had to draw on income from the Special Account for Programme Support, which in 2002 totaled US\$4.0 million, and on its working reserve from the carry-over of 2001 to finance ongoing core activities. Therefore, at the end of 2002, OCHA's ability to ensure the renewal of staff contracts and to meet the operational requirements for the first three months of 2003 was stretched to the limit. Some recommendations of the Change Management process had to be postponed to 2003, most notably the strengthening of OCHA's capacity in critical areas such as advocacy and information management. The implementation of a number of planned core activities was also precluded due to either late receipt of contributions or lack of funding.

OCHA Requirements Versus Donor Contributions in 2002





Headquarters projects

Headquarters projects received pledges of US\$10.9 million, of which US\$2.7 million were earmarked for the logistics project and Brindisi operations and US\$8.2 million for the project requirements laid out in *OCHA in 2002*. While this represented 75% of the budgeted US\$10.96 million, the funding was rather unbalanced with New York-based projects less well funded than Geneva-based projects. Because many contributions are received earmarked for specific projects, the overall percentage does not reflect reality. Particularly problematic was the funding for projects for the Protection of Civilians, Lessons Learned and Evaluation, Field Information Support, Public-Private Partnerships, and Staff Training and Development, which fell below 50% of their targeted budget levels. Insufficient funding delayed or prevented implementation of the planned activities, which are essential components of OCHA's mandate.

Integrated Regional Information Network (IRIN)

In 2002, donors pledged US\$4.1 million to IRIN, a significant increase over the previous year, thanks to a first-time contribution from an important new donor and an increase in funding from some existing donors, including a one-time large-scale emergency contribution. In addition, pledges made by one donor in 2000 and 2001 were received in 2002, bringing the total contributions received in the year to US\$4.9 million. While this additional contribution enabled IRIN to repay loans from the previous year, at the end of 2002 IRIN had to borrow again to extend staff contracts for six months and to cover operational costs for the first three months of 2003. OCHA continues to call for support to reduce the cash flow problem, which IRIN faces at the end of each year, as well as early payment of pledges to ensure more predictable funding for IRIN's operations.

Field offices

Donor contributions for OCHA field activities, totaling US\$26.9 million, in general met the projected requirements. A few offices received barely enough to cover their 2002 expenses. In addition, in the course of the year, donors responded with US\$7.7 million against additional requirements of US\$8.7 million to address additional emergency needs, particularly in Angola, Democratic Republic of the Congo (DRC), southern Africa, and the occupied Palestinian territory (oPt). Donors responded with US\$7.7 million in contributions for humanitarian response in southern Africa, the expansion of OCHA presence in DRC and oPt, as well as for post-war requirements in Angola. At the same time, with most of the conflict areas in Europe moving toward peace building, reconstruction, and development, there was a decrease in their requirements and a commensurate reduction in donor funding.



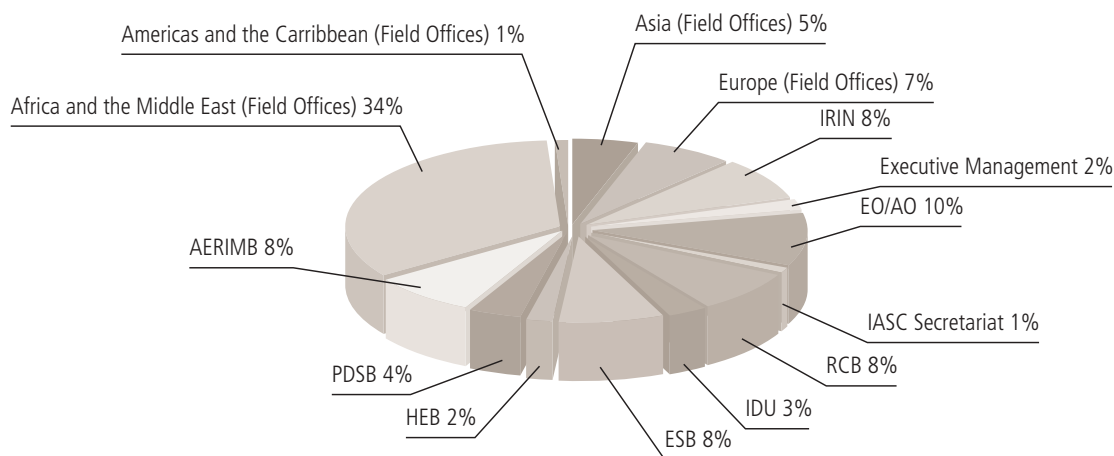
Expenditure

In 2002, OCHA increased its rate of implementation by 6% compared to 2001. Total expenditure from extrabudgetary funds on 31 December 2002, viewed against the budgeted level reflected in *OCHA in 2002*, amounted to US\$50.2 million, compared to US\$48.0 in the previous year. This increase can be attributed to the increase in OCHA's requirements at the field level and the level of funding available for some activities. For example, headquarters projects in 2001 were funded at 55% compared to 78% in 2002. Similarly, IRIN, which had been underfunded in the previous year, received funding at the level of their requirements for the year. OCHA's greater access to funding for these two activities enabled it to commit and spend funds at a commensurately higher rate than in the prior year.

Expenditures for the core and field activities remained more or less at the same level. Although there were some reduced requirements in Europe due to the winding down of some humanitarian activities, this was offset to some extent by new activities in southern Africa and the Middle East.

AERIMB	Advocacy, External Relations, and Information Management Branch
AO	Administrative Office
EO	Executive Office
ESB	Emergency Services Branch
HEB	Humanitarian Emergency Branch
IASC	Inter-Agency Standing Committee
IDU	Internal Displacement Unit
IRIN	Integrated Regional Information Network
PDSB	Policy Development and Studies Branch
RCB	Response Coordination Branch

OCHA Expenditure in 2002



Carry-Over

OCHA relies heavily on extrabudgetary resources to carry out its mandated activities. Recent experience reveals that while some contributions were received in May 2002, a large share of the annual contributions were received in the last quarter of the year. Given these circumstances, OCHA had to rely on the carry-over from 2001 to meet its financial requirements in the course of 2002, pending receipt of donor contributions. The carry-over has been used by OCHA as a cash working reserve to ensure its uninterrupted operations. A carry-over is particularly critical in the beginning of each year to allow OCHA to extend staff contracts for one year and to meet the first three months of operational requirements. Moreover, under the UN Financial Rules and Regulations, OCHA is required to put aside 10% of its annual expenditure as mandatory reserve for emergency contingencies.

OCHA's two principal trust funds that support core, project, and field activities had a combined carry-over balance from 2001 of US\$66.9 million comprised of US\$53.2 million from the Trust Fund for Disaster Relief and US\$13.7 million from the Trust Fund for Strengthening of OCHA. While the carry-over appears significant, this fund balance is largely encumbered. It includes unpaid pledges of US\$8.3 million and earmarked funds of US\$24.0 million representing:

- balances from natural disaster projects;
- prepositioned funds for rapid availability to meet disasters and emergency needs;
- UNDAC prepositioned resources; and
- NGO grants for complex emergencies.

Thus, the net carry-over into 2002 is US\$34.6 million. After deducting the 10% mandatory reserve of US\$5.5 million, the carry-over balance available for use to meet the immediate requirements of activities of OCHA in 2002 is further reduced to US\$29.1 million. Furthermore, while the combined carry-over of OCHA's trust funds appears healthy, it comprises funds that have been given by donors for specific activities and cannot be redeployed from one activity to another. For example, at the end of 2001, even though the Trust Fund for Disaster Relief had a significant balance, these funds were earmarked for specific field offices and projects and could not be used to meet the immediate requirements of lesser funded offices and activities. This imbalance often creates difficulties for OCHA management and limits its ability to use the carry-over resources on an as-needed basis for the most urgent requirements.





Financial Monitoring and Control

The Financial Accounting System (FAS), which became operational in 2002, was a major improvement to OCHA's financial monitoring and control. FAS is a financial reporting system that allows all staff, including senior management and field offices, to securely access OCHA financial data. The system is designed to improve OCHA's accountability and has resulted in better decision making and resource allocation and use. FAS has also facilitated OCHA's reporting requirements for donor contributions. In addition, following a discussion with donors at a working group meeting in July 2002, a review of the subaccounts under the Trust Fund for Disaster Relief enabled OCHA to close some 70 dormant accounts and consolidate their balances into other existing country subaccounts (for which the contributions were ini-

tially made), reinforcing the trust fund by some US\$800,000. In parallel, OCHA introduced shadow budgeting of all field office and headquarters projects.

A priority in 2003 is to launch a performance review in the first half of the year. OCHA will review the implementation of its work programme, take stock of achievements and obstacles encountered, make informed decisions for the remainder of 2003, plan for 2004 and, in light of changing requirements and contributions received, adjust activities accordingly including decisions on any new activities. The review will enable OCHA to align 2003 budgets with actual programme implementation.

Lessons Learned

Because OCHA relied on extrabudgetary resources for some 78% of its expenditures in 2002, the timeliness of donor contributions is of paramount importance. It is essential that pledges are honoured to ensure a full and balanced implementation of OCHA's planned activities. The late receipt of contributions delays implementation of activities. Experience over the last few years reveals that most contributions are received in the months between May and July and in December. In 2002, a large portion of contributions was received only toward the end of the year. Another concern is the imbalance created by earmarked contributions. Headquarters core activities have remained consistently under-funded. Some headquarters projects are also under-funded, compelling OCHA to borrow from other unearmarked accounts to support these critical activities.

In the field, some offices are over-funded with earmarked funds that cannot be used to meet the funding gaps in other offices or activities. The level of earmarking by donors has limited OCHA's flexibility to address funding gaps. This tight cash flow situation has forced OCHA to draw on its entire end-of-year carry-over balance to ensure a minimum level of continuity of activities, including meeting its management and statutory requirements for the following year. In many cases, OCHA could not finance a full year contract for its staff at the start of the new year. OCHA is exploring with its donor partners how best to address this cash management problem, and to that end, has submitted a number of proposals to the Working Group on OCHA.





Statement of Income and Expenditure in 2002*

Summary	Trust Fund for the Strengthening of OCHA	Trust Fund for Disaster Relief
1 Opening Balance	13,739,994	53,171,938
2 Adjustments	0	285,140
3 Income From Contributions	14,889,172	52,573,055
4 Other Funds Available	2,035,719	2,719,009
5 Total Funds Available	30,664,885	108,749,142
6 Expenditure	14,394,201	49,375,582
7 Transfers, Refunds, Savings	518,950	5,095,963
8 Closing Balance	16,789,634	64,469,523

Trust Fund for the Strengthening of OCHA

Summary	Headquarters Core New York-Geneva	Headquarters Projects New York	IRIN	TOTAL
1 Opening Balance	11,947,498	604,490	1,188,006	13,739,994
2 Adjustments	-675,355	0	675,355	0
3 Income From Contributions	8,729,076	1,257,933	4,902,163	14,889,172
4 Other Funds Available	1,515,139	0	520,580	2,035,719
5 Total Funds Available	21,516,358	1,862,423	7,286,104	30,664,885
6 Expenditure	9,069,249	706,986	4,617,966	14,394,201
7 Transfers, Refunds, Savings	1,622,000	438,950	-1,542,000	518,950
8 Closing balance	14,069,109	1,594,387	1,126,138	16,789,634

* All figures are subject to audit.

¹ The opening balance reflects the situation of each Trust Fund as of 1 January 2002.

² Includes adjustments to prior period expenditure.

³ Includes all contributions received for each of the Trust Fund accounts in 2002.

⁴ Includes interest income and miscellaneous income.

⁵ Includes all of the above figures (addition of 1+2+3+4).

⁶ Includes disbursements and unliquidated obligations as of 31 December 2002.

⁷ Includes transfers between Trust Funds and savings on prior period obligations.

⁸ Includes operating cash reserves and fund balances of each Trust Fund as of 31 December 2002.



Trust Fund for Disaster Relief

Summary	Complex Emergencies	Headquarters Projects Geneva	Natural Disasters	NGO Grants	TOTAL
1 Opening Balance	35,832,927	8,801,985	6,223,414	2,313,612	53,171,938
2 Adjustments	28,936	12,239	237,404	6,561	285,140
3 Income From Contributions	26,915,672	9,635,790	5,930,571	10,091,022	52,573,055
4 Other Funds Available	2,719,009	0	0	0	2,719,009
5 Total Funds Available	65,496,544	18,450,014	12,391,389	12,411,195	108,749,142
6 Expenditure	24,284,611	9,562,607	6,386,567	9,141,797	49,375,582
7 Transfers, Refunds, Savings	416,350	3,228,379	1,338,086	113,148	5,095,963
8 Closing Balance	41,628,283	12,115,786	7,342,908	3,382,546	64,469,523

Special Account for Programme Support

Summary	TOTAL
1 Opening Balance	4,036,695
2 Adjustments	84,848
3 Income From Contributions	0
4 Other Funds available	0
5 Total Funds Available	4,121,543
6 Expenditure	4,048,204
7 Transfers, Refunds, Savings	4,700,195
8 Closing Balance	4,773,534

* All figures are subject to audit.

¹ The opening balance reflects the situation of each Trust Fund as of 1 January 2002.

² Includes adjustments to prior period expenditure.

³ Includes all contributions received for each of the Trust Fund accounts in 2002.

⁴ Includes interest income and miscellaneous income.

⁵ Includes all of the above figures (addition of 1+2+3+4).

⁶ Includes disbursements and unliquidated obligations as of 31 December 2002.

⁷ Includes transfers between Trust Funds and savings on prior period obligations.

⁸ Includes operating cash reserves and fund balances of each Trust Fund as of 31 December 2002.



Extrabudgetary Requirements and Expenditure in 2002

Headquarters Core Activities and Projects

CORE ACTIVITIES	Extrabudgetary Requirements 2002	Expenditures 2002
Office of the USG, ERC, and Director New York	612,354	596,808
Office of the Director of OCHA Geneva/AERC	567,300	459,079
Executive Office – New York	513,872	819,768
Common Costs – New York	454,260	407,178
Administrative Office – Geneva	1,821,800	1,390,815
Common Costs – Geneva	492,000	1,483,583
IASC/ECHA Secretariat	641,386	369,454
Response Coordination Branch (RCB)	4,701,600	2,963,670
Emergency Services Branch (ESB)	299,000	278,084
Humanitarian Emergency Branch (HEB)	1,688,898	800,507
Policy Development and Studies Branch (PDSB)	2,190,705	1,648,748
Advocacy, External Relations, and Information Management Branch (AERIMB)	4,566,594	2,623,209
Subtotal for Core Activities	US\$18,549,769	US\$13,840,903 ¹
PROJECTS	Extrabudgetary Requirements 2002	Expenditures 2002
ReliefWeb	1,414,972	924,123
Humanitarian Impact of Sanctions/Protection of Civilians	402,280	115,726
Public-Private Partnerships	170,291	0
Lessons Learned and Evaluations	203,400	53,033
Field Information Support	896,700	243,048
Chernobyl	150,200	125,148
CAP Strengthening	824,500	849,049
Staff Development and Learning	787,300	456,663
Field Coordination Support Section	1,545,900	1,212,263
Military, Civil Defence, and Logistics Support	1,694,500	1,178,680
Environmental Emergency Services	135,600	159,185
Emergency Telecommunications	261,600	191,091
Internal Displacement Unit	2,036,385	1,433,876
Surge Capacity	437,100	833,734
Subtotal for Headquarters Projects	US\$10,960,728	US\$7,775,619 ²
Total for OCHA Headquarters	US\$29,510,497	US\$21,616,522 ³

¹ Consists of expenditure of US\$10,110,462 under the Trust Fund for Strengthening of OCHA and US\$3,730,440 under Special Account for Programme Support.

² Consists of expenditure of US\$706,986 under DD, US\$125,148 under the Trust Fund for Chernobyl, US\$317,762 under the Special Account for Programme Support, and US\$6,625,723 under the Trust Fund for Disaster Relief.

³ Does not include US\$2,490,820 for expenses related to the Logistics Unit and the Brindisi Warehouse Operation.



Field Coordination Activities¹

AFRICA AND THE MIDDLE EAST	Extrabudgetary Requirements 2002	Expenditures 2002
Angola	4,289,580	5,040,201
Burundi	1,043,690	840,915
Democratic Republic of Congo	3,385,578	2,644,928
Eritrea	814,898	733,452
Ethiopia	621,262	642,369
Guinea	934,686	667,370
Liberia	515,317	654,453
Mozambique	139,201	182,949
occupied Palestinian territory	517,054	495,644
Regional Support Office – Central and East Africa	1,706,160	858,852
Regional Disaster Response Advisor Southern Africa	238,291	226,370
Regional Support Office – West Africa	700,871	379,677
Sierra Leone	1,145,463	1,065,877
Somalia	749,481	466,074
Sudan	1,847,034	1,798,023
Uganda	642,095	662,780
Subtotal for Africa	US\$19,290,661	US\$17,359,934
ASIA	Extrabudgetary Requirements 2002	Expenditures 2002
Democratic People's Republic of Korea	329,149	371,766
Indonesia	1,572,301	1,396,961
Regional Disaster Response Advisor – Asia	894,168	374,651
Regional Disaster Response Advisor – Pacific	212,301	188,801
Tajikistan	396,393	394,106
Subtotal for Asia	US\$3,404,312	US\$2,726,285
EUROPE	Extrabudgetary Requirements 2002	Expenditures 2002
Georgia	545,092	777,621
Russian Federation	1,415,300	1,448,877
Southeastern Europe	1,805,422	1,260,340
Subtotal for Europe	US\$3,765,814	US\$3,486,838
AMERICAS AND THE CARIBBEAN	Extrabudgetary Requirements 2002	Expenditures 2002
Colombia	342,985	168,758
Regional Disaster Response Advisor – Latin America and the Caribbean	392,385	249,258
Subtotal for Latin America and the Caribbean	US\$735,370	US\$418,016
Integrated Regional Information Network (IRIN)	US\$4,307,298	US\$4,617,966
Total for OCHA Field Offices	US\$31,503,455	US\$28,609,039
GRAND TOTAL	US\$61,013,952	US\$50,225,561

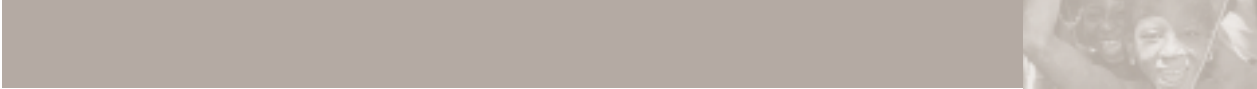
¹ Afghanistan is not part of OCHA in 2002, therefore it is not included in this table. Afghanistan operations, however, are included in Part III Field Coordination Activities.



Donor Contributions in 2002

SOURCE OF CONTRIBUTIONS	Trust Fund for Disaster Relief	Trust Fund for the Strengthening of OCHA	TOTAL
1 United Kingdom	9,842,324	5,594,782	15,437,106
2 USA	10,311,575	2,400,000	12,711,575
3 Netherlands	6,987,926	593,508	7,581,434
4 Sweden	5,776,586	885,953	6,662,539
5 Norway	4,999,652	799,211	5,798,863
6 Italy	4,607,320	205,401	4,812,721
7 ECHO	1,934,972	505,415	2,440,387
8 Canada	1,857,378	565,772	2,423,150
9 Switzerland	1,340,418	1,081,483	2,421,901
10 Australia	1,142,899	715,235	1,858,134
11 Ireland	1,259,661	0	1,259,661
12 Denmark ¹	1,107,022	0	1,107,022
13 Belgium	469,484	493,056	962,540
14 Japan	400,000	300,000	700,000
15 Finland	46,872	415,573	462,445
16 OPEC	344,894		344,894
18 France	304,834		304,834
19 Luxembourg	253,205	50,000	303,205
20 NGOs	211,975		211,975
21 Austria	169,782		169,782
22 Spain		117,911	117,911
23 Greece	80,000	15,000	95,000
24 New Zealand		83,782	83,782
25 Liechtenstein	67,114		67,114
26 Private Donations	52,111		52,111
27 India	50,000		50,000
28 Brunei Darussalam	27,400		27,400
29 Germany		27,090	27,090
30 China		20,000	20,000
31 Singapore		20,000	20,000
32 Czech Republic	18,000		18,000
33 Estonia	16,670		16,670
TOTAL	US\$53,680,074	US\$14,889,172	US\$68,569,246

¹ Contains contribution from Denmark for US\$1,107,022 received late in 2002 and not recorded in the official financial statement for 2002.



PART II

HEADQUARTERS CORE ACTIVITIES AND PROJECTS



Executive Management

Office of the Under-Secretary-General (USG) and Emergency Relief Coordinator (ERC), Deputy Emergency Relief Coordinator (DERC), Assistant Emergency Relief Coordinator, and Director of the New York Office

Background

Led by the USG /ERC, Executive Management is responsible for global OCHA policy and programming. The USG is the key advisor to the Secretary-General on humanitarian affairs, heads the Inter-Agency Standing Committee (IASC), and chairs the Executive Committee on Humanitarian Affairs (ECHA). He also oversees the International Strategy for Disaster Reduction (ISDR) and the Internally Displaced Persons Unit.

Objectives

- Coordinate rapid, effective response to and mobilise support and resources for major humanitarian emergencies and disasters, ensuring effective cooperation with field-based humanitarian, political, and peacekeeping components of the UN system and with governments and organizations internationally.
- Lead the IASC and ECHA mechanisms and oversee implementation of their recommendations.
- Create awareness of humanitarian issues and facilitate international cooperation on internal displacement.
- Strengthen strategic planning cycle, including programme planning and budgeting.
- Provide strong leadership, vision, and a service-based orientation that supports humanitarian action.

Activities

- Through field missions and regular briefings at the Security Council, actively engaged in humanitarian diplomacy and advocacy with parties in conflict and member states, including negotiating access and security arrangements on behalf of the humanitarian community at the field level.
- Launched Consolidated Appeals for 22 countries requesting \$4.3 billion.
- Continued to strengthen the CAP as the premier strategic planning and resource tool for humanitarian emergencies, including developing an action plan to improve the quality and consistency of the appeals.
- Conducted contingency planning for Iraq.
- Held global Humanitarian Coordinator retreat.

Expenditure Breakdown	Office of the USG New York	Office of the Director Geneva	TOTAL
This table indicates expenditures for activities in 2002.			
Staff Costs	178,615	267,874	446,489
Consultant Fees and Travel	97,291	8,190	105,481
Travel	264,161	114,680	378,841
Operating Expenses	-	-	-
Contractual Services	-	-	-
Supplies, Materials, Furniture, and Equipment	-	-	-
Fellowships, Grants, and Contributions	-	-	-
Programme Support Costs	56,741	68,335	125,076
Total Expenditures	US\$596,808	US\$459,079	US\$1,055,887



- Assessed impact of the change management process through a mid-term review of managerial and administrative systems and then reviewed the strategic plan 2001-2002 identifying outstanding commitments and lessons learned.
- Supported Resident/Humanitarian Coordinators particularly in responding to the needs of the internally displaced.
- Strengthened linkages with regional bodies and entities by establishing the Humanitarian Information Liaison Group to structure the dialogue with G-77 countries and continuing consultations with European Union entities on creating complementarity in emergency coordination.
- Continued dialogue with donor countries through regular and ad-hoc briefings of the Humanitarian Liaison Working Group in New York and Geneva.
- Promoted the work on protection of civilians and prevention of sexual exploitation and abuse in humanitarian crises.
- Developed an advocacy strategy to increase international awareness of humanitarian issues.

Achievements

- Coordinated responses to some 25 complex emergencies and 67 natural disasters and conducted field missions to review humanitarian response and coordination mechanisms.

- Led the inter-agency contingency planning process in at-risk countries.
- Standardized core functions of field offices and strengthened information management functions through Humanitarian Information Centers.
- Increased agency and donor-buy in to the Consolidated Appeals Process.
- Improved surge capacity with an emergency response roster for immediate field deployment.
- Established the ISDR Support Group, streamlining ISDR network management.
- Developed policy and advocacy initiatives, tools, and services for the field.
- Incorporated the 2003-2005 strategic planning framework into OCHA's broader planning cycle and addressed outstanding departmental priorities through the new Implementation Group.

Lessons learned

- Administrative and logistic support requires further improvement.
- Need to develop a more predictable and sustainable mechanism for core funding and field offices in forgotten emergencies.
- Cash flow issues need to be addressed in close collaboration with donors.



Executive and Administrative Offices, New York and Geneva

Background

As the focal point in OCHA for financial, personnel, and general administration, the Executive Office (EO) assists the Under-Secretary-General/Emergency Relief Coordinator with administrative responsibilities. The EO includes the administrative office in New York and is supported by the administrative office in Geneva.

Objectives

- Enhance support services to OCHA and ensure that they are cost effective, of high quality, and timely.
- Support management in its implementation of the Management Change, including the development and consolidation of critical management tools that are key to OCHA's operations.

Activities

- Coordinated the preparation of OCHA's programme budget for the biennium 2004-2005, including the development of a mechanism for monitoring and reporting on performance indicators and achievements.
- Established mechanisms for filling field posts, including an improved system for staff selection; launched a review of terms and conditions for field staff service; introduced an information mechanism to give field staff a better understanding of their contractual arrangements and entitlements.

- Developed human resources policies and a database on staff competencies, geographical representation, gender mainstreaming, etc., to better support management.
- Enhanced management by implementing a financial accounting system.
- Supported the closure of the UNOCHA, its liquidation, and integration into UNAMA.
- Provided administrative, financial, personnel, and support to OCHA.

Achievements

- Developed policies, mechanisms, and tools that helped management and staff to plan, implement, and monitor their activities more effectively.
- Developed HRM initiatives that enhanced staff morale and productivity.
- Provided efficient financial management that enabled more effective use of resources and reporting.

Lessons learned

- Enhanced administrative support has resulted in more effective implementation of OCHA's programs and activities.
- OCHA's heavy reliance on extrabudgetary funding and the disparities between its mandate and UN rules and procedures have complicated work, hindered planning, and necessitated shifts in priorities, contributing to delays in the delivery of support services.

Expenditure	New York		Geneva		TOTAL
	EO	Common Costs	AO	Common Costs	
This table indicates expenditures for activities in 2002.					
Staff Costs	771,482	155,392	1,251,603	98,869	2,277,346
Consultant Fees and Travel	0	0	43,510	0	43,510
Travel	0	63,136	0	29,246	92,382
Operating Expenses	0	143,656	0	40,793	184,449
Contractual Services	0	447	0	0	447
Supplies, Materials, Furniture, and Equipment	0	20,897	0	54,606	75,503
Fellowships, Grants, and Contributions	0	0	0	1,178,470	1,178,470
Programme Support Costs	48,286	23,650	95,702	81,599	249,237
Total Expenditures	US\$819,768	US\$407,178	US\$1,390,815	US\$1,483,582	US\$4,101,343



Staff Development and Learning Project

Background

The Geneva-based Staff Development and Learning (SD&L) Project was established in 2000 to address longstanding staff development and learning concerns for staff at headquarters and in more than 27 field offices.

Objectives

- Identify organizational staff development and training needs, develop customized training programmes, evaluate impact, and ensure continuous improvement.

Achievements

- Conducted three Emergency Field Coordination Training (EFCT) workshops and the resulting evaluation data were used to introduce new modules. EFCT is now a mature project and on track to becoming a highlight in the relief work training calendar.
- Consulted with ICRC and UNHCR on their staff psychosocial support model, and then drafted and tested a questionnaire to identify an optimal support model for OCHA staff.

- Developed a model for a Training Management System to centralise all training-related information and provide a cohesive approach to staff development; the information is also disseminated in a monthly newsletter.
- Supported a competency-based mapping exercise to evaluate priorities and training gaps among RCB staff; organized orientation seminars for new Geneva-based staff.

Lessons learned

- Close collaboration with other training partners has been a critical means of developing a more integrated approach to training.
- SD&L has benefited tremendously from the training models and materials of other agencies and will develop an orientation kit for new field staff.

Expenditure Breakdown

This table indicates expenditures for activities in 2002.

Staff Costs	222,478
Consultant Fees and Travel	126,085
Travel	13,251
Operating Expenses	0
Contractual Services	1,885
Supplies, Materials, Furniture, and Equipment	0
Fellowships, Grants, and Contributions	40,428
Programme Support Costs	52,536
Total Expenditures	US\$456,663



IASC/ECHA Secretariat

Background

Established in 1992, the Inter-Agency Standing Committee (IASC), under the chairmanship of the Emergency Relief Coordinator (ERC), brings together 17 humanitarian agencies including UN agencies, the International Organization for Migration, the Red Cross Movement, and three representatives of international non-governmental organizations to shape humanitarian policy and improve emergency response. The Executive Committee for Humanitarian Affairs (ECHA), also chaired by the Emergency Relief Coordinator, is one of the four executive committees created by the Secretary-General within the framework of UN Reform. The IASC Working Group is composed of senior agency representatives and acts as the inter-agency forum for consultations on all aspects related to humanitarian issues.

Objectives

- Facilitates and manages inter-agency consultation on humanitarian strategic and operational issues.
- Monitors the implementation of the IASC work plan and is responsible for inter-agency consultation on Humanitarian Coordinator appointments.

Activities

- Focused on the situations in the occupied Palestinian territory and Southern Africa, preparedness for an Iraq crisis, collective action to ensure protection from sexual exploitation and abuse, and collaboration between humanitarian and military actors.
- Ten subsidiary bodies worked on the consolidated appeals process, contingency planning, emergency telecommunications, gender and humanitarian assistance, HIV/AIDS in emergency settings, human rights and humanitarian action, protection from sexual exploitation and abuse in humanitarian crisis, sanctions, small arms, and training issues.
- Ensured close coordination with the Secretariat of the other Executive Committees, namely with UNDG and ECPS.
- The AERC chaired the IASC Working Group.

Achievements

- Worked with Humanitarian Coordinators to endorse and implement an action plan to strengthen the IASC and improve effectiveness and linkages with the field.
- Managed and organized the work of both committees in 2002, including focusing on broad-based consultation with all IASC members on key humanitarian issues.
- Dismantled the Reference Group on Small Arms at the end of 2002 after its objectives were completed.

Lessons learned

- The immediate response to accusations of sexual abuse illustrated the importance of flexible inter-agency mechanisms and common standards.
- The IASC needs to find innovative ways to engage field staff in a meaningful dialogue without increasing the demands placed on the Humanitarian Coordinators.

Expenditure Breakdown	New York	Geneva	TOTAL
This table indicates expenditures for activities in 2002.			
Staff Costs	330,558		330,558
Consultant Fees and Travel			0
Travel	10,794	14,764	25,558
Operating Expenses			0
Contractual Services			0
Supplies, Materials, Furniture, and Equipment			0
Fellowships, Grants, and Contributions			0
Programme Support Costs	11,419	1,919	13,338
Total Expenditures	US\$352,771	US\$16,683	US\$369,454



Response Coordination Branch

Background

The Response Coordination Branch (RCB) plays the leading role in the mobilisation and coordination of international assistance for complex emergencies and natural disasters. It supports field presences and the CAP and manages donor relations. RCB works closely with the Emergency Services Branch (ESB) and the Humanitarian Emergency Branch (HEB).

Objectives

- Improve mechanisms for emergency response to conflict.
- Strengthen preparedness, response, and policy development for natural disasters and complex emergencies.
- Strengthen the impact of the CAP and develop web-based information tools for financial tracking.

Activities

- Strengthened field office management and worked with the Administrative Office to improve management policies relating to the field.
- Contributed to emergency roster deployments and played a key role in responses in Afghanistan and southern Africa.
- Focused mobilisation for complex emergencies by defining and implementing exit strategies.
- Improved support to natural disaster response by increasing RDRA capacities and training of staff in natural disaster response.
- Led the Consolidated Appeals Process (CAP).
- Convened coordination meetings with Permanent Missions and UN agencies in Geneva and organised multi-donor missions to affected areas.
- Improved the Financial Tracking System.

Achievements

- Maintained over 30 field presences with direct RCB support.
- The CAP resulted in a coordinated strategy for the 25 most challenging complex-emergency response operations in 2002 and the launch of 20 appeals.
- Coordinated response to 88 natural disasters and 29 appeals for international assistance.

- Established new coordination mechanisms in the DRC; Afghanistan; southern, central/eastern, and western Africa; and substantially reduced OCHA presence in southeastern Europe.
- Contributed to contingency planning, notably in the Middle East.
- Dedicated two RCB staff to field surge capacity.
- Conducted 16 field CAP-training workshops for 500 humanitarian colleagues.
- Developed an IASC action plan to improve the CAP process and begin an analysis of humanitarian funding trends.

Lessons learned

- OCHA has made improvements in recruiting, orienting, and training of new field staff but can make more progress.
- It is important to develop closer links with the UNDP Bureau for Crisis Prevention and Recovery to build on collaboration in the post-emergency transition.

Expenditure Breakdown

This table indicates expenditures for activities in 2002.

Staff Costs	2,534,674
Consultant Fees and Travel	20,185
Travel	165,878
Operating Expenses	3,065
Contractual Services	-
Supplies, Materials, Furniture, and Equipment	-
Fellowships, Grants, and Contributions	-
Programme Support Costs	239,869
Total Expenditures	US\$2,963,670



Humanitarian Emergency Branch

Background

The Humanitarian Emergency Branch (HEB), in close collaboration with other branches of OCHA, supports the USG/ERC in ensuring a rapid, effective, and coordinated response to complex emergencies and natural disasters. HEB serves as the principal advisor to the USG/ERC in dealings with the Executive Office of the Secretary-General, the Security Council, the General Assembly, other UN and inter-governmental bodies, representatives of member states, and the political, peacekeeping, and security arms of the Secretariat, UN agencies, and NGOs.

HEB monitors and analyses the humanitarian situation in crisis countries and serves as the point of contact for UN Humanitarian Coordinators with the USG/ERC and OCHA New York. It leads or participates in inter-agency assessment missions and contributes to surge capacity and the Emergency Response Roster.

Objectives

- Promote a cohesive approach and maximise the impact of the humanitarian community in terms of response and practical interventions.
- Bring a humanitarian perspective to decision-making on overall UN strategy.
- Advise the USG/ERC on humanitarian crises and affected countries, early warning, and preparedness in countries of potential concern.
- Strengthen consultation and coordination mechanisms with the political, peacekeeping, security, and public information functions of the Secretariat, UN agencies, NGOs, and the donor community in New York.

Activities

- Supported the USG/ERC in engagement of the Security Council on humanitarian concerns.
- Provided analytical advice to the inter-departmental Framework for Coordination on early warning in countries of potential concern, including Cote d'Ivoire, Guyana, Myanmar, Nepal, Venezuela, and Zimbabwe.
- Consulted on the mandate, duration, and structure of UN missions in crisis countries through participation in task forces and working groups focused on Afghanistan, Angola, DRC, and Sierra Leone.

- Contributed to improving the operating environment and emergency programming through advocacy with member states.

Achievements

- Helped design the Relief, Rehabilitation, and Reconstruction pillar of the new UN Assistance Mission in Afghanistan.
- Maintained an uninterrupted food aid pipeline to DPRK where more than six million children were at risk of starvation.
- Contributed to improving the operating environment for UN agencies and their partners in Afghanistan (civilian-military liaison), DPRK (satellite communications and medical evacuation), and Sudan (humanitarian access).
- Contributed to preparedness planning in the Middle East for a possible conflict in Iraq.
- Supported missions by the ERC to Angola, Central Asia, DPRK, Ethiopia, and Sudan; by the DERC to the DRC and Burundi; and by the AERC to Angola and occupied Palestinian territory, leading to significant response initiatives (a UNICEF/WFP nutrition survey in the DPRK) and improvements in the operating environment (Afghanistan, Central Asia, DPRK, and Sudan).
- Supported the Personal Envoy of the Secretary-General, Ms. Catherine Bertini, whose report on the occupied Palestinian territory was a strong advocacy tool for the Security Council.

Lessons learned

- Donors and agencies have welcomed the preparedness planning around a potential crisis in the Middle East, but finding mechanisms to fund preparedness remains a challenge.

Expenditure Breakdown

This table indicates expenditures for activities in 2002.

Staff Costs	475,452
Consultant Fees and Travel	10,100
Travel	239,051
Operating Expenses	-
Contractual Services	-
Supplies, Materials, Furniture, and Equipment	-
Fellowships, Grants, and Contributions	-
Programme Support Costs	75,904

Total Expenditures US\$800,507



CAP Strengthening Project

Background

The Consolidated Appeals Process (CAP) facilitates effective and efficient responses to emergencies by fostering collaboration among key humanitarian agencies to develop joint needs assessments, formulate common humanitarian action plans, and mobilise emergency resources.

Objectives

- Ensure the most efficient and effective programming of resources in the field.
- Achieve a predictable funding base for the humanitarian community.
- Strengthen the CAP so that it is more inclusive and streamlined.

Activities

- Facilitated 20 inter-agency workshops for more than 550 participants and developed inter-agency technical guidelines.
- Provided surge support in developing humanitarian action plans (Colombia, Southern Africa).
- Improved the CAP performance framework, revising the mid-year review format to highlight the impact of lack of funding and analyse global trends in humanitarian financing.
- Encouraged CAP country teams to assess CAP strategy and programs with stakeholders.
- Developed a plan of action to strengthen advocacy, resource mobilisation, and performance.
- Launched the 2003 Consolidated Appeals in Bern, Brussels, Canberra, The Hague, Luxembourg, Tokyo, Washington, and New York, highlighting the fragile transition period from humanitarian relief to recovery.
- Developed advocacy materials to raise awareness of both the CAP and humanitarian issues.

Achievements

- Improved understanding of the CAP as a strategic coordination and planning tool through training.
- Strengthened recognition and use of the CAP among humanitarian workers through partnerships, such as the SPHERE Minimum Standards in Disaster Response.

- Promoted common understanding of the CAP methodology and facilitated inter-agency analysis of context, response plans, and monitoring and evaluation.
- Increased awareness and ownership among key stakeholders as reflected by CAP guidelines in partner agency training and materials (e.g., UNHCR, UNICEF, WFP) and by recognition of the CAP as a critical coordination tool at the Montreux donor meeting.

Lessons learned

- Improved technical standards have not increased CAP funding.
- During the decade since the first CAP was launched, it has become clear that more resources must be dedicated to training, field support, and inter-agency advocacy.
- CAP should remain a field-driven process.
- Training for Humanitarian Coordinators and OCHA staff should remain a priority.

Expenditure Breakdown

This table indicates expenditures for activities in 2002.

Staff Costs	532,517
Consultant Fees and Travel	161,920
Travel	74,579
Operating Expenses	300
Contractual Services	21,663
Supplies, Materials, Furniture, and Equipment	7,007
Fellowships, Grants, and Contributions	0
Programme Support Costs	51,063
Total Expenditures	US\$849,049



Emergency Services Branch

Background

The Emergency Services Branch (ESB) focuses on developing OCHA's capacity to expedite and enhance the provision of international assistance to victims of disasters and emergencies. ESB provides tools for coordinating international relief activities, including the mobilisation and deployment of rapid response personnel and assets. ESB is divided into five units.

Objectives

- Develop and effectively and speedily use existing emergency response tools to maximize response to and mitigate the consequences of disasters and emergencies.

Activities

- Managed the UN Disaster Assessment and Coordination (UNDAC) Team, a network of rapid-response teams deployed to emergency sites and the International Search and Rescue Advisory Group (INSARAG), for which the FCSS within ESB acts as the Secretariat.
- Maintained "Surge Capacity", a roster of staff who can be deployed quickly.

- Coordinated the use of military and civil defence assets in humanitarian operations.
- Provided specialized assistance in environmental emergencies.
- Managed a database of available relief personnel and supplies.
- Maintained a stockpile of basic survival items in the UN Humanitarian Response Depot in Brindisi, Italy.

Achievements

- Updated training tools.
- Established and operationalised the Emergency Response Roster.
- Standardised bilateral agreements for the rapid deployment of outside experts with a number of countries.

Lessons learned

- Concentrating emergency response tools within ESB has proven successful, but these tools can be used more effectively within both OCHA and the system as a whole.



Expenditure Breakdown

This table indicates expenditures for activities in 2002.

Staff Costs	162,764
Consultant Fees and Travel	614
Travel	8,636
Operating Expenses	0
Contractual Services	0
Supplies, Materials, Furniture, and Equipment	0
Fellowships, Grants, and Contributions	0
Programme Support Costs	106,070
Total Expenditures	US\$278,084



Field Coordination and Support Services Project

Background

The Field Coordination Support Section (FCSS) manages four OCHA response tools and networks: the UN Disaster Assessment and Coordination (UNDAC) System, the Secretariat of the International Search and Rescue Advisory Group (INSARAG), Surge Capacity, and the Virtual On-Site Coordination Centre (VOSOCC).

Objectives

- Mobilise UNDAC missions 12-24 hours after the onset of a crisis.
- Provide UNDAC training for regional teams.
- Ensure implementation of UNDAC recommendations, including the integration of G-77 and other countries.
- Develop surge capacity and VOSOCC.
- Support the development of regional INSARAG groups and a legal framework for international USAR operations.

Activities

- Deployed 13 UNDAC missions and added local regional disaster management experts to UNDAC teams.
- Organised training activities and established an UNDAC Advisory Board.
- Provided information via VOSOCC to a wide audience in immediate post-disaster phase.
- Established surge capacity linkages to resources.
- Facilitated the adoption of General Assembly Resolution 57/150 to strengthen international urban search and rescue assistance.

Achievements

- Conducted two UNDAC induction and three UNDAC refresher courses.
- Organised regional INSARAG meetings on urban search and rescue for personnel from 50 countries.
- Organised an Asia/Pacific region urban SAR exercise in Singapore and an annual USAR Team Leaders Seminar.
- Mobilised personnel for offices in Sierra Leone, Uganda, the Occupied Palestinian Territory, Indonesia, and Malawi.
- Managed the internal OCHA emergency response roster and deployed OCHA staff to Iran and Uganda.

- Provided real-time information to humanitarian staff via the VOSOCC.

Lessons learned

- UNDAC and INSARAG proved valuable for capacity building in disaster-prone countries.
- Staff skills and the system's geographical base need to be constantly diversified.
- A smooth transition from emergency coordination to rehabilitation and reconstruction is critical.

Expenditure Breakdown

This table indicates expenditures for activities in 2002.

Staff Costs	729,040
Consultant Fees and Travel	92,594
Travel	183,499
Operating Expenses	0
Contractual Services	40,982
Supplies, Materials, Furniture, and Equipment	26,140
Fellowships, Grants, and Contributions	544
Programme Support Costs	139,464
Total Expenditures	US\$1,212,263



Military, Civil Defence, and Logistics Support Project

Background

Designed to facilitate response and coordinate access to and use of international military and civil defence assets in countries hit by humanitarian emergencies, the Military, Civil Defence, and Logistics Support (MCDU) Project manages the OCHA component of the warehouse in Brindisi, Italy, for rapid deployment of material support. MCDU also maintains the Central Register of Disaster Management Capacities, a database of non-commercial resources for humanitarian use. The unit was created in 1994 and assumed management of the OCHA component of the UN Humanitarian Response Depot (UNHRD) in Brindisi in 2001.

Objectives

- Run the UN Civil-Military Coordination (UN-CMCoord) courses.
- Coordinate UN agency participation in major exercises with humanitarian scenarios.
- Implement the principles of the Oslo Guidelines.

Activities

- Conducted courses in cooperation with NATO/Partnership for Peace programme, held the first UNAMA CMCoord Workshop in Dubai for 24 participants, and collected field data in Afghanistan for a UN pre-deployment course.
- Responded to requests concerning floods in the Czech Republic (4), unexploded ordnance in Nigeria (1), volcanic eruption in DRC (2), and deployed UN-CMCOORD trained officers.
- Participated in planning and conduct of 11 humanitarian relief exercises involving military and civil defence resources.

Achievements

- The arrival of a Civil Defence Officer allowed the unit to be involved in dedicated civil defence exercises that were not on its work plan, adding a new dimension to the unit's work.
- MCDU's course database lists 626 trained persons, with 190 at the highest level, attracting some of the humanitarian community's best talent. The courses are attracting increasing support from member states and regional organisations.

- Completed endorsement of the revised guidelines without additional resources.
- Underwent successful evaluation.

Logistics Support Unit facilitates and enhances the provision of emergency relief by stockpiling life-saving goods for rapid dispatch in new disasters.

Activities

- Shipped 153,860 kgs of non-food items; most of the consignments were sent to regions affected by natural disasters, in particular earthquakes and floods. The largest share of goods were purchased or distributed with support from three donors.
- Raised awareness among OCHA staff about the facilities Brindisi offers.

Achievements

- The WFP has taken over the management of the UN Humanitarian Response Depot (UNHRD) and is in charge of handling and storage of OCHA's goods and the organisation of dispatch operations.
- Established a good working relationship with the International Civil Defence Organisation.
- The cooperation between OCHA and WFP could be used as a model for other collaborations.

Expenditure Breakdown

This table indicates expenditures for activities in 2002.

Staff Costs	799,564
Consultant Fees and Travel	72,444
Travel	96,471
Operating Expenses	24,319
Contractual Services	0
Supplies, Materials, Furniture, and Equipment	7,895
Fellowships, Grants, and Contributions	0
Programme Support Costs	177,987
Total Expenditures	US\$1,178,680



Emergency Environmental Services Project

Background

The Emergency Environmental Services (EES) project coordinates assistance for environmental emergencies and natural disasters. In collaboration with RCB, EES also develops and provides preparedness training and tools to help countries respond to emergencies and works to strengthen the international environmental response network.

Objectives

- Facilitate rapid response to natural disasters and or environmental emergencies by providing information and creating awareness of the dimension of the crisis.
- Channel funding and disburse emergency grants to dispatch teams for assessment, coordination, and information management as well as to mobilise military and/or civil defence assets.

Activities

- Recorded more than US\$125 million cash and in-kind contributions (from Canada, Denmark, France, Italy, Luxembourg, Netherlands, Norway, Sweden, Switzerland, and United Kingdom), of which US\$4.5 million was channelled through OCHA.
- Disbursed US\$697,200 in emergency grants.
- Dispatched 13 UNDAC missions on four continents in response to volcanic eruptions, earthquakes, weather-related disasters, toxic spills, dam bursts, and an ammunition dump explosion.
- Mobilised military and civil defence assets for emergencies in DRC and the Czech Republic.
- Shipped 154 metric tons of relief goods from the UNHRD in Italy for disasters in Afghanistan, Albania, Chile, DRC, Iran, and Syria.
- As INSARAG Secretariat, facilitated adoption of UN General Assembly Resolution 57/150 on 'Strengthening the effectiveness and coordination of international urban search and rescue assistance', co-sponsored by 58 member states.

Achievements

- Improved rapid response by developing an internal emergency response roster, activating the Surge Capacity project, and broadening external surge capacity arrangements with donors and partners.
- UNDAC's internal review clarified its role and functions to collaborating partners.

Lessons learned

- An integrated crisis response can mobilise immediate contributions to enable humanitarian actors to respond without delay.

Expenditure Breakdown

This table indicates expenditures for activities in 2002.

Staff Costs	25,666
Consultant Fees and Travel	75,172
Travel	23,991
Operating Expenses	0
Contractual Services	3,584
Supplies, Materials, Furniture, and Equipment	12,459
Fellowships, Grants, and Contributions	0
Programme Support Costs	18,313
Total Expenditures	US\$159,185



Emergency Telecommunications Project

Background

The Emergency Telecommunications Project improves inter-agency coordination and facilitation of the telecommunications networks required for information management in humanitarian assistance.

Objectives

- Apply appropriate telecommunications technologies to support OCHA's field activities.
- Ensure the inter-operability of field telecommunications equipment.
- Represent the interests of humanitarian telecommunications users to the telecommunications industry, manufacturers, and service providers.

Activities

- Reduced costs through use of most appropriate technologies and services, represented the humanitarian community at major international conferences, and focused on applications of new and advanced technologies and standardising international radio communications.
- Chaired the editorial committee working on a second edition of the *Handbook on Disaster Communications*.

- Supported the Emergency Relief Coordinator in advocating for the application of the Tampere Convention, which facilitates the use of telecommunications in international humanitarian operations.

Achievements

- Identified private funding that sponsored field connectivity through a gateway now installed in Brindisi, Italy, linking temporary mobile field networks to the international public telecommunications systems.
- Improved coordination among missions and field offices by introducing and using more appropriate equipment and cost-effective services.

Lessons learned

- Reduced duplication of efforts by building partnerships and coordinating operational planning.
- Applied experiences from Afghanistan operations were applied early in the preparations for a possible crisis in the Middle East.
- The project was hampered by a lack of resources, particularly in supporting the secretariat of the IASC Reference Group.



Expenditure Breakdown

This table indicates expenditures for activities in 2002.

Staff Costs	128,638
Consultant Fees and Travel	4,905
Travel	23,155
Operating Expenses	0
Contractual Services	277
Supplies, Materials, Furniture, and Equipment	12,132
Fellowships, Grants, and Contributions	0
Programme Support Costs	21,984
Total Expenditures	US\$191,091



Internal Displacement Unit

Background

The Internal Displacement Unit (IDU) was established in January 2002 by the Emergency Relief Coordinator and approved by the UN Secretary-General and the IASC to ensure a predictable and concerted response among humanitarian actors to the problems of internal displacement.

Objectives

- Promote system-wide improvements in the response to internal displacement and provide targeted support to specific country situations.
- Support and guide humanitarian actors and provide training on internally displaced persons (IDPs).
- Build strategic partnerships and increase global awareness of internal displacement issues.

Activities

- Visited major displacement situations, assessed needs, and provided technical advice on protection and transitional issues.
- Began a protection survey, in collaboration with the Representative of the Secretary-General on IDPs, to outline a comprehensive international IDP protection strategy.
- Trained more than 200 government officials, local authorities, and humanitarian and development agency representatives on strategies to address internal displacement crises.
- Developed print and web materials to enhance awareness of the IDP protection and assistance needs.
- Advocated for increased funding for IDP programmes by highlighting critical field mission funding gaps.

Achievements

- Conducted assessment in Afghanistan that prompted greater attention to protecting minority rights.
- Provided expert advice for the development of a humanitarian action plan in Colombia.
- Conducted training in Angola that led to the development of legislation incorporating the Guiding Principles.

Lessons learned

- Increased international awareness of and support for the plight of IDPs worldwide.
- Limited staff resources, competing priorities, and unforeseen requests complicated the balance between working on system improvements and providing targeted support.
- Creation of a fund to provide field operations with start-up funds is under consideration.
- In Indonesia, Federal Republic of Yugoslavia, and Sudan, training was an effective tool to promote dialogue and establish national IDP policies.

Expenditure Breakdown

This table indicates expenditures for activities in 2002.

Staff Costs	646,748
Consultant Fees and Travel	239,297
Travel	262,149
Operating Expenses	8,969
Contractual Services	0
Supplies, Materials, Furniture, and Equipment	31,972
Fellowships, Grants, and Contributions	80,044
Programme Support Costs	164,696
Total Expenditures	US\$1,433,876



Policy Development and Studies Branch

Background

Policy Development and Studies Branch (PDSB) develops and promotes policies, standards, and procedures that enable principled and effective humanitarian action in complex emergencies and natural disasters. PDSB supports field action and coordination and improves the effectiveness and accountability of humanitarian action through evaluations and studies.

Objectives

- Implement the Secretary General's recommendations on protecting civilians.
- Strengthen mechanisms and capacities for monitoring, assessing, and reporting on the humanitarian impact of sanctions.
- Collaborate with key stakeholders to develop and coordinate humanitarian policies in peace building and terms of engagement with armed groups.
- Strengthen operational guidelines by defining coordination and identifying key elements and determining how they adapt to differing contexts and populations.
- Implement a new three-year strategic monitoring and evaluation plan to improve accountability.

Achievements

- Facilitated negotiations that led to a resolution on strengthening coordination of humanitarian assistance.
- Supported dialogue on post-conflict transition issues, including clarifying the respective role and linkages between the CAP, common country assessment, and UN Development Assistance Framework.
- Provided policy tools and guidance to foster coherence, structure, and consistency in responses.
- Research on sexual exploitation and abuse led to system-wide efforts to improve humanitarian staff behavior and protect beneficiaries.
- Supported the development of enhanced security conditions for field staff and consistency in humanitarian standards across the UN system.
- Supported an inter-agency agreement revising the role of Humanitarian Coordinators.

Lessons Learned

- A humanitarian policy-setting group should be established to enable better inter-agency dialogue and more coherent policy development. A more unified policy forum is needed particularly in the context of monitoring the changing framework of humanitarian assistance.

Expenditure Breakdown

This table indicates expenditures for activities in 2002.

Staff Costs	1,098,681
Consultant Fees and Travel	198,358
Travel	188,534
Operating Expenses	1,386
Contractual Services	-
Supplies, Materials, Furniture, and Equipment	-
Fellowships, Grants, and Contributions	20,000
Programme Support Costs	141,789
Total Expenditures	US\$1,648,748



Humanitarian Impact of Sanctions Project

Background

During the 1990s, the use of sanctions increased dramatically within the UN system. Frequent use has raised questions about impact on civilian populations and humanitarian situations. The UN Security Council frequently requests impact assessments for current and potential sanction regimes. In 2002 OCHA began to standardize assessment methodology for determining impact before, during, and after sanctions.

Objectives

- Develop a standardized methodology for sanction assessments.

Activities

- Began consultations within the IASC, the UN Secretariat and other UN departments, Sanctions Committees of the Security Council, UN Country Teams, and NGOs in targeted countries.
- Consolidated feedback and presented pilot model, along with potential problems, to a broad range of relevant actors.

Achievements

- Initiated broad-based consultations within the humanitarian community that led to a concept paper and a detailed project outline. Both documents were shared and discussed with partner agencies and accepted and endorsed by IASC Reference Group on sanctions.
- The research phase of the project consolidated and expanded on existing studies focusing on the humanitarian impact of sanctions and reviewed existing assessment techniques and indicators to develop and operationalise a sanctions assessment methodology.

Lessons learned

- It is vital to incorporate broad-based consultations from the outset of such a project and communicate frequently with all agencies on progress. Regular communication is also important to ensure inter-agency buy-in.
- There is a great deal of expertise and experience within the humanitarian community that should be capitalized on. It is therefore important to ensure the continuous

and active involvement of humanitarian partner agencies throughout the project.

- There is a need for closer engagement with DPA and Security Council members to ensure the applicability and use of the proposed approach.

Expenditure Breakdown¹

This table indicates expenditures for activities in 2002.

Staff Costs	55,739
Consultant Fees and Travel	49,291
Travel	-
Operating Expenses	-
Contractual Services	-
Supplies, Materials, Furniture, and Equipment	-
Fellowships, Grants, and Contributions	-
Programme Support Costs	10,696
Total Expenditures	US\$115,726

¹ This breakdown includes expenses for Protection of Civilians Project.



Protection of Civilians Project¹

Background

OCHA has been mandated by the Security Council to develop a policy framework on the protection of civilians in armed conflict. By collaborating with humanitarian partner agencies and by mainstreaming protection issues into the policies and decision-making processes of Member States, OCHA will gradually develop the “culture of protection” called for by the Secretary-General.

Objectives

- Develop, with DPKO, mechanisms to ensure that the protection of civilians is incorporated into the design and implementation of peacekeeping operations.

Activities

- Supported the workshop involving OCHA, DPA, and DPKO to address effectiveness and adequacy of UNAMSIL’s mandate and review the protection needs of civilians.
- Held two discussions on how to implement the Secretary-General’s 54 recommendations on the protection of civilians.
- Held three regional workshops with key government and NGO representatives and academics.
- Prepared the Secretary-General’s third report on the protection of civilians to the Security Council, which was adopted on 26 November 2002.

Achievements

- Prepared, in consultation with DPKO, an aide-memoire that provides the Security Council with a basis for better analysis and diagnosis of priority protection issues during conflict, which the Council adopted in PRST/2002/6 on 15 March 2002.
- Developed standard operating procedures in conjunction with DPKO to facilitate the mainstreaming of protection concepts.

Lessons learned

- Policies formulated as concise diagnostic tools facilitate implementation of protection concepts among Member States and the Security Council.
- It is important to foster ties with other UN departments and agencies, to refine protection tools to reflect organizational realities, and involve Member States and a broad range of regional actors.

¹ Expenditure included in the Humanitarian Impact of Sanctions Project.



Public-Private Partnerships Project¹

Background

The private sector and civil society together play a vital role in conflict prevention, relief, and transition issues.

Objectives

- Clarify the role of the private sector in humanitarian relief.
- Establish guidelines on public-private sector cooperation in zones of conflict.
- Facilitate field testing of the UN-Ericsson “First on the Ground Partnership”, a dedicated capacity model to provide the UN system with mobile communications for disaster response.

Activities

- Developed model for a system-wide framework for public-private humanitarian partnerships.
- Enhanced guidelines through participation in the Global Compact “Zones of Conflict” dialogue and the DSG’s Task Force on Guidelines for public-private partnerships.
- Created a web site and guidelines for use by the private sector and field offices.
- Conducted inter-agency field testing of the UN-Ericsson partnership concept and continued negotiations on similar partnerships.

Achievements

- Created and chaired task force of business and UN staff to review the role of partnerships in the humanitarian sphere.
- Created a framework analysis as the basis for a system-wide platform of humanitarian values and concepts relating to public-private partnerships and the humanitarian sector; Global Compact office and UN Fund for International Partnerships adopted the framework.
- Strengthened the UN-Ericsson partnership through coordination work.
- Identified relevant partnerships between OCHA and the private sector and civil society.
- Created a web site that clarifies concepts of public-private partnerships and links to the Global Compact and UNFIP, UNICEF, WFP, and UNHCR.
- Designed tool kits that clarify principles and concepts.

Lessons learned

- Mainstreaming the concept of public-private partnerships has resulted in renewed interest and PDSB was asked to assist and advise on how to structure partnerships and draft aide-memoires.
- Negotiations with potential private sector partners can be protracted, so identifying partners already versed in humanitarian philanthropy is key.

¹ There are no expenditures because funds were received in December 2002.





Lessons Learned and Evaluation Studies Project

Background

The Change Management Process recognized that OCHA needs a stronger base for institutional learning, performance review, and incorporating lessons into policy and decision-making. OCHA therefore created the Evaluation and Studies Unit (ESU), which began operating in February 2002.

Objectives

- Implement a multi-year work plan for evaluations.
- Develop a set of methodologies for lessons learned studies.
- Evaluate system-wide coordination structures.
- Conduct an evaluation of OCHA's regional coordination arrangements.
- Review the Military and Civil Defense Unit.
- Review Consolidated Appeals funding.

Activities

- Launched a review of the IASC to allow the Emergency Relief Coordinator and the IASC membership to review current issues and determine appropriate action.
- Evaluated UNOCHA and OCHA coordination efforts during the Afghanistan crisis.

- Reviewed the Military and Civil Defense Unit.
- Reviewed CAP and disseminated results.
- The CAP unit completed the management review matrix and put an action plan in place.

Achievements

- Developed a three-year evaluation framework that was endorsed by donors.
- Study methodology was piloted in ESU/HEB study of the response to the Goma crisis; study results demonstrated the usefulness of standardised methodology.
- Disseminated the final report on UNOCHA and OCHA coordination efforts during the Afghanistan crisis.

Lessons learned

- Reviews, evaluation, and lesson-learned exercises should be conducted with broad, inter-agency support and engagement, draw on a cross-section of expertise, and include clear, actionable recommendations that are followed by management-endorsed action plans.

Expenditures Breakdown

This table indicates expenditures for activities in 2002.

Staff Costs	0
Consultant Fees and Travel	46,932
Travel	0
Operating Expenses	0
Contractual Services	0
Supplies, Materials, Furniture, and Equipment	0
Fellowships, Grants, and Contributions	0
Programme Support Costs	6,101
Total Expenditures	US\$53,033



Advocacy and External Relations

Background

As the focal point for advocacy within OCHA, Advocacy and External Relations (AERS) offices in New York and Geneva work to raise awareness and support for humanitarian action. AERS collaborates with the UN Secretariat and IASC partners to develop joint advocacy initiatives and responses to crises.

Objectives

- Develop strategies and mechanisms to improve public information and advocacy in cooperation with UN departments, agencies, NGOs, and other partners.

Activities

- Established new mechanisms for cooperation with the Group of 77 coordinators, including the Humanitarian Liaison Information Group.
- Maintained cooperation with regional organizations including the EU, NATO, OSCE, and the Council of Europe.
- Continued to implement the Fribourg Process by developing the concept of the OCHA/European Union Light Coordination Mechanism and fostering a memorandum of understanding on regional cooperation between the Governments of Greece and Turkey.
- Initiated discussions within the IASC to develop a concerted approach to advocacy for humanitarian crises.
- Wrote press releases and statements, arranged and gave interviews to international press on humanitarian issues.

Achievements

- Launched a branding process that included the development and production of print materials.
- Strengthened contacts with the business community through the Business Humanitarian Forum and, with the ICRC, created a Disaster Response Network within the World Economic Forum.
- Represented OCHA at public events.
- Organized briefings for permanent missions, governmental delegations, academics, and other groups..

Lessons learned

- Inadequate staffing of AERS constrained its effectiveness. With increased staffing at end 2002, the quality and delivery of outputs improved significantly.
- Streamlining staff functions and clarifying of the respective roles of AERS in New York and Geneva resulted in efficiencies and enhanced productivity.
- Senior management engagement in the development of the OCHA advocacy strategy assures greater institutional buy-in.





Chernobyl

Background

The Chernobyl nuclear power plant in Ukraine was the site of the world's single worst nuclear power accident in 1986. Because USSR authorities were not forthcoming following the accident, the populations of Belarus, the Russian Federation, and Ukraine developed a scepticism that lingers to this day. Since 1990, when Chernobyl was put on the UN agenda, the problem has evolved from one of emergency response to long-term development. Some 15 years after the accident, the UN mapped out a new process in which UNDP, UNICEF, and other development agencies play a more prominent role.

Objectives

- Coordinate efforts to study, mitigate, and minimize the consequences of the Chernobyl disaster by directing resources to those most in need and helping the affected populations to move from dependency on aid to self-sufficiency.

Activities

- Through visits to the region, the UN Coordinator and Deputy refocused attention on the problem and catalyzed and facilitated renewed cooperation between the UN and interested donors.
- Revealed report, "The Human Consequences of the Chernobyl Accident: A Strategy for Recovery", in New York following a humanitarian needs assessment. The document outlines a strategy that encompasses health, economic, social, and environmental initiatives as well as ongoing research.
- Working through the UN Resident Coordinators in the three most affected states, OCHA renewed policy dialogue with government agencies on strategy implementation, integrating UN activities with government initiatives, and strengthening local donor partnerships.

Achievements

- Spearheaded the creation of an International Chernobyl Research and Information Network to identify priorities for ecological and health research.

- Began work on a comprehensive database of assistance and research activities of the UN and its main partners and changed and updated its Chernobyl Internet information.
- Disbursed seed money to three pilot projects.

Lessons learned

- Internal evaluations of the extent of the disaster by the three affected countries has always been more pessimistic than that of the international community, and the discrepancy has had a negative effect on donor interest.
- Competition with more recent emergencies and natural disasters for donor funds, frequent personnel changes, inadequate coordination capacity, and a legacy of mistrust of government have all hampered assistance work.

Expenditure Breakdown

This table indicates expenditures for activities in 2002.

Staff Costs	65,250
Consultant Fees and Travel	45,500
Travel	-
Operating Expenses	-
Contractual Services	-
Supplies, Materials, Furniture, and Equipment	-
Fellowships, Grants, and Contributions	-
Programme Support Costs	14,398
Total Expenditures	US\$125,148



Information Management

Background

Within headquarters, information management functions are shared among several units including information technology and information analysis, which incorporates early warning and contingency planning (EWCP), ReliefWeb, and field information support. Information management and technology provide strategic advice, tools, and technical support to staff and the humanitarian community. EWCP supports better information analysis for early warning and contingency planning in complex emergencies and natural disasters. ReliefWeb and the field information support projects both facilitate information exchange by leveraging the Internet, geographic information systems, databases, and other tools.

Objectives

- Support and strengthen the international community's ability to collect, analyse, disseminate, and act on information and improve preparedness and response.
- Consolidate internal and external information systems and improve information access at headquarters and in field offices.
- Ensure that UN Country Teams are better able to foresee risks and threats of potential humanitarian crises and identify ways to mitigate or prevent them.

Activities

- Provided electronic connectivity to field offices in Skopje, Pristina, and Jakarta.
- Strengthened ICT presence in Geneva through appointment of an IM/IT officer.
- Developed and deployed drafting tools for CAP preparation and field use.
- Finalized and field tested a comprehensive set of early warning indicators.
- Distributed open source and internal reports on early warning indicators to inform and support joint UN system recommendations on prevention and preparedness.
- Conducted inter-agency contingency planning exercises in countries considered high risk.
- Developed a training module to strengthen headquarter staff capacity to apply the contingency planning methodology.

- Strengthened links between contingency planning and inter-agency preparedness and with resource mobilization mechanisms.

Achievements

- Updated Field Guidelines (CD-ROM) and made them available on the Internet.
- Tested and delivered the inter-agency contingency planning training module in regional workshops, Geneva, and New York.
- Shared early warning indicators with 11 country teams.
- Established an Internet forum on conflict prevention and developed internal web platform for sharing information on case studies under review.
- Researched and developed in-depth early warning reports for senior management.

Lessons learned

- Early warning and contingency planning is in growing demand throughout the humanitarian community but implementation has been limited by funding constraints.
- Early warning is critical to an effective and responsible strategy for responding to new humanitarian needs and more trained field staff will result in more effective initial responses in the event of a crisis.

Expenditure Breakdown

This table indicates expenditures for activities in 2002.

Staff Costs	2,069,222
Consultant Fees and Travel	109,845
Travel	190,256
Operating Expenses	-
Contractual Services	-
Supplies, Materials, Furniture, and Equipment	-
Fellowships, Grants, and Contributions	-
Programme Support Costs	253,886
Total Expenditures	US\$2,623,209



ReliefWeb

Background

Designed to serve the information needs of the international humanitarian relief community, ReliefWeb targets decision makers at all levels to improve humanitarian response capacities through the timely dissemination of reliable information. ReliefWeb teams in New York, Geneva, and Kobe post updates 24 hours a day and cover some 40 ongoing humanitarian emergencies, collecting and posting documents from over 900 sources. The site also includes a map center, virtual library, and training sections.

Objectives

- Monitor and strengthen coverage of humanitarian emergencies and facilitate access to humanitarian affairs information and research.
- Work to enhance navigation and site design to highlight critical information.

Activities

- Convened a Symposium on Best Practices in Humanitarian Information-Exchange.

- Consolidated online emergency coverage in the Asia Pacific region by opening an office in Japan.
- Published more than 25,000 emergency response documents on behalf of over 900 information partners and covered 22 complex emergencies and 95 natural disasters.
- Launched a virtual library with more than 1,000 humanitarian reference documents and redesigned the Humanitarian Directory featuring over 800 organizations.
- Provided content to four partner web sites, including field-based sites, enabling 24-hour coverage.
- Held focus groups with donors and humanitarian partners to collect input for a site redesign.

Achievements

- The symposium confirmed that timely and accurate information is integral to effective humanitarian assistance.
- The Kobe office provided 24-hour updates on all global emergencies in the Asia-Pacific time zones, ensuring that time-critical information was accessible to facilitate decision-making.
- The Virtual Library has now become the single largest repository for humanitarian assistance evaluations and analysis.

Lessons learned

- Refined user profiles will lead to strategic improvements in the ReliefWeb site.
- The Symposium on Best Practices in Humanitarian Information Exchange provided valuable insight into both the state of the art of humanitarian ICT initiatives and helped define and ratify a principled approach to the development of future projects.
- Strengthening the ReliefWeb team in the Asia-Pacific improved the timeliness and efficiency of humanitarian response in the region.
- Donors and other major humanitarian actors have indicated that timely and accurate coverage of smaller scale disasters can mitigate impact on developing countries.

Expenditure Breakdown	New York	Geneva Kobe	TOTAL
This table indicates expenditures for activities in 2002.			
Staff Costs	109,510	471,572	581,082
Consultant Fees and Travel	73,044	35,328	108,372
Travel	38,624	38,191	76,815
Operating Expenses	4,974	7,712	12,686
Contractual Services	0	6,672	6,672
Supplies, Materials, Furniture, and Equipment	19,505	20,401	39,906
Fellowships, Grants, and Contributions	0	0	0
Programme Support Costs	30,642	67,948	98,590
Total Expenditures	US\$276,299	US\$647,824	US\$924,123



Field Information Support Project

Background

The Field Information Support (FIS) project strengthens and facilitates the use of data and information in humanitarian operations. FIS designs and builds the systems that manage the collection, analysis, and dissemination of field information and leads inter-agency initiatives to establish common methods and standards for information exchange and operations support. FIS serves as the secretariat for the Geographic Information Support Team (GIST), a corps of information specialists from UN and donor agencies that develop and promote the use of data standards.

Objectives

- Strengthen the humanitarian community and OCHA's overall capacity to carry out field-based information management functions in new and ongoing complex emergencies and natural disasters. Conduct pre-crisis preparedness activities and coordinate information and analytical products for ongoing operations.
- Collaborate, through GIST, with staff from UNHCR, UNICEF, WFP, FAO, the World Bank, USAID/OFDA, the Joint Research Centre (JRC) of the European Community, UNDP, and DFID.

Expenditure Breakdown

This table indicates expenditures for activities in 2002.

Staff Costs	105,249
Consultant Fees and Travel	29,125
Travel	62,161
Operating Expenses	14,150
Contractual Services	
Supplies, Materials, Furniture, and Equipment	8,640
Fellowships, Grants, and Contributions	
Programme Support Costs	23,723
Total Expenditures	US\$243,048

Activities

- Deployed support to the DRC, occupied Palestinian territory, Sierra Leone, and Guinea.
- Produced a toolbox, standard operational procedures, dissemination mechanisms and guidelines, and a training package.
- In collaboration with the UN Geographic Information Working Group (UNGIWG), led the completion of a UN strategic paper on Geographic Information.
- Negotiated free access to satellite remote sensing in close collaboration with the United Nation Office for Outer Space Affairs.
- Designated as UN focal point for storing and disseminating the satellite imagery through the ITOS–GIST data repository.
- With the DPKO, supported the UNGIWG field operations task team.
- Conceptualized data and information preparedness functions and concretized these in the Regional Resource Center (RRC) network.

Achievements

- Crystallised mainstreaming of information management as a core preparedness and response activity.
- Development of standard procedures, products, guidelines, etc., facilitated the earmarking of donor funding for HIC activities.
- Garnered IASC endorsement of the HIC concept.

Lessons learned

- Information management systems should meet the needs of users and decision-makers.
- Successful information management systems encourage openness, inclusiveness, and sharing in collaborative partnerships.
- OCHA needs to gather and archive data on operationally relevant themes for high-risk areas in preparation for emergencies.
- The use of technology is a powerful tool but human judgment remains the basis for operational decisions.



Integrated Regional Information Network (IRIN)

Background

The Integrated Regional Information Network (IRIN) is an independent humanitarian news service that covers 46 countries in sub-Saharan Africa and eight countries in central Asia.

Objectives

- Strengthen access to timely, non-partisan information to help the humanitarian community understand, prepare for, respond to, and avert emergencies.
- Build extensive, regional grassroots information networks and involve victims of crisis in the information-gathering and dissemination processes.

Activities

- Strengthened PlusNews service and dramatically increased reporting on HIV/AIDS (from 166 reports in 2001 to 356 reports in 2002).
- Expanded network in central Asia to include local writers in Afghanistan, Pakistan, Iran, Tajikistan, and Kyrgyzstan.
- Deployed Information Officers to Madagascar and the DCR and enhanced overall field capacity.
- Increased direct e-mail subscribers from 13,000 to over 18,600, or an estimated daily readership of over 100,000. The number of visitors to IRIN's website steadily increased since the launch of the upgraded site in October 2001 and the French language site in July 2002. IRIN's site now receives more than 5 million hits per month.
- Produced some 6,300 daily news items and more than 500 in-depth analytical reports and interviews on sub-Saharan Africa and central Asia.
- Completed the pilot stage of the outreach radio project providing vulnerable communities in Somalia and Burundi with humanitarian radio programmes addressing issues directly affecting their lives.

Achievements

- An independent evaluation of IRIN conducted by two consultants concluded that IRIN's products inform the decision-making of a wide range of stakeholders and stated that, "This alone is so compelling an attribute that it places IRIN in a position of unique value and demonstrated competence as an essential element in humanitarian coordination efforts."
- IRIN Coordinator Pat Banks won the prestigious UN 21 Award, introduced by Secretary-General Kofi Annan in 1996 to reward innovation and creativity. A total of 92 projects were included for the 2002 Award and Ms. Banks was one of two winners in the knowledge management category.

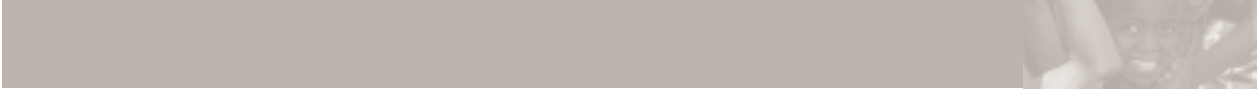
Lessons learned

- IRIN has struggled to continue its work despite the lack of adequate and timely funding.

Expenditure Breakdown

This table indicates expenditures for activities in 2002.

Staff Costs	2,578,003
Consultant Fees and Travel	492,561
Travel	217,297
Operating Expenses	139,455
Contractual Services	529,404
Supplies, Materials, Furniture, and Equipment	130,177
Fellowships, Grants, and Contributions	0
Programme Support Costs	531,069
Total Expenditures	US\$4,617,966



PART III

FIELD COORDINATION ACTIVITIES

Angola

Background

Much of the Angolan population was forcibly displaced early in 2002 and their condition is catastrophic, particularly those forced to live in the bush for long periods. When the war ended in April, agencies had access to some 1.2 million people in critical need and another one million people already receiving some assistance. By June, the total number increased to three million. Thanks to a massive operation targeting the most vulnerable, humanitarian conditions began to improve in July and by mid September, some 10,000 internally displaced persons (IDPs) returned every day to their areas of origin, in most cases lacking basic services. Without sufficient resources to develop sustainable livelihoods, they remained dependent on assistance to survive. By the end of the year, 1.5 million IDPs had returned to 500 communities in 17 provinces but more than one-fifth of the entire population remained displaced and over 350,000 former combatants and their family members remained in gathering areas dependent on assistance to survive.

Objectives

- Preserve lives and protect vulnerable populations through an integrated, rights-based strategy coordinated under the leadership of the Government of Angola.

Expenditure Breakdown

This table indicates expenditures for activities in 2002.

Staff Costs	3,627,976
Consultant Fees and Travel	50,500
Travel	234,327
Operating Expense	457,475
Contractual Services	144,300
Supplies, Materials, Furniture, and Equipment	344,909
Fellowships, Grants, and Contributions	33,912
Programme Support Costs	146,802
Total Expenditures	US\$5,040,201

- Support government efforts to uphold humanitarian principles, including compliance with the norms and *regulamento*.
- Provide information on the humanitarian situation to all partners.
- Strengthen the government's capacity to coordinate and monitor humanitarian assistance activities.
- Ensure flexibility within the humanitarian operation through the Emergency Response Fund (ERF) for NGOs.

Activities

- Enabled agencies to rapidly adjust humanitarian operations to constantly changing circumstances.
- Supported, in collaboration with the government, UN agencies, and other humanitarian partners, 110 humanitarian operations in more than 60 newly accessible locations and 42 reception areas for former UNITA combatants
- Provided more than 500 assessments in 58 previously inaccessible locations.
- Registered more than 430,000 demobilised UNITA soldiers and their families in gathering areas.
- Supported, through Quartering Emergency Response Fund, 13 projects for NGOs in gathering areas in nine provinces.
- Following a Provincial Planning Workshop for Government delegates and UN field staff, drafted Provincial Emergency Plans of Action for Resettlement and Return (PEPARR) for 18 provinces to facilitate the return of IDPs living in camps and transit centres prior to the agricultural season. These were revised in October as part of the Consolidated Appeals Process.
- Developed a Resettlement and Return Database to facilitate the return process and provide a monitoring and planning tool for provincial governments and humanitarian partners.
- Held a five-day registration and database workshop for 18 Provincial Coordinators of the Government's Technical Unit for the Coordination of Humanitarian Assistance (UTCAH) and field staff.
- Established Support Group on Return and Resettlement and reactivated meetings of the Humanitarian Coordination Group.

- Facilitated the 2003 Consolidated Appeal Process, involving more than 400 representatives from government institutions, UN agencies, donors, and NGOs, who adopted a new approach aimed at sharpening the focus of the operation by unifying programmes through four Programme Blocs in food security, public health, protection and education, and access and coordination. Partners consulted more than 160 beneficiaries in six provinces on peace and security, the return process, access, government and humanitarian priorities, and human rights.
- Maintained a central office in Luanda and 10 sub-offices in the field covering 17 of the country's 18 provinces and deployed 14 additional staff to the provinces to strengthen and expand the coordination structure.
- Supported 55 projects in agriculture, food security, health and nutrition, water and sanitation, mine action, protection, and resettlement through the ERF, which also ensured the main pipelines for non-food items.
- It is imperative to work directly with warring parties to protect civilians during conflicts, gain general access to all vulnerable populations, and encourage governments to channel more resources into basic social services.
- It is crucial to unify programming, monitoring, and assessment efforts and to increase advocacy for donor support of priority programmes, including water, sanitation, and non-food items.
- Strengthen national NGOs and include beneficiaries in programme design.
- Adapt logistics networks, streamline core pipelines, and determine the scope of humanitarian activities in areas of extreme poverty.

Achievements

- Assessed hard-hit areas followed by life-saving operations in more than 110 new locations.
- Coordination structure helped agencies stabilise approximately 1.2 million people, continuing to support one million Angolans already receiving assistance, and supported the resettlement and return of war-affected populations.
- Facilitated the drafting and adoption, by the Council of Ministers, of the regulamento for the Norms for the Resettlement of Displaced Populations.

Lessons learned

- Although the humanitarian operation was considered highly successful, agencies were affected by mine infestation, damaged infrastructure, lack of capacity, and funding shortages, all of which limited programme scope and impact.
- Rapid changes during 2002 put enormous stress on humanitarian operations and OCHA struggled to adapt coordination mechanisms to a new and continually changing context.



Burundi

Background

The civil conflict in Burundi continues to cause extreme hardship for the civilian population and recent violent confrontation between the regular army and armed opposition groups has further worsened the humanitarian situation. There are now more than 500,000 internally displaced persons (IDPs) in managed sites and dispersed throughout the country.

Objectives

- Facilitate the management of the inter-agency UNHCR office in Ruyigi.
- Facilitate the deployment of inter-agency multidisciplinary rapid reaction teams for needs assessments.
- Manage sectoral and provincial coordination and support the strengthening of security arrangements.

Activities

- Helped develop a countrywide early warning system for food security and nutrition in collaboration with FAO, WFP, NGOs, and the Government of Burundi.
- Updated the National Humanitarian Contingency Plan.
- Organized and led rapid assessment teams in Bujumbura and Ruyigi.
- Established provincial contingency plans for the high-risk provinces of Makamba and Ruyigi; facilitated humanitarian response in Makamba, Rutana, Ruyigi, and Cankuzo provinces.
- Consolidated a national IDP database and disseminated maps, charts, and graphics to regional humanitarian agencies; contributed to the translation into Kirundi of "Guiding Principles on Internal Displacement."
- With Burundi's Human Rights Ministry, co-chaired the Groupe Technique de Suivi (a task force on IDP protection).
- Finalized a nationwide survey of IDP sites and established an OCHA-lead inter-agency office in the high-conflict Province of Ruyigi.
- Coordinated the arrival of Congolese refugees in Bujumbura Rural and Cibitoke Provinces.

Achievements

- Established a successful working partnership with over 50 international NGOs and reinforced IDP protection through support of the Permanent Framework for the Protection of IDPs.

Lessons learned

- OCHA's role in coordinating assistance among more than 50 active international NGOs is crucial.
- Security continues to be the humanitarian community's major concern.

Expenditure Breakdown

This table indicates expenditures for activities in 2002.

Staff Costs	497,079
Consultants	10,050
Travel	48,579
Operating Expenses	150,659
Contractual Services	6,000
Supplies, Materials, Furniture, and Equipment	125,100
Fellowships, Grants, and Contributions	-21,045
Administrative Support Costs	24,493
Total Expenditures	US\$840,915

Democratic Republic of Congo

Background

Despite some positive developments on the political front, during 2002 the humanitarian situation in the Democratic Republic of Congo (DRC) remained difficult. Serious human right violations, regular outbreaks of intense violence, and natural disasters led to some 500,000 persons being displaced and a general lack of food, medical care, and shelter. The situation in the east remained extremely volatile with several large-scale population displacements and the repeated evacuation of humanitarian personnel.

Objectives

- Enhance the effective coordination and management of relief activities.
- Promote humanitarian principles and implement new humanitarian strategies.
- Foster linkages between urgent needs and recovery opportunities and encourage movement toward peace.

Activities

- Provided a permanent interface between the humanitarian community and local authorities and gathered, analysed, and disseminated information.
- Advocated for and promoted humanitarian principles through workshops and by facilitating contact between Congolese officials from both sides.
- Supported the resumption of commercial exchanges inside the country and across the frontlines (e.g., Peace boat to Kisangani, commercial barge to Bumba, assessment and action plan for the rehabilitation of the railway network in Maniema and Katanga provinces).

Achievements

- UN agencies and the donor community agreed that coordination structures needed to be reinforced and that OCHA's structure and geographical coverage be strengthened and expanded; OCHA restructuring started in September.

Lessons learned

- The continuous eruption of cholera epidemics in many provinces (Kasais, Katanga, Orientale, and Kivus) indicates the need to reinforce existing emergency response and coordination mechanisms.
- With the almost insurmountable constraints faced by humanitarian actors in the DRC, there is a need to increase safe access to the affected populations and implement stronger and broader coordination.
- In addition to widening the humanitarian space and strengthening reintegration dynamics, the humanitarian community needs to focus on urgent needs.

Expenditure Breakdown

This table indicates expenditures for activities in 2002.

Staff Costs	1,459,173
Consultants	25,018
Travel	205,306
Operating Expenses	580,617
Contractual Services	49,763
Supplies, Materials, Furniture, and Equipment	246,014
Fellowships, Grants, and Contributions	2,000
Administrative Support Costs	77,037
Total Expenditures	US\$2,644,928

Eritrea

Background

Real progress was made in the peace process between Eritrea and Ethiopia during 2002, but serious problems, such as disputes over demarcation, remain unresolved. Insecurity, damaged infrastructure, mines, and severe drought, which adversely affected water supplies, agricultural production, livestock, and household security, have created enormous hardships for more than 500,000 Eritreans.

Objectives

- Support the Office of the Resident/Humanitarian Coordinator and the UN Country Team in humanitarian coordination, policy development, information management, monitoring, and advocacy.
- Maintain strong links with the Eritrean Relief and Refugee Commission (ERREC), the government entity responsible for humanitarian coordination, donors, NGOs, and other humanitarian stakeholders.
- Play a lead management role in the Information Coordination Centre (ICC), a joint ERREC/UN venture that facilitates the overall relief recovery effort in Eritrea.

Activities

- Coordinated and monitored the disbursement of assistance to 524,000 drought-affected persons and 5,000 demobilised soldiers.
- Created an expanded data management system for all humanitarian partners and an updated database focusing on the Gash Barka and Debub regions.

Achievements

- Improved national capacity for contingency planning and played a key role in establishing a drought task force and developing early warning indicators, saving lives through a timely 'drought alert'.
- Assessed IDP needs, enabling humanitarian actors to relocate or distribute shelter items.
- Improved the Geographical Information System Unit (GIS); staff training and better equipment resulted in improved planning and delivery of assistance.

- Increased credibility and visibility by providing services and information sharing products, analysis, GIS, mapping, facilitating donor and advocacy missions, international conferences and workshops, and contributing to the UNSG Report.
- Sensitised members of the diplomatic community to humanitarian needs through donor updates, field missions, and meetings, resulting in increased bilateral support to the government, UN, and NGO community.

Lessons learned

- The limited presence of international media, international organizations, and donors in Asmara has affected the humanitarian community's ability to keep Eritrea on the international agenda.

Expenditure Breakdown

This table indicates expenditures for activities in 2002.

Staff Costs	565,796
Consultants	1,768
Travel	32,616
Operating Expenses	64,072
Contractual Services	-
Supplies, Materials, Furniture, and Equipment	44,989
Fellowships, Grants, and Contributions	2,850
Administrative Support Costs	21,363
Total Expenditures	US\$733,452

Ethiopia

Background

During 2002 Ethiopia experienced the worst drought emergency in its history, and the combination of a long-standing water shortage and poor agricultural production has resulted in a looming humanitarian crisis.

Objectives

- Strengthen coordination humanitarian interventions and broaden liaison arrangements with government, donor, and NGO partners.
- Identify opportunities to develop local disaster response and management capacity, conduct field assessments, and participate in special studies and applied research.
- Facilitate regional reporting and information dissemination.

Activities

- Developed, with the Regional Government, a contingency plan and a drought recovery strategy that is being implemented by UNDP and other actors in the Somali region.
- Served as a member of the Technical Committee that was responsible for the elaboration and the launch of the Joint Government UN Emergency Appeal.

- Developed a regional Early Warning System; the UN/NGO/Government program is now fully operational.
- Supported the Government Disaster Prevention and Preparedness Commission and participated in the analysis and quantification of humanitarian needs for several appeals and assessments.
- Completed a baseline study on voluntary migration and resettlement as part of a National Food Security Strategy.

Achievements

- Detected and publicized a potential drought emergency early in the drought. The UN-EUE early warning system once more proved its effectiveness as a means to detect potentially disastrous situations and save lives.

Lessons learned

- OCHA's capacity to monitor humanitarian developments at the field level has proven fundamental to the UN's ability to act as an efficient early warning mechanism.
- The UN-EUE needs to strengthen regional coordination and refine its publication output.

Expenditure Breakdown

This table indicates expenditures for activities in 2002.

Staff Costs	301,941
Consultants	0
Travel	48,627
Operating Expenses	196,325
Contractual Services	1,800
Supplies, Materials, Furniture, and Equipment	74,966
Fellowships, Grants, and Contributions.	0
Administrative Support Costs	18,710
Total Expenditures	US\$642,369

Guinea

Background

Guinea struggles with chronic poverty, the still fragile peace in Sierra Leone, the stalemate situation in Côte d'Ivoire, and the war in neighbouring Liberia. The Government's inability to address governance issues, the president's uncertain health, and renewed internal tensions resulting from disrupted water and electricity services have hampered Guinea's ability to address new security and humanitarian challenges. There are more than 200,000 Guineans in distress who need humanitarian assistance.

Objectives

- Facilitate, advocate, and mobilise resources for IDPs and vulnerable persons.
- Coordinate protection responses to address sexual abuse and other forms of exploitation.
- Assist civil society organisations committed to restoring peace.
- Improve information exchange and decision-making.
- Advocate for improved preparedness of humanitarian agencies.

Activities

- Helped the Government formulate and adopt a national humanitarian coordination strategy.
- Coordinated UN responses to allegations of sexual abuse and the development of a code of conduct.
- Prepared an IDP National Action Plan and strengthened UN/NGO collaboration on operational and strategic matters.
- Opened a field office in Guinea Forestière to improve information management and humanitarian coordination.
- Established a multi-sectoral database on humanitarian field services and a Humanitarian Information Centre (HIC) with free Internet access for humanitarian community.

Achievements

- Reinforced inter-agency coordination in Conakry and at the field level and improved UN-NGO liaison and collaboration.

- Advised the government on humanitarian matters.
- Established more systematic contact with representatives of the donor community.
- Provided surge capacity to UNCT in Mali and OCHA in Cote d'Ivoire.

Lessons learned

- Strengthening the humanitarian capacity of the government at all levels, reinforcing information management, and improving the humanitarian community's preparedness and response capacity all require immediate attention.
- Coordinating protection responses, monitoring, advocating for the most vulnerable groups, and supporting peace initiatives through civil society organisations all depend on receiving much-needed funding.

Expenditure Breakdown

This table indicates expenditures for activities in 2002.

Staff Costs	385,692
Consultant Fees and Travel	31,303
Travel	36,789
Operating Expenses	95,385
Contractual Services	3,575
Supplies, Materials, Furniture, and Equipment	86,588
Fellowships, Grants, and Contributions	8,600
Programme Support Costs	19,438
Total Expenditures	US\$667,370

Liberia

Background

The armed conflict and hostilities between government forces and rebels in much of 2002 resulted in the displacement of more than 400,000 Liberians within and beyond the country's border. In addition, the crisis in Cote d'Ivoire has created an influx of some 100,000 refugees.

Objectives

- Improve coordination with NGOs on internal displacement and common humanitarian action planning (CHAP).
- Address immediate humanitarian relief needs through joint needs, impact, and vulnerability assessments.
- Facilitate resource mobilization through the CAP.
- Provide updates for headquarters, donors, and the humanitarian community.
- Create and maintain a database on humanitarian activities in Liberia.
- Promote application of the UN Guiding Principles on Internal Displacement.

Activities

- Established coordination structure and technical task team to verify the numbers of IDPs.

- Negotiated humanitarian access and coordinated inter-agency assessment in newly accessible areas.
- Created and maintained a database on humanitarian activities countrywide.
- Organized workshops on protection of civilians and IDPs, human rights, and humanitarian laws.
- Coordinated an interagency approach to protection issues through the Interagency Protection Group.

Achievements

- Organized a CAP workshop in Monrovia.

Lessons learned

- Monitoring of humanitarian activities, identifying gaps, conducting interagency assessments, and providing regular updates on key humanitarian concerns to donors helped mobilise resources.
- Field offices should develop independent monitoring units to inform donors about the impact of their contributions.

Expenditure Breakdown

This table indicates expenditures for activities in 2002.

Staff Costs	340,216
Consultant Fees and Travel	253
Travel	28,006
Operating Expenses	82,299
Contractual Services	125
Supplies, Materials, Furniture, and Equipment	183,992
Fellowships, Grants, and Contributions	500
Programme Support Costs	19,062
Total Expenditures	US\$654,453

Occupied Palestinian Territory

Background

The sharply deteriorating humanitarian situation in the occupied Palestinian territory (oPt) is a direct consequence of the mobility restrictions imposed on the civilian population, national and international service providers, and economic agents following the commencement of the Intifada in September 2000.

Objectives

- Organize and coordinate international support in response to the deteriorating humanitarian situation.
- Promote enhanced coordination between agencies, NGOs, and key ministries of the Palestinian Authority.
- Collect, analyze, and disseminate data.

Activities

- Provided support to policy and coordination structures (including the Palestinian Authority, Ministries, donors, UN agencies, and NGOs), conducted assessments, and improved information and analysis.
- Deployed an UNDAC team to the Jenin refugee camp following the IDF "Defensive Shield" operation to support UNRWA in coordinating international response, including establishing a temporary office in Jenin; supported agencies in setting up and running meetings during this emergency.
- Established a Humanitarian Information Centre (HIC) and a comprehensive monitoring and reporting mapping mechanism to track closures and curfews.
- Supported the mission of Mrs. Catherine Bertini, Humanitarian Envoy of the Secretary-General.
- Led a high-level UN inter-agency mission to elaborate a Humanitarian Plan of Action (which subsequently became the first Consolidated Appeal for oPt).
- Provided substantive secretariat support to the newly created Humanitarian and Emergency Policy Group (HEPG) led by the European Union and the revived Humanitarian Operations Group led by UNRWA.

Achievements

- Relief organizations and donors lauded OCHA's coordination and information management support in response to humanitarian needs following the IDF "Defensive Shield" operation.
- The Humanitarian Plan of Action has been widely cited as a reference document for international humanitarian law and policy considerations.
- The HIC has improved the dissemination of information and the site continues to be heavily used; knowledge and awareness of the closure/curfew situation has considerably improved as a result of the tracking system.

Lessons learned

- Following the interagency mission in October, the donor and UN community expressed their support for strengthening humanitarian coordination by involving OCHA in all major aspects of crisis management.

Expenditure Breakdown

This table indicates expenditures for activities in 2002.

Staff Costs	312,053
Consultant Fees and Travel	53,128
Travel	30,826
Operating Expenses	33,000
Contractual Services	-
Supplies, Materials, Furniture, and Equipment	52,200
Fellowships, Grants, and Contributions	-
Programme Support Costs	14,436
Total Expenditures	US\$495,644

Regional Disaster Response Advisor Southern Africa

Background

The RDRA was established in 2001 to build the preparedness and response capacity to natural disasters in the southern African region, and works in Angola, Botswana, Comoros, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Reunion, South Africa, the Seychelles, Swaziland, Zambia, and Zimbabwe. In 2002, the regional situation deteriorated because of drastic food shortages, a result of two years of poor harvests and government policies. OCHA was asked to strengthen its regional role and responded by relocating the RDRA from Gaborone to a regional office in Johannesburg in September 2002.

Objectives

- Provide assistance to UN Resident Coordinators and UN Disaster Management Teams.
- Strengthen natural disaster and complex emergency response preparedness and capacity of the expanded in-country UN team (including government representatives and NGOs).

Activities

- Mobilised resources for the establishment of the Southern African Humanitarian Information Management Service (SAHIMS).
- Helped prepare the report on the first mission to the region of the Special Envoy for Humanitarian Needs in Southern Africa.
- Initiated a regional contingency planning process.

Achievements

- Strengthened coordination capacity of Resident Coordinators in Malawi, Mozambique, Zambia, and Zimbabwe.
- Facilitated cooperation between the Southern African Development Community, UN agencies, and NGOs to design and implement a vulnerability assessment and develop CAPs.
- Continued dialogue with donors, NGOs, and regional governmental bodies to promote a common understanding of humanitarian issues, raise awareness, and advocate for issues of concern.

- Initiated a data management support system for the Southern African region called Southern African Humanitarian Information Management Service (SAHIMS).

Lessons Learned

- Effective coordination can be achieved through nurturing and supporting the Resident Coordinator system.
- Information management systems to support coordination must be backed by sufficient funding and support.
- The openness of the relationship between OCHA and DFID/CHAD, who established a Southern Africa Humanitarian Crisis Unit in Johannesburg in September 2002, contributed to addressing key policy issues and responding to priority activities.
- OCHA's effectiveness is dependent on UNDP's matching capacity and support.

Expenditure Breakdown

This table indicates expenditures for activities in 2002.

Staff Costs	194,830
Consultant Fees and Travel	3,525
Travel	69,259
Operating Expenses	69,497
Contractual Services	-
Supplies, Materials, Furniture, and Equipment	61,100
Fellowships, Grants, and Contributions.	-
Programme Support Costs	11,946
Total Expenditures	US\$410,158

Regional Support Office West Africa

Background

Established in June 2002 in Abidjan, the RSO supports humanitarian actions including early warning, contingency planning, emergency preparedness, and response to complex emergencies and natural disasters in the region. RSO also supports OCHA offices in Guinea, Liberia, and Sierra Leone by facilitating CAP workshops, developing strategies for mobilizing resources and preventing sexual exploitation, collecting and disseminating regional public information, and providing training and surge capacity.

Objectives

- Establish coordination mechanisms for the UN and its humanitarian partners, including developing a resource mobilization strategy for humanitarian projects in the region.
- Centralise information management and dissemination.
- Advocate for humanitarian principles, international humanitarian law, and the halt of shantytown destruction.

Activities

- Convened weekly coordination meetings between government, UN agencies, NGOs, and donors.

- Supported Resident Coordinators in Burkina Faso, Ghana, and Mali.
- Deployed a civil military liaison officer to build partnerships between the military, militia, and humanitarian agencies.
- Launched a Flash Appeal to address the most immediate humanitarian needs.
- Prepared for the establishment of a regional Humanitarian Information Centre in Côte d'Ivoire.

Achievements

- Shifted from a development to a humanitarian emergency mode.
- Revised the RSO objectives following the outbreak of hostilities in Côte d'Ivoire to ensure appropriate humanitarian response and assistance.

Lessons learned

- OCHA's flexibility in responding to new events is a great strength, and the shift from an RSO to a country office was done quickly and with full support from headquarters and regional country offices.



Expenditure Breakdown

This table indicates expenditures for activities in 2002.

Staff Costs	168,649
Consultant Fees and Travel	11,110
Travel	25,500
Operating Expenses	52,943
Contractual Services	2,000
Supplies, Materials, Furniture, and Equipment	93,416
Fellowships, Grants, and Contributions	15,000
Programme Support Costs	11,059
Total Expenditures	US\$379,677

Regional Support Office Central and East Africa

Background

OCHA's Regional Offices for the Great Lakes Region and for the Drought in the Horn Africa were consolidated in 2002 into the Regional Support Office for Central and East Africa (RSO-CEA). Based in Nairobi, Kenya, the office covers 12 countries in the Central and East Africa region (i.e., Burundi, DRC, Djibouti, Eritrea, Ethiopia, Kenya, ROC, Rwanda, Somalia, Sudan, Tanzania, and Uganda) and works to improve overall humanitarian response to natural disasters and complex emergencies.

Objectives

- Strengthen support to country offices by enhancing country and regional preparedness and mitigation capacity.
- Increase the flow of reliable information, provide regional analyses, and strengthen dialogue among all actors.
- Improve resource mobilization and donor liaison to increase funding for country and regional projects; develop regional appeals and projects.

Activities

- Supported country offices in administration, logistics, contingency planning, information management and technology, staff backstopping, and surge capacity.
- Developed a 2002 Regional Contingency Plan.
- Led an Information Exchange Forum with the participation of UN, NGOs, and donors and expanded the regional humanitarian database.
- Initiated the development of a regional advocacy strategy in consultation with regional partners.
- Developed a strong advocacy approach to sensitise the donor community in Nairobi and raise funds for regional operations.

Achievements

- After one year of activity, the role of the RSO-CEA has proven useful for the exchange of information, mobilisation of resources, and support to regional country offices.
- The regional perspective and the consolidation and dissemination of data at the regional level proved useful to the humanitarian community.

Lessons learned

- NGOs and donors, in addition to UN agencies, were systematically involved in all regional discussions, which fostered information exchange and the "buying-in" to strategies and their implementation.
- Including all partners at the regional level in activities such as the CAP, contingency planning, and discussion forums resulted in better coordination and collaboration.

Expenditure Breakdown

This table indicates expenditures for activities in 2002.

Staff Costs	544,218
Consultant Fees and Travel	16,059
Travel	53,076
Operating Expense	147,300
Contractual Services	-
Supplies, Materials, Furniture, and Equipment	68,722
Fellowships, Grants, and Contributions	4,462
Programme Support Costs	25,015
Total Expenditures	US\$858,852

Sierra Leone

Background

Thanks to a peace accord signed in early 2002, humanitarian and government workers are able to work on a nationwide, multisectoral recovery programme unhindered. A large UN peacekeeping force is in place to address regional instability and a heavy flow of refugees into Sierra Leone.

Objectives

- Strengthen the capacity of the National Commission for Social Action (NACSA).
- Implement the National Resettlement Programme and promote community rehabilitation, humanitarian rights, and codes of conduct.
- Enhance interagency and intersectoral assessment missions in newly accessible areas and standardise assessment, data collection, and analysis methodologies.
- Enhance local resource mobilisation and reporting to and from donors.
- Ensure effective national contingency planning and emergency preparedness.
- Strengthen the network of NGOs, UN agencies, donors, and the Government of Sierra Leone.
- Enhance the quality and availability of relevant information and serve as a case study on coordination and information sharing in West Africa.

Activities

- Facilitated the resettlement of more than 150,000 internally displaced persons (IDPs) and organized and led inter-agency, multisectoral vulnerability assessments.
- Established Sierra Leone Information System (SLIS) to gather and disseminate information on humanitarian and security conditions.
- Supported the National Recovery Committee and the process of decentralizing recovery programmes.
- Established Coordination Committee to prevent sexual abuse of beneficiaries by humanitarian and development workers.

Achievements

- Supported the government in disarmament, demobilization, and reintegration of ex-combatants. Worked with GOSL counterparts to resettle IDPs and refugees.
- SLIS provided enhanced GIS and database services to humanitarian partners and published a National Recovery Strategy Monitoring System Data Pack.
- Worked with UN country team to improve capacity of government ministries and commissions. Planned and held a post CAP donor mission.

Lessons learned

- Early linkage with the development actors enhanced the transfer from relief to recovery programmes and informed both the CAP and UNDAF.

Expenditure Breakdown

This table indicates expenditures for activities in 2002.

Staff Costs	723,610
Consultant Fees and Travel	7,323
Travel	24,065
Operating Expense	126,038
Contractual Services	250
Supplies, Materials, Furniture, and Equipment	74,368
Fellowships, Grants, and Contributions	79,178
Programme Support Costs	31,045
Total Expenditures	US\$1,065,877

Somalia

Background

Since the collapse of the Somali government in 1991, the country has been in a state of chronic conflict and political instability that has left thousands of Somalis displaced and impoverished. OCHA's involvement, through the UN Coordination Unit (UNCU), began in 1995.

Objectives

- Support the R/HC and promote strategic coordination.
- Advocate for and negotiate humanitarian access.
- Raise the profile of vulnerable communities and promote human rights and governance.
- Improve inter-agency information management and the coordination of post-conflict recovery.

Activities

- Led a multi-agency rapid assessment of the situation in the Luuq district of Gedo and negotiated humanitarian access into north Gedo region, including the removal of mines and lifting of the control of militias, to enable food distribution.
- In collaboration with the EC and NGO Consortium, led access negotiations to enable international staff to return to Puntland region.
- Convened a workshop on vulnerable communities that resulted in a national framework for engagement with vulnerable communities.
- Completed drafting the Joint Action Recovery Plan (JARP), a strategic planning document supporting the UNCT over two years.
- Drafted and circulated a contingency plan for Somalia and provided cross-border information flow between UN/NGO actors in Ethiopia and Kenya.

Achievements

- Negotiated humanitarian access at the field level and with faction leaders at the peace talks.
- Raised the profile of vulnerable communities in Somalia, which has provided a platform to implement the framework and to develop an advocacy strategy for vulnerable communities in the future.

Lessons learned

- A sustained ground presence is essential to maintain access once it has been negotiated. To add real value to the existing coordination structure (SACB), it is essential that OCHA establish an effective field presence that offers coordination services.
- OCHA was effective at supporting the SACB structure in Nairobi and to some extent was successful at providing coordination services in the south/central zone. The limited number of field staff, however, hampered this work.

Expenditure Breakdown

This table indicates expenditures for activities in 2002.

Staff Costs	304,844
Consultant Fees and Travel	17,140
Travel	78,265
Operating Expenses	29,750
Contractual Services	0
Supplies, Materials, Furniture, and Equipment	9,500
Fellowships, Grants, and Contributions	13,000
Programme Support Costs	13,575
Total Expenditures	US\$466,074

Sudan

Background

While national authorities have agreed to the principle of unimpeded humanitarian access, protection of humanitarian personnel and beneficiaries, and the facilitation of humanitarian activities, a number of technical and administrative obstacles severely hampered operations and endangered the lives of a large segment of the population.

Objectives

- Provide strategic and operational coordination, information management/networking, policy formulation and guidance.
- Facilitate humanitarian action, advocacy and protection, and internal management.

Activities

- Strengthened field coordination in GOS and SPLM/A held areas, supporting the UNRC/HC and the SG Special Envoy for the Sudan and advising the humanitarian community.
- Supported the UN Country Team efforts in the preparation of a Quick Impact Peace Support Programme (QIPS) that will expand emergency and recovery assistance to newly accessible areas.

- Created task forces to respond to displacement and caused by conflict and natural disasters and a Displaced Persons Task Force (DPTF) to facilitate the return and reintegration of internally displaced persons (IDPs).
- Provided technical advice and financial support to the GOS and SPLM/A in the preparation of a national policy on internal displacement.

Achievements

- Prepared a rapid baseline survey of services in critical areas.

Lessons learned

- Much remains to be done to enforce the implementation of agreements for HF radio communication licences and travel, work permits, and passes for NGOs and UN agencies. Issues such as the use of river, road, and rail cross-line corridors could not be agreed on bilaterally.
- Better inter-agency coordination has improved emergency response, although there is much room for improvement.

Expenditure Breakdown

This table indicates expenditures for activities in 2002.

	Khartoum	Nairobi	Total
Staff Costs	643,614	414,389	1,058,003
Consultant Fees and Travel	5,050	12,625	17,675
Travel	138,305	60,793	199,098
Operating Expenses	179,920	69,391	249,311
Contractual Services	450	1,200	1,650
Supplies, Materials, Furniture, and Equipment	170,991	45,794	216,785
Fellowships, Grants, and Contributions	414	2,900	3,314
Programme Support Costs	34,162	18,025	52,187
	-	-	-
Total Expenditures	US\$1,172,906	US\$625,117	US\$1,798,023

Uganda

Background

Sixteen years of war have created almost one million internally displaced persons (IDPs) and refugees, and humanitarian initiatives that were designed to ease a transition from relief to rehabilitation in the conflict areas have been adversely affected. The Karamoja region of Northeastern Uganda continues to suffer from periodic drought coupled with the insecurity caused by cattle rustling by armed civilians and the ongoing kidnapping of children.

Objectives

- Enhance humanitarian strategic planning and coordination by identifying risks and resource gaps and incorporating them into comprehensive, coherent planning.
- Mobilise resources and target them at priority areas, sectors, and groups for maximum impact and cost effectiveness.

Activities

- Advocated for the rights of IDPs by translating and disseminating "Guiding Principles", for access to the affected population, and for IDP access to their gardens.
- In collaboration with other agencies and government, trained local officials in more than 30 districts in disaster management and preparedness.

- Reactivated and strengthened the District Disaster Management Committees by ensuring that existing plans are practical and incorporate security concerns and IDP needs.
- Established Protection Working Groups (PWG) to monitor the violation of IDPs basic rights and translated the information sheet into local languages.

Achievements

- Reactivated the inter-agency website (Ugandaaid.org).
- Coordination of activities and communication among humanitarian partners has markedly increased.

Lessons learned

- The establishment of Sector Coordination Groups and the reactivation of the District Disaster Management Committees in over 30 districts require continuous strengthening and support through field-based coordination, additional staff, and financial resources.

Expenditure Breakdown

This table indicates expenditures for activities in 2002.

Staff Costs	397,148
Consultant Fees and Travel	18,988
Travel	50,870
Operating Expenses	112,647
Contractual Services	900
Supplies, Materials, Furniture, and Equipment	51,423
Fellowships, Grants, and Contributions	11,500
Programme Support Costs	19,304
Total Expenditures	US\$662,780

Afghanistan

Background

In April 2002 the integrated UN Assistance Mission to Afghanistan (UNAMA) absorbed UNOCHA's functions, including most of its staff and resources. OCHA continued to support the Office of the Humanitarian Coordinator/Deputy Special Representative of the Secretary-General (DSRSG) on humanitarian coordination matters, including advocacy, civil-military relations, coordination of the appeal process, resource mobilization, staff coordination, natural disaster response and preparedness, and advice on IDP protection and assistance.

Objectives

- Support the Humanitarian Coordinator and the Resident/Humanitarian Coordinators in neighbouring countries.
- Advocate for humanitarian principles and foster donor relations.
- Address staff deployment and the Mine Action programme and provide advice and training on civil-military relations.

Activities

- In Islamabad, UNOCHA continued to provide administrative, financial and logistical support capacity for the operations in Afghanistan and Termez (Uzbekistan) and supported the movements of personnel and commodities from the Central Asian republics into Afghanistan.
- Deployed staff to support coordination and information/reporting needs and led an UNDAC mission to assess earthquake damage in northern Afghanistan and related funding priorities.
- Seconded staff to UNAMA, working with the D-SRSG Relief, Recovery, and Reconstruction and continued to support office with specialists in coordination, IDP advice, natural disaster preparedness and response, and civil-military relations.
- At the request of the Afghan Interim Authority to the Under Secretary-General for Humanitarian Affairs, deployed a staff member to advise and support the AACA, a government institution responsible for the managing assistance to Afghanistan.
- Advocated with the Security Council, the UN secretariat, and member states; supported the appeal process and organized and participated in fora to mobilise resources.
- Managed the transition from UNOCHA to UNAMA.

Achievements

- Coordination structure provided an effective response to a challenging and complex emergency situation.
- Developed humanitarian guidelines and a policy framework and revised operational guidelines on relations with the military.
- Handed over management of the Mine Action Programme to UNMAS in July 2002.

Lessons learned

- An external evaluation concluded that the humanitarian coordination structure during 2002 was relatively strong, active, and well-equipped to face the challenges after the events of September 2001.
- Effective to appoint one senior manager with authority delegated by the ERC; define the role of future Humanitarian Information Centres (HIC); develop fast-track mechanisms for appointing Humanitarian Coordinators; increase attention to gender issues and strengthening partnerships with NGOs; assign an experienced staff member to perform the function of "historian" in large-scale emergencies and crises.
- Timely exit strategies, including phasing-out plans, should be established well before coordination structures are changed or phased out.
- The Afghanistan Information Management Systems (AIMS), transferred to UNDP in mid-2002, proved to be an essential coordination tool.

Expenditure Breakdown

This table indicates expenditures for activities in 2002.

Staff Costs	7,192,151
Consultant Fees and Travel	0
Travel	1,683,207
Operating Expenses	2,097,417
Contractual Services	1,785,714
Supplies, Materials, Furniture, and Equipment	3,302,298
Fellowships, Grants, and Contributions	94,246
Programme Support Costs	1,292,618
Total Expenditures	US\$17,447,651

Democratic People's Republic of Korea

Background

In 1995 the international community responded to a request from the Democratic People's Republic of Korea (DPRK) for international assistance related to a series of natural disasters, including drought and floods, and OCHA's country office was established in 1997. Vulnerable groups in the DPRK continue to suffer the cumulative effects of severe economic difficulties, continuing food insecurity, and a weakened social sector.

Objectives

- Support and improve existing humanitarian assistance coordination mechanisms.
- Assess and address the humanitarian needs in the DPRK.
- Establish the Humanitarian Development Resource Centre to meet the information needs of humanitarian and development stakeholders.
- Maintain the NGO funding mechanism.
- Advocate for the government to better engage in humanitarian coordination.
- Encourage the provision of rehabilitation and development funding through advocacy work with government, development organisations, and donors.

Activities

- Acted as chair of the Inter-Agency Forum Gender Working Group to improve the mainstreaming of gender into programme responses and led the gender task group in the UN country assessment process.
- Developed the concept of the Humanitarian Development Resource Centre and, through the ERC, obtained Government approval for Internet access for UN agencies. OCHA also advocated for the Korean people through the regular dissemination of humanitarian information to stakeholders.
- Organised, led, and participated in inter-agency assessments, including to flood-affected areas in August and September 2002.

Achievements

- The Inter-Agency Forum's "Policy Statement for the Integration of a Gender Perspective in Humanitarian Assistance in DPRK" was adopted and improved the mainstreaming of gender into programme responses.

- Increased government involvement in humanitarian coordination through a CAP workshop.

Lessons learned

- The NGO Funding Mechanism continued to be very useful in enabling NGOs to remain in country and to develop pilots for future projects that seek to build capacity of communities and institutions to cope with the humanitarian crisis. Through management of the NGO Funding Mechanism, OCHA has further strengthened its working relationship with NGOs.
- The DPRK CAP for 2003 set realistic targets based on available financial and human resources, which encouraged the development of advocacy solutions to address unmet needs.
- Geographic access remains a constraint to effective operations in the DPRK.

Expenditure Breakdown

This table indicates expenditures for activities in 2002.

Staff Costs	110,983
Consultant Fees and Travel	26,260
Travel	39,867
Operating Expense	98,165
Contractual Services	-
Supplies, Materials, Furniture, and Equipment	85,663
Fellowships, Grants, and Contributions	-
Programme Support Costs	10,828
Total Expenditures	US\$371,766

Indonesia

Background

Indonesia is very prone to natural disasters such as floods, earthquakes, volcanic eruptions, and forest fires, and some 1.4 million have been displaced since 1999.

Objectives

- Facilitate effective and coordinated responses to natural and conflict-related emergencies through inter-agency assessments, the development of contingency plans, including disaster preparedness and early warning systems, analyses, and through coordination.
- Advocate for the rights of internally displaced persons (IDPs) through dissemination of the "Guiding Principles on Internal Displacement", lead workshops, and prepare consolidated humanitarian action plans and appeals.

Actions

- Led and participated in inter-agency missions to crisis affected areas, including a mission to Aceh immediately after the signing of the Cessation of Hostilities Agreement in December 2002 to express the UN's commitment to the peace process and humanitarian assistance.
- Handed over the functions of the UN Resource Centre in Ternate to UNDP and prepared for the establishment of a UNRC office in Central Sulawesi.
- Maintained close contacts with humanitarian partners to advocate for the rights of IDPs and better humanitarian access to the conflict affected populations and areas. Visits of the Emergency Relief Coordinator (ERC) and Deputy ERC paved the way for addressing these issues at ministerial level.
- Provided balanced and neutral information on the local situation and humanitarian needs through reports and briefings.

Achievements

- Through the establishment of the IASC, OCHA strengthened collaboration between the government, donors, and humanitarian and development actors.

- The hand-over of the coordination functions at the UNRC in Ternate to UNDP provided a good example of a successful transition from emergency to longer-term development oriented operations.
- The Emergency Response Fund for NGOs, funded by DFID, enabled OCHA and NGOs to broaden the scope of assistance to include conflict-affected populations. By managing the fund, OCHA strengthened its working relationship with NGOs and donors.

Lessons learned

- Assistance to IDPs must be coupled with assistance to other affected communities to avoid new conflict.
- Transition from emergency assistance to longer-term development should be governed by a common humanitarian action plan.
- Workshops can generate horizontal coordination and dialogue between provinces.
- The Emergency Response Fund is an effective means to fill humanitarian gaps and strengthen OCHA's coordinating role.
- Finding lasting solutions to the IDP crisis is a slow process.

Expenditure Breakdown

This table indicates expenditures for activities in 2002.

Staff Costs	978,970
Consultant Fees and Travel	74,856
Travel	137,232
Operating Expenses	121,459
Contractual Services	1,370
Supplies, Materials, Furniture, and Equipment	37,100
Fellowships, Grants, and Contributions	5,285
Programme Support Costs	40,688
Total Expenditures	US\$1,396,961

Regional Disaster Response Advisor Asia

Background

Asia is one of the most disaster-prone regions in the world and in 2002, many countries were hit by large-scale disasters, including floods, landslides, earthquakes, and drought. The RDRA creates and maintains networks and supports dialogue and standardization between stakeholders throughout East, Southeast, and South Asia. The RDRA Asia operates out of the same office in Kobe, Japan, as ReliefWeb.

Objectives

- Promote greater regional coordination and a total risk management approach to natural disasters.
- Organise activities for skills training in disaster information management and needs assessment and coordination in close cooperation with ADRC and OCHA's office in Kobe.
- Provide technical assistance in national capacity building in disaster management, including information management, response, and coordination. Disseminate information on existing tools and mechanisms in disaster response and encourage government officials to participate in the UNDAC and INSARAG systems. Advocate the total risk management approach to natural disasters in cooperation with ADRC, Asian Disaster Preparedness Centre (ADPC), and USAID/OFDA

Activities

- Co-hosted the Second Consultative Meeting on TDRM Approach in Asia with ADRC, Asian Disaster Preparedness Center (ADPC) in Bangkok to consolidate collaboration and coordination among regional institutions.
- Planned and supported a training program on TDRM approach in Bangladesh funded by USAID/OFDA.
- Organized in cooperation with ADRC a Regional Workshop on Networking and Collaboration among NGOs of Asian Countries in Disaster Reduction and Response funded by the ASEAN Foundation.

Achievements

- Instrumental in promoting understanding of the need for a holistic approach, a risk management agenda, and cooperation among the humanitarian community.

- The ADRU has enhanced OCHA's capacity to react to sudden onset disasters in the region, ensuring coordination and cooperation between national and international organizations and supporting the UN Resident Representatives and UNDMTs in the region.

Lessons learned

- Regional institutional and organizational capacity needs to be further strengthened. The promotion of a total disaster risk management approach must be followed by inviting partners to develop a forum for agencies involved in the design, development, and delivery of emergency management training.

Expenditure Breakdown

This table indicates expenditures for activities in 2002.

Staff Costs	285,769
Consultant Fees and Travel	-
Travel	46,337
Operating Expenses	24,954
Contractual Services	-
Supplies, Materials, Furniture, and Equipment	2,650
Fellowships, Grants, and Contributions	4,030
Programme Support Costs	10,912
Total Expenditures	US\$4,374,651

Regional Disaster Response Advisor Pacific

Background

Established in June 1999, the office is based in Suva, Fiji, but acts as a remote element of the Asia and Pacific Section of the Response Coordination Branch in Geneva. RDRAP facilitates disaster response, supports the development of the UNDACS System, strengthens UN response capacity, and supports national preparedness in Pacific island countries (PICs).

Objectives

- Work with eight UN agencies and regional organizations concerned with disaster management, particularly the South Pacific Applied Geoscience Commission (SOPAC).

Activities

- Wrote situation reports and disbursed OCHA Emergency Grants.
- Led UNDACS missions to assess requirements for international assistance.
- Worked to build national and UN response capacity by organizing and running an UNDACS Pacific Refresher Course in Vanuatu.
- Supported other response training, particularly the SUVEQ earthquake exercise sponsored by SOPAC.
- Participated in a UN Disaster Management Team (UNDMT) Workshop in the Philippines.

Achievements

- Responded to disasters and emergencies within the Pacific and beyond.
- Improved capacity building through the UNDACS Refresher Course and the first Pacific Urban Search and Rescue (USAR) Course.
- Helped build capacity of the UNDMTs in the region, despite the development orientation of UN agencies in the Pacific and the challenge of working in 20 small countries or territories with limited staff.

Lessons learned

- Helped consolidate and formalize mutually beneficial partnerships between the key advocates and providers of emergency management capacity-building through inauguration of the Pacific Emergency Management Training Advisory Group.
- Conceptualised, organised, and implemented a retreat for OCHA personnel from natural disaster and emergency branches to outline collective action over the next three years.
- Drew on the methodology of both the CAP and transitional appeals for natural disasters to initiate, facilitate, and support post-conflict peace building in Sri Lanka.

Expenditure Breakdown

This table indicates expenditures for activities in 2002.

Staff Costs	116,205
Consultant Fees and Travel	-
Travel	36,766
Operating Expenses	21,530
Contractual Services	-
Supplies, Materials, Furniture, and Equipment	5,800
Fellowships, Grants, and Contributions	3,000
Programme Support Costs	5,499
Total Expenditures	US\$188,801

Tajikistan

Background

Tajikistan is one of the most natural disaster-prone countries in the world and in 2002 experienced more than 70 major incidents including landslides, earthquakes, floods, and avalanches. A five-year civil war, which ended in 1997, created lingering problems that have been compounded by a two-year drought (2000-2001). Acute humanitarian needs and lack of local capacity in nutrition, food security, health, water, and sanitation makes Tajikistan heavily reliant on international humanitarian assistance. OCHA has been present in Tajikistan since 1998, replacing a four-year DHA presence.

Objectives

- Improve coordination within the international community in Tajikistan to create synergy between the peace-building strategy and the humanitarian objectives outlined in CAP 2002.
- Analyse and disseminate information on a regular basis among donors, HQ, and the community at large.
- Facilitate regional coordination of information and contingency planning, in particular in view of the crisis in Afghanistan and the volatile situation in the Ferghana Valley.
- Facilitate, through the Rapid Emergency Assessment and Coordination Team (REACT), inter-agency missions to affected areas.
- Improve advocacy and resource mobilisation by providing updated information and arranging regular briefings for donor representatives based in Dushanbe and neighbouring countries.

Actions

- Supported the UN RC/HC, the 11 UN agencies of the UNCT, and aid community in humanitarian assessment and coordination.
- Reported on humanitarian situation through monthly notes to the Emergency Relief Coordinator and bi-weekly updates to the international community at large.

- Coordinated disaster management activities and updated an interagency contingency plan.

Achievements

- Networking with donors at the field level, while making the best use of favourable regional and global factors resulted in record funding.
- Played a key role in supporting cross-border aid to northern Afghanistan.

Lessons learned

- The enhanced and expanded REACT forum has led to better understanding and collaboration between agencies and the Ministry of Emergency Situations in disaster management.

Expenditures Breakdown

This table indicates expenditures for activities in 2002.

Staff Costs	243,059
Consultant Fees and Travel	5,404
Travel	42,634
Operating Expenses	44,849
Contractual Services	-
Supplies, Materials, Furniture, and Equipment	46,678
Fellowships, Grants and Contributions	-
Programme Support Costs	11,482
Total Expenditures	US\$394,106

Georgia

Background

OCHA has worked in Georgia since 1993. The country suffers from the ongoing displacement of over 250,000 people resulting from separatist conflicts in Abkhazia and South Ossetia and there are also some 4,000 refugees from Chechnya. In April a large earthquake struck Tbilisi and caused significant structural damage in the capital city.

Objectives

- Mobilise and coordinate the collective efforts of the international community and local actors to undertake targeted and principled humanitarian action.
- Alleviate the immediate suffering of the populations still affected by conflict.
- Integrate responses into the overall developmental framework in Georgia.

Activities

- In Abkhazia and South Ossetia, facilitated neutral information exchange between the separatist areas.
- Facilitated donor and NGO missions to Abkhazia and South Ossetia.
- Liaised with Georgian Government and separatist leaders on issues and legislation related to humanitarian assistance.

Expenditure Breakdown

This table indicates expenditures for activities in 2002.

Staff Costs	336,280
Consultant Fees and Travel	15,049
Travel	81,741
Operating Expenses	64,700
Contractual Services	0
Supplies, Materials, Furniture, and Equipment	61,700
Fellowships, Grants, and Contributions	195,500
Programme Support Costs	22,651
Total Expenditures	US\$777,621

- Worked closely with UNDP to develop the Disaster Management Team, contingency plan, and national disaster management capacities, especially during and immediately following the April earthquake.
- Facilitated transfer of some of the functions of the New Approach i.e., the Georgia Self Reliance Fund (GSRF) to UNDP and the Georgian Social Investment Fund. Seven projects were approved and funded by the GSRF in early 2002, and OCHA managed this process until the UNDP/GSIF unit was established mid-2002.
- Initiated a humanitarian strategy planning session during 2002 with a series of interviews and working-level meetings to identify and prioritize the various humanitarian needs in the country.

Achievements

- Coordination work following the earthquake and work on developing a humanitarian assistance strategy were well received by the authorities and aid community; the government is committed to moving the process forward.
- Facilitated the GSRF activities with UNDP and the Georgian authorities in anticipation of gradual transition.
- Maintained focus on humanitarian needs while working with key actors in facilitating the transition process.

Lessons learned

- There is a clear need for close cooperation among humanitarian and development actors to address spectrum of needs.
- Developing a humanitarian assistance strategy was complicated by not having had a CAP for several years.
- The simultaneous need for relief and development assistance in Georgia obscures traditional definitions and the prioritization of needs.

Russian Federation

Background

OCHA's office in the Russian Federation focuses on the Chechnya crisis, which has affected almost one million people in the Federation and the neighbouring region of Ingushetia and enhances relations between OCHA and the Russian Ministry of Emergencies (EMERCOM). OCHA facilitates information flows on aid operations of interest to Russia and on occasional special topics such as the NATO-Russia joint exercise in September 2002.

Objectives

- Maintain dialogue with the Federal Government and governments in Chechnya and Ingushetia.
- Manage the CAP and promote programme coordination and information exchange between the UN, ICRC, and NGO communities.
- Promote a coherent international response to the humanitarian consequences of the North Caucasus crisis.
- Support OCHA's communications with Russian authorities on humanitarian involvement in regions of relevance to the Russian Federation.

Activities

- Liaised with Government authorities and representatives of the Chechen and Ingush authorities in Moscow and in the North Caucasus through a Deputy Humanitarian Coordinator/Area Security Coordinator (DHC/ASC)
- Produced information bulletins, briefing kits, and managed the website (www.ocha.ru).
- Maintained close contact with the authorities, monitored disaster situations, and issued regular situation reports to the international community.
- Organised and participated in the first NATO/EMERCOM exercise on evaluation.
- Worked with the Swedish Rescue Services Agency to ensure EMERCOM accession to the UNDAC system.

Achievements

- Mobilised the international community to engage the Russian authorities on upholding people's rights, including seeking safe haven outside Chechnya or voluntary return.

- Engaged EMERCOM in the UNDAC system.
- Invited to participate in the first-ever NATO-Russia joint exercise: indicates that objectives were met.

Lessons learned

- Using the CAP as a strategic tool as well as a fundraising mechanism promotes broad participation (including the Red Cross Movement and NGOs) and provides governments with a more coherent platform for dialogue with the aid community. Engaging the donor community in all aspects of the programme builds political support for the aid community and enhances prospects for fundraising.
- Security concerns hampered operations, including preventing the opening a OCHA sub-office in Grozny. When the head of a Russian NGO, Druzhba, and of Médecins sans Frontières in Dagestan were kidnapped, the aid community suspended programmes for nine weeks and advocated for a safer working environment.

Expenditure Breakdown

This table indicates expenditures for activities in 2002.

Staff Costs	796,355
Consultant Fees and Travel	46,296
Travel	151,241
Operating Expenses	291,420
Contractual Services	0
Supplies, Materials, Furniture, and Equipment	77,807
Fellowships, Grants, and Equipment	43,552
Programme Support Costs	42,206
Total Expenditures	US\$1,448,877

Southeastern Europe

Background

OCHA has supported a regional humanitarian operation since 1992 and has had a field presence since 1995. Despite increasing regional stability, much of the population is affected by slow progress on socio-economic reforms, depleted health and social service systems, and lingering ethnic hostilities. There are still nearly one million displaced persons.

Objectives

- Promote and support a coherent and integrated UN effort to assess and respond to regional needs.
- Enhance coordination and information sharing.
- Facilitate the transition from Humanitarian Coordinators to a Resident Coordinator system.

Activities

- Contributed to humanitarian strategies and maintained inter-agency cohesion.
- Assessed and monitored humanitarian conditions and implemented a regional phase-down strategy.
- Supported Humanitarian/Resident Coordinators and UNCTs in interagency coordination and advocacy, IDP issues, regional and country situation analysis, natural disaster management, contingency planning, and transition initiatives.

Expenditure Breakdown

This table indicates expenditures for activities in 2002.

Staff Costs	838,322
Consultant Fees and Travel	54,784
Travel	72,345
Operating Expenses	200,671
Contractual Services	0
Supplies, Materials, Furniture, and Equipment	41,421
Fellowships, Grants, and Contributions	16,342
Programme Support Costs	36,455
Total Expenditures	US\$1,260,340

- Maintained contingency planning for conflict scenarios as focus shifted to natural-disaster preparedness.

Achievements

- Conducted in-depth analysis of vulnerable groups in Belgrade; results were included in the development of strategies and advocacy with the government and donors.
- Facilitated coordination among UN and agency partners and served as vehicle for information exchange and dissemination in Skopje.
- Coordinated efforts in Sarajevo and Pristina focused on sustainable returns and promoting respect for minority rights.
- Conducted a regional Disaster Management Training workshop in Sarajevo among UN, Red Cross, Stability Pact and government representatives and developed a comprehensive disaster profile in Skopje.
- Lobbied for removal of obstacles impeding return, resulted in funding to rehabilitate houses damaged during the conflict, to remove mines, and assist in recovery of farming activities in Skopje.
- Promoted a rights-based approach to internal displacement and identifying solutions for IDPs.

Lessons learned

- Coordination and lobbying efforts minimized gaps and duplication in assistance. The regional structure initiated in the 2002 phase-down strategy proved effective in maintaining capacity to respond to coordination needs for potential new emergencies.
- Provided continuity and support to smooth the transition from humanitarian to development coordination structures, work that was complicated by a multitude of actors and the rapid scaling down of many humanitarian programmes. The transformation of the HCIC in Kosovo was completed despite some difficulties.
- Standardized software for data bases, consistent management support, and staff training will improve information services in the field.

Colombia

Background

The armed conflict in Colombia is having a dramatic and sustained effect on the civilian population and the number of internally displaced persons (IDPs) is increasing.

Objectives

- Enhance the institutional capacities of both state and non-state actors in Colombia, including the government, NGOs, and IDP groups.
- Coordinate an efficient UN response to the humanitarian crisis.
- Maintain and increase humanitarian access.

Activities

- Facilitated coordination between members of the UN Thematic Group on IDPs and observer organizations such as IOM, ICRC, ECHO, NGOs and Red Social de Solidaridad, a government agency.
- Coordinated UN activities through the Thematic Group on Internal Displacement (TGID).
- Facilitated regular meetings of the UN Thematic Group on IDPs, sectoral groups, a special working group with the Office of the Vice President of Colombia, and consultations with key stakeholders.
- Coordinated development of the HPA and its launch in Bogota in November 2002.
- Managed set-up and development of the Inter-Agency Rapid Response System. When fierce fighting caused the death of 119 civilians, produced 4,000 IDPs, and left some 25,000 people at risk of displacement, for the first time the UN fielded an Inter-Agency Rapid Response Team to enhance protection and prevention and assess basic human needs.
- Established the Humanitarian Situation Room, in collaboration with IOM, UNICEF, and UNHCR, to collect, analyse, and distribute information.
- Published two inter-agency reports on the situation of displaced persons and the challenges ahead, along with a "Manual on Field Practice in Internal Displacement" in Spanish with UNHCR, NGOs, and The Brookings Institute.

Achievements

- Improved analytical capacity by establishing a project data base to identify priority areas and gaps in assisting IDPs and developed programs with a human rights approach.
- The Rapid Response System has resulted in more interaction between the UN system and local communities.
- Support to UNHCR's IDP coordination mandate granted by the Government of Colombia, a role now well recognized by both state and civil society institutions, helping develop a common UN system approach to the humanitarian crisis.

Lessons learned

- UNHCR/OCHA's coordination role is broadly recognized both within the UN system and among state and civil society institutions. Although the project faced some initial difficulties, the clarification of terms has proven that OCHA and UNHCR have contributed to an effective UN response to the humanitarian crisis in Colombia.

Expenditure Breakdown

This table indicates expenditures for activities in 2002.

Staff Costs	74,048
Consultant Fees and Travel	12,878
Travel	28,485
Operating Expenses	27,641
Contractual Services	0
Supplies, Materials, Furniture, and Equipment	16,790
Fellowships, Grants, and Contributions	4,000
Programme Support Costs	4,917
Total Expenditures	US\$168,758

Regional Disaster Response Advisor Latin America and the Caribbean

Background

The OCHA office for the RDRA for Latin America and the Caribbean was established in Quito, Ecuador in September 1999. A new RDRA took up the position in July 2002.

Objectives

- Assist in the coordination of disaster response in the region and strengthen the response preparedness capacity of UN Country Teams and humanitarian partners through contingency planning, simulation exercises, and workshops.
- Coordinate activities among governmental networks and regional organizations.
- Maintain readiness capacity to activate OCHA's response tools, including an UNDAC.

Activities

- Provided support to UN country teams in contingency planning and organized workshops in the Dominican Republic, Haiti, Nicaragua, and Venezuela;

- Conducted assessments in Cuba and Jamaica to evaluate the country team's contingency planning;
- Explored linkages between UN country teams' contingency planning and that of national authorities and other humanitarian partners.
- Established and maintain contact with regional networks.

Achievements

- Developed a standard methodology package to support the UN system in disaster response preparedness.
- Conducted a workshop on the UN system's response to tropical storm Michelle in Honduras in April and conducted a simulation exercise to test the Contingency Planning in Ecuador in May.

Lessons learned

- RDRA needs to expand contacts with regional networks to identify opportunities for joint use of scarce resources and work more closely with national authorities.

Expenditure Breakdown¹

This table indicates expenditures for activities in 2002.

Staff Costs	171,853
Consultant Fees and Travel	0
Travel	36,997
Operating Expenses	24,259
Contractual Services	0
Supplies, Materials, Furniture, and Equipment	7,688
Fellowships, Grants, and Contributions	1,200
Programme Support Costs	7,262
Total Expenditures	US\$249,258

¹ This table includes expenditures incurred in the Office of Gaborone (Botswana), which was moved to Johannesburg in September 2002.



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