OCHA in 2014 & 2015

PLAN AND BUDGET

Coordination Saves Lives
Credits

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This is a summary of OCHA’s Plan and Budget for 2014 and 2015. For more details on the organization’s planned activities and accompanying budget, please visit: www.unocha.org/ocha2014-15

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

Demand for a credible and effective humanitarian system capable of responding quickly and effectively in a dangerous, disaster-prone and resource-scarce world has never been greater.

OCHA in 2014 and 2015 explains how OCHA intends to meet this challenge and create the tools and platforms that will support the rest of the humanitarian sector in adapting to changing and challenging circumstances.

Our field operations will be improved through stronger coordination structures, improved humanitarian leadership and better information management.

We will build stronger partnerships and support the development of a global humanitarian system united around a shared sense of purpose. And we will work more closely with our development colleagues to ensure strong links between humanitarian and development work that reflect the reality of people’s experiences.

The consultations among partners and stakeholders in the run up to the 2016 World Humanitarian Summit will be central to this work.

This year, our systems and response capacities have been severely tested. 2014 and 2015 will be an opportunity to further build on the reforms to date and make OCHA much stronger.

Thank you for your ongoing commitment to our work.

Valerie Amos
Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator
December 2013

Valerie Amos visiting the Ma Gyee Myaing camp in Sittwe Town, Myanmar.
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The United Nations Office for the Coordination of Humanitarian Affairs (OCHA) is responsible for bringing together humanitarian organizations and Governments to ensure a rapid and coherent response to emergencies around the world.

We have more than 2,100 staff working in over 50 country, regional and headquarters locations. Our staff come from almost 100 countries, bringing a breadth of knowledge, experience and commitment to their work. They help national and international partners work together during disasters and emergencies. OCHA’s work helps to save lives by reducing duplication and coordinating efforts so that the most vulnerable people get the help they need. In a crisis, we work to make sure that everyone has a shared understanding of the problem and what needs to be done, and we help to raise the resources required.

In 2013, OCHA coordinated appeals seeking a total of US$9.3 billion to support humanitarian programmes implemented by 647 partners around the world.¹ By the end of the year, these appeals had obtained $5.4 billion. OCHA’s funding in 2013 totalled $233.1 million, or 4.3 per cent of the total amount we coordinated that year.

This document sets out OCHA’s plan and budget for 2014 and 2015. It explains how OCHA will address humanitarian coordination challenges in the field, how we will work with existing and new partners, and what we will do to ensure OCHA remains fit for purpose.

In 2014, OCHA is appealing to donors for $270.1 million to cover the costs of our extrabudgetary programme activities. These costs will have to come from voluntary contributions.² In 2015, OCHA estimates that it will appeal to donors for $262.3 million.

Despite fulfilling a core UN activity, OCHA only receives 5 per cent of its funding from the UN budget. We have to raise the rest.

¹ Financial Tracking Service: http://fts.unocha.org. These figures refer to the total amount requested in 2013 appeals coordinated by OCHA, and to the number of organizations participating in these appeals. Organizations include UN agencies, Red Cross and Red Crescent national societies, and local and international non-governmental organizations and their individual national affiliates.

² For more details on how these amounts are determined, see page 16.
HUMANITARIAN ACTION IN A CHANGING WORLD

There is growing demand for humanitarian assistance around the world. Protracted armed conflicts, large-scale displacements, chronic vulnerability, and natural disasters of growing intensity and unpredictability have all contributed to this rise. By the end of 2013, the civil conflict in Syria had lasted nearly three years, leaving 9.3 million people in dire need of assistance. People in the Sahel continued to endure drought and food insecurity, conflicts and waves of displacement. Hundreds of thousands of people in Myanmar remained displaced following intercommunal violence, many beyond the reach of aid workers. And the Philippines was devastated by Super Typhoon Haiyan, one of the strongest storms to ever make landfall.

The total amount received from donors for humanitarian action has increased in recent years, but available resources continue to lag behind the growing numbers of people requiring assistance. Donors provided some $8.7 billion to support humanitarian action in 2013. This is a tremendous amount, but it still left an estimated $5.3 billion in unmet needs.3

There have also been changes in the makeup of the humanitarian sector and the way it works. Humanitarian agencies are more numerous and diverse than ever. Regional organizations, Governments and local communities have all expanded their capacity to respond to emergencies. And new technologies, including mobile communications and social media platforms, have made communication easier and given a stronger voice to people affected by crises. People are better able to judge what type of assistance they need and to influence how it is provided.

A rapidly changing world

Over the last 25 years, the world has seen a general increase in the frequency and impact of natural disasters in rich and poor countries alike. These include mega-disasters, such as the earthquake that devastated Haiti in 2010, the tsunami that struck Japan in 2011 and the recent super typhoon that laid waste to parts of the Philippines. They also include cyclical disasters such as droughts, floods and extreme temperatures, which have significant cumulative impact but receive little public attention.

Conflict and displacement are also generating increased humanitarian needs. The number of people displaced in their own countries as a result of violence and armed

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3 These figures refer only to total requests made in consolidated appeals (CAPs), flash appeals and other formal appeals monitored through the Financial Tracking Service, including the Syria Humanitarian Assistance Response Plan and Syria Regional Response Plan. For more details, visit http://fts.unocha.org. The figures do not include assistance given outside the scope of an appeal or similar process that requests a set amount of funding.
conflict rose from 16.5 million in 1989 to an estimated 28.8 million at the end of 2012. Many communities are also facing a different kind of conflict—one fuelled by criminal activity and trafficking in drugs, stolen goods and people. In Colombia, for example, drug-related violence has been linked to widespread human rights violations and hundreds of thousands of displacements each year.

Protracted and recurring emergencies are creating groups of people for whom crisis is “the new normal,” changing the nature of humanitarian aid. Traditionally, humanitarian assistance was a stop-gap between a crisis and the ensuing recovery, but today crises often persist for years on end or overlap.

Not only are crises becoming more frequent, they are becoming more complex. New challenges are arising from

HUMANITARIAN EVOLUTION

In 1991, UN General Assembly resolution 46/182 created the current international humanitarian system, establishing a set of guiding principles for humanitarian action: humanity, neutrality and impartiality.

Since then, leadership, accountability and shared responsibility for international humanitarian action have been strengthened through reform. In 2005, reforms resulted in more predictable humanitarian financing and more effective multilateral coordination. The Transformative Agenda, adopted in 2012, strengthens humanitarian leadership, streamlines coordination and ensures accountability. These improvements are enhancing the system’s capacity for rapid response.

As the world changes, we will continue to adapt and reform.

An estimated 28.8 million people are internally displaced around the world, and millions more are refugees, forced to cross national borders in search of safety. Some live in camps, others in apartments, but they share the same overwhelming sense of loss and upheaval.

These are two stories.

OCHA workers met Fatimah in January 2013 in Saboura, a suburb of Damascus, Syria. Her family lived in an unfinished six-storey block of families displaced by the war. In their cold two-room apartment, Fatimah fought back tears. It had been six months since she and her family fled their home during the night. Six months since she saw neighbours and friends, six months since she last watered the rose bushes that grew in her front yard.

“Every day, I remember the things I’ve lost,” Fatimah said. “Every day I long for home, for the things we left behind.”

She is just one of an estimated 6.5 million internally displaced persons (IDPs) in Syria. More than 2.3 million more have fled to neighbouring countries.

In June, thousands of miles from Syria, OCHA staff met another IDP, Abdou Dicko, at the port of Mopti in central Mali. Abdou was with his two wives, their six children, his six brothers and three nieces. Together, they were waiting for a boat to take them to their home in Timbuktu.

In April 2012, as armed groups advanced on Timbuktu, they had fled south to Mopti. They left everything behind: their home, their land and much of their extended family. Months later, even though the security situation in the north remained perilous, all they wanted to do was to return home.

“We simply cannot afford to live as displaced people in Mopti anymore,” Abdou said. “We cannot pay the rent, and we are afraid we will be put out on the street. In Timbuktu, we have our own house; we have food, fish and rice.”

Since 2012, conflict between armed groups and Government forces has displaced more than 330,000 people in Mali, and a further 171,000 Malian refugees are living in neighbouring countries.

The stories we hear are deeply personal. They are heart breaking and unique, but also similar. We asked Fatimah what it really meant to be displaced.

“Imagine that you were a perfectly sighted person who suddenly lost their sight and was, without warning, thrown into darkness. That is what it means to be displaced,” she told us. “Blindness.”

STORY FROM THE FIELD: “That is what it means to be displaced: Blindness.”
population growth in some countries, widening income inequality and the effects of climate change, political unrest, migration and urbanization. These changes are putting more people at greater risk. Of the world’s estimated 3.6 billion urban residents, nearly a quarter live in slums, where they are highly vulnerable to disasters. And the world’s urban population is expected to reach approximately 5 billion by 2030.

But even as the needs grow, the risks grow. Humanitarian workers are being denied access to people in need and are increasingly being targeted directly. In 2013, aid workers were attacked in countries including Afghanistan, South Sudan and Pakistan. Since the Syria crisis began almost three years ago, 61 aid workers have been victims of violence, 30 of whom were killed.

Embracing change

In recent years, there has been a move to focus on tackling the root causes of protracted crises and recurrent disasters through resilience programming. Tackling vulnerability and poverty is crucial if long-term recovery efforts are to be successful and if we are to stem the tide of rising aid dependency.

The number of actors involved in humanitarian response is also growing. As more countries reach middle-income status, more Governments are becoming donors and sharing their experience and expertise. National disaster management authorities and regional organizations are playing bigger roles, and more NGOs and civil-society actors are becoming involved in response than ever before. Many humanitarian actors, including OCHA, have established new partnerships with the corporate sector. These new actors have brought different perspectives and capacities to humanitarian response. Retaining a shared commitment to the neutrality, impartiality and independence of the humanitarian system is a challenge as the number of actors grows and as our priorities diverge.

Humanitarian organizations are adapting to rapid advancements in technology. Even as communities are uprooted by displacement, migration and economic hardship, they can stay connected. In 2012, global mobile phone subscriptions topped 6 billion. Through direct communication, affected people can tell aid providers exactly what they need and organize their own responses. Providing connectivity and information to affected people is now a vital humanitarian service in its own right. Informed, connected and self-reliant communities are changing the way we do business, with local telecommunications and Internet-service providers now key actors in humanitarian response.

With international aid budgets under pressure, humanitarian groups are being asked to do more with less. By strengthening humanitarian coordination and helping to reduce duplication and waste, OCHA is playing a vital role in working with partners to maximize the value derived from every dollar spent on humanitarian aid by developing mechanisms that ensure the transparency and accountability that donors seek. In the next two years, there will be many opportunities to influence and inform global developments that will affect humanitarian issues.

2015 is the date for achieving the current Millennium Development Goals. It is also the expiration date of the Hyogo Framework for Action on Disaster Risk Reduction. The first-ever World Humanitarian Summit in 2016 will set the future agenda for humanitarian issues, with a particular focus on response effectiveness, reducing vulnerability, managing risk, meeting the needs of conflict-affected people and promoting innovation. Every effort will be made to ensure complementarity between the development and humanitarian agendas going forward.
OCHA’s Strategic Plan for 2014 to 2017 sets out our major objectives for the next four years. Our 2014 and 2015 plan and budget translate these major objectives into specific actions and resource requests for the next two years. OCHA will focus on three key goals: improving field effectiveness; diversifying our partnerships to enable a more flexible and agile response by a wider network of humanitarian actors; and strengthening the capability of our own organization by improving our management, performance and accountability.

Field effectiveness

OCHA’s work—and the work of the larger humanitarian system—is geared towards ensuring that people hit by crises receive timely and appropriate assistance and protection, wherever they are. That is why OCHA’s field operations have to operate at maximum effectiveness: We must have the right global footprint, staff profile and resource base. As we are asked to do more to support humanitarian response in countries across the world, our provision of predictable, high-quality services to humanitarian partners in the field is more important than ever.

In the next two years, OCHA will build on the substantial improvements made to its field operations since 2010. We will continue to support the implementation of the Transformative Agenda, which prioritizes strong humanitarian leadership, streamlined coordination and collective accountability to the people we serve. We will also continue to strengthen our partnerships with the development community, Governments and crisis-affected communities to ensure that our work helps build people’s resilience so that they are better able to deal with recurrent crises.

Responding faster to save more lives

In recent years, OCHA has improved its organization-wide response to sudden-onset and rapidly escalating crises. In the next two years, we will consolidate and build on those gains. Our regional offices will remain the frontline of response to new or rapidly deteriorating crises, deploying staff with local expertise and language skills as required. These offices have the ability to support the scale-up and coordination of aid operations, manage information, be strong advocates for those in need, and identify funding needs and gaps. We will continue to deploy strong and diverse United Nations Disaster Assessment and Coordination (UNDAC) teams to affected areas to ascertain the scale and complexity of crises, establish on-site coordination centres to register incoming assistance, and provide a space for humanitarian workers to hold meetings and share information. We will also continue to improve the predictability and speed of our response, using pre-approved cost plans to enable immediate recruitment and procurement in new emergencies, whatever their scale.
Strengthening leadership for a more coherent response

Experience has shown that effective leadership in humanitarian response is a crucial component of speedy and strategic response. Humanitarian leadership requires a balance of operational know-how, diplomacy and political understanding, team and relationship management, and the ability to present a compelling case to donors and partners. Humanitarian leaders must be able to lead the development of, and win support for, strategies that ensure all those in need get the help they require as quickly as possible.

Over the next two years, OCHA will remain focused on getting the right leaders in the right place at the right time. We will expand our programmes to identify high-calibre leaders, and we will focus on improving the diversity of Humanitarian Coordinators (HCs). We are already making progress on this: We have now identified 65 senior humanitarian professionals from 22 organizations as part of our drive to diversify the pool of HCs; 17 are currently deployed as HCs and there are 18 experienced HCs ready to deploy within 72 hours of a major catastrophe. We will continue to develop and train our HCs and other leaders by expanding learning opportunities.

OCHA will work across the humanitarian system to ensure that we give the required support to leadership on the ground. This approach will bring together all elements of leadership in an emergency—the HC, the Humanitarian Country Team (HCT) and the OCHA heads of office at the country level, with the emergency directors and Inter-Agency Standing Committee (IASC) principals at the global level. We will be in a position to reinforce one another’s work and take collective responsibility for the success or otherwise of humanitarian response on the ground and benefit from mutual learning. We will also increase support to our heads of office to enable them to support the HC and HCT.

Improving decision-making through in-depth knowledge

In the next two years, OCHA will promote a rapid and evidence-based approach to needs analysis, and develop broader situational awareness to inform our operations and the decision-making of the broader humanitarian community. We will integrate what we learn from people in need into that analysis so that we better define priorities and strategies that allow us to tailor our response to each situation.

In the next two years we will also continue to create closer links between humanitarian and development professionals to ensure that emergency assistance helps people survive upheaval and build a foundation for life after the crisis.

Streamlining coordination to enable greater collective impact

Effective coordination of humanitarian assistance minimizes duplication and enables people involved in response to add value through complementary programmes.

Recognizing that we have to ensure nimble and effective coordination in the deep field, and build on the lessons learned by colleagues on the front line, we will continue

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**STORY FROM THE FIELD: Growing religious tension**

In Bossangoa, a town in the north of the Central African Republic (CAR), 36,000 people are huddled in the grounds of a Catholic mission. They are living in appalling conditions and in fear for their lives.

They fled here to escape violence between ex-fighters of the Seleka forces—which deposed the country’s president in March 2013—and local self-defence groups. Clashes between the groups have resulted in dozens of deaths.

Those sheltering in the Catholic mission are Christians who fear their religion could make them a target. On the other side of the town, at the Ecole de la Liberté primary school, 2,000 people are also huddled. They, too, fear that their religion will make them targets. They are Muslims.

“This is a new dimension to the crisis,” said John Ging, OCHA’s Operations Director (pictured above). “We are seeing incitement of religious communities against each other.”

It was only the latest twist in a conflict that had seen the ouster of a Government, the displacement of hundreds of thousands of people, and the loss of critical infrastructure, which had exacerbated hunger and disease.

Mr. Ging had travelled to Bossangoa with the emergency directors of eight UN agencies and international NGOs.

The emergency directors met with community and religious leaders, urging them to continue working together to calm the situation. They also met with Government officials in Bangui, and with former Seleka rebels and members of the local community, including displaced people. Their mission highlighted the enormity of the country’s crisis, and helped to strengthen partners’ cooperation and resolve.

Their visit followed that of Emergency Relief Coordinator Valerie Amos and European Union Humanitarian Aid Commissioner Kristalina Georgieva to draw attention to the scale and depth of the crisis in CAR.

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OCHA Operations Director John Ging in CAR. © OCHA/Laura Fultang

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OCHA Operations Director John Ging in CAR. © OCHA/Laura Fultang
to work to eliminate unnecessary bureaucratic processes and provide an inter-cluster forum that facilitates problem solving in a crisis.

**Working together to protect people from harm**

Protecting people from harm is at the core of humanitarian work. As civilians bear the impact of crises around the world, OCHA has an important role to play in calling for respect for international human rights and humanitarian and refugee law. In 2014 and 2015, we will continue to call for and negotiate people’s immediate, safe and unhindered access to humanitarian assistance. We will develop context-specific access strategies, strengthen monitoring and reporting of access constraints, and facilitate inter-agency discussions and policy development on humanitarian assistance and protection. We will engage regularly with Security Council members to identify solutions to concerns over the protection of civilians.

**Raising and disbursing funds for swift and coordinated humanitarian action**

Without sufficient resources, maintaining effective field operations is impossible. In the years ahead, OCHA will continue to ensure that the Central Emergency Response Fund (CERF)—a cornerstone of swift support in emergencies—remains efficient and effective. We will continue to strengthen country-based pooled funds, which are particularly helpful in providing funding for NGOs, and we will continue to promote the controlled growth of these pooled funds. Oversight and management will be improved. OCHA will continue to seek new and diverse ways to mobilize funds for humanitarian action given the serious financial strain placed on donors by ever-growing global needs.

**Increasing preparedness**

In 2014 and 2015, we will continue to work with Member States and regional institutions to strengthen their capacity to respond to disasters by making them better prepared. OCHA will work to ensure that building the resilience of people and communities to respond to, withstand and ultimately prevent future crises is at the core of every emergency response.

**Wider partnerships for humanitarian action**

Supporting the emergence of a more inclusive and diverse humanitarian system is a priority for OCHA. We must establish partnerships with new actors, including affected communities and the private sector.

Over the next two years, OCHA will help emerging actors—including new and potential donors, affected states and humanitarian responders—to acquire the knowledge they need to more effectively manage crises and response efforts.

By supporting coordinated action among new and established partners, OCHA will multiply the impact, timeliness and efficacy of individual actors, leading to improvements in assistance for people in need. Member States are key stakeholders in this process. OCHA has continued to work with Member States to ensure their knowledge and learning are shared.

OCHA will continue to develop and strengthen partnerships with Governments and regional inter-governmental organizations, which have key roles in facilitating humanitarian access when crisis strikes and improving emergency preparedness beforehand. In 2013, at the request of the Kenyan National Disaster Operations Centre, experts from the Joint United Nations Environment Programme/OCHA Environment Unit and Swedish Civil Contingencies Agency went to Nairobi and Mombasa to identify major industrial hazards. The mission resulted in the development of an industrial-hazard map that strengthened Kenya’s disaster risk management and response capacity.

OCHA has close, productive relationships with private-sector partners, whose resources and skills complement those of traditional humanitarian actors. Our partnership with DHL, the global post-and-logistics provider, has proved invaluable in transporting and storing relief cargo and getting critical assistance to people faster. And through our partnership with Deloitte we are strengthening humanitarian leadership. Over the next two years, OCHA...
will continue to explore ways in which we can expand relationships with private-sector partners.

Effective response requires a constant updating of skills and knowledge. Therefore, OCHA is developing more training modules and integrated communications products for partners. For instance, OCHA developed the Emergency Environment Centre (www.eecentre.org), an online platform that strengthens the capacity of national and international partners to better prevent, prepare for and respond to environmental emergencies. This platform contains tools, guidelines, mission reports, training and good-practice examples, many available in multiple languages.

We also plan to develop multi-year partnerships with select disaster-prone countries, transferring technical skills and operations knowledge to national and regional actors. Lessons from these partnerships will improve OCHA’s work and be shared with other partners.

To continue to better define challenges facing the humanitarian system, OCHA will convene regional and global policy forums with participants from across sectors around the world. We will commission research, and our humanitarian trend analysis will help to better anticipate future challenges. In the next two years, OCHA will publish policy reports and briefs; facilitate Member State dialogues and support inter-governmental processes; contribute to post-2015 agendas; and advocate the changes needed to increase the effectiveness of international humanitarian action.

Adapting our tools to encourage a diverse humanitarian sector

OCHA must ensure that our tools and services adapt to changing needs. We have made significant progress in promoting inter-operability—making sure our tools and services add value to the work of our diverse partners. This will remain a central priority over the next two years.

To support this, OCHA will expand the membership of two key mechanisms: the International Search and Rescue Advisory Group (INSARAG) and the UNDAC system. INSARAG and UNDAC teams are often the first international partners on the scene in a crisis; they play a crucial role in facilitating faster, more coordinated action on the ground. Broader membership in these mechanisms will help to build greater regional and language diversity. OCHA will also increase the number of its standby-partnership agreements with Member States and NGOs, ensuring that international experts can deploy to more high-risk areas at a moment’s notice to support local partners’ efforts. For example, through standby-partner the Danish Refugee Council, a chemical-weapons expert was deployed to Amman to develop technical guidance material and coordinate with other agencies and experts in the field.

In addition, OCHA is helping to build stronger and more independent response capacity at the regional and national levels. We helped establish—and now manage—the Arab Humanitarian Portal (www.arabhum.net), the first dedicated humanitarian web portal in the Gulf to link Government representatives, NGOs and international organizations. OCHA will increase its support to regional coordinating bodies, such as the ASEAN Coordinating Centre for Humanitarian Assistance on Disaster Management.

Keeping up with the times—and with people’s needs

OCHA is seeking to innovate by ensuring that our coordination tools and services remain relevant and up to date, and promoting system-wide innovation and adaptation.

For example, we are creating a platform that will improve data collection and analysis, moving towards an open-data system that will enable our partners to find the information they need quickly. OCHA has also received a grant from the Humanitarian Innovation Fund to develop standards for data exchange across partner systems. An early version of the platform will be available in mid-2014, and it will be expanded to include data from more countries and sources in 2015.

Many of our innovative practices originate in the field.
For instance, we are exploring ways to engage with crisis-affected communities to ensure that we remain responsive to their changing needs. In West Darfur, OCHA is piloting a call centre to track and deal with feedback from residents of an IDP camp. Over the next year, we will evaluate and then expand this programme to other camps.

Creating an environment in which people are ready to share ideas and try new ways of doing things is one of our priorities for the next two years. We will bring people together to develop solutions to some of the humanitarian system’s most complex challenges. This will include engaging with the private sector to look at new ways of working and partnering with local communities. We will also expand our use of new technologies. For example, OCHA is assessing the use of social media as an information source for system-wide coordination, and we are supporting research on the uses of mobile telecommunications metadata to better understand people’s movement patterns during a humanitarian crisis.

Strengthening OCHA’s ability to act

In recent years, OCHA has been able to demonstrate significant improvements in the quality of support to our field operations with faster emergency deployments, fewer field-level vacancies, and the application of lessons learned from evaluations to improve the consistency and quality of our work. This progress has been supported by the development of corporate strategies on human resources, staff learning, information management, and advocacy and communications. In the next two years, implementation of these strategies will help OCHA continue to improve its performance.

Getting the right people at the right time

OCHA’s effectiveness rests on its staff. That is why investing in their development is so crucial. Between December 2011 and April 2013, OCHA halved its field vacancy rate, cutting it from 16 to 8 per cent. Over the next two years, we will continue this trend and create incentives to attract and retain more qualified field staff. OCHA will strengthen regional offices’ response capacity, as they are the first to surge to new or rapidly deteriorating crises. At the same time, OCHA will continue to expand our emergency response rosters to have senior headquarters-based staff available for immediate deployment so that key

STORY FROM THE FIELD: “In a disaster, we can’t do anything without information.”

When the Philippines was struck by Super Typhoon Haiyan, one of the most powerful storms to ever make landfall, on 8 November 2013, a network of digital volunteers was already on high alert, prepared to sort and generate data about the disaster—all from their desks. The Digital Humanitarian Network (DHN) is a group of volunteers on standby to support disaster responders with data analysis, real-time media and social media monitoring, the rapid creation of crisis maps and other technical services. OCHA co-founded the group in 2012.

This was not DHN’s first Philippines disaster response. The network was activated when another storm, Typhoon Bopha, left a path of destruction across the country’s south less than one year earlier. Historically, such events made information gathering an onerous task, but during Typhoon Bopha, something different happened: People shared their experiences through social media. Imogen Wall was working in OCHA’s Manila office in December 2012 when the storm hit. She says she felt overwhelmed by the amount of information coming in.

“I was watching hundreds and hundreds of tweets come in that included pictures and video, and I realized how crucial this information could be,” she recalls. “But there was no way that we could capture and analyse it. So we reached out to the Digital Humanitarian Network.”

DHN volunteers searched for tweets about the storm, identifying pictures and videos of damage and flooding. They then located, verified and categorized the content.

“Within 36 hours, DHN had produced a digital map based on the data it included pictures and video, and I realized how crucial this information could be,” she recalls. “But there was no way that we could capture and analyse it. So we reached out to the Digital Humanitarian Network.”

When Super Typhoon Haiyan began its approach, humanitarian officials knew the digital volunteers’ work would prove invaluable. OCHA activated DHN the day before the storm struck, and micro-mapping was quickly put to use.

“Throughout 122 unique entries,” explained Liz Marasco, who works in the OCHA Information Management Unit in the Philippines. Within 36 hours, DHN had produced a digital map based on the data it gathered from social media, with links to images and videos.

That experience in Typhoon Bopha led to the development of “micro-mapping”, a tool that enables volunteers to categorize, verify and geo-tag information with the click of a mouse.

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“Over 100 volunteers from our network were active in this event,” Ms. Graham noted. Within just a few days, over 182,000 tweets had been collected and filtered.

DHN was activated twice for Super Typhoon Haiyan, and information collected by volunteers was incorporated into documents for use by responders on the ground.

“This activation is a testament to what can be achieved in a unified digital response,” Ms. Graham said.
head of office positions are quickly filled.

OCHA’s ability to respond to complex crises with speed, coherence and sensitivity requires personnel with a range of expertise and from different backgrounds. We are working to recruit staff with different language skills, technical knowledge and experiences, and we are committed to achieving greater gender parity and cultural diversity in the workforce. Using targeted outreach, OCHA will seek to broaden its pool of qualified candidates over the next two years. As the network of humanitarian actors expands, OCHA has a responsibility to ensure that our staff reflect the diversity of the humanitarian system. This will make us more effective coordinators, able to work optimally in every part of the world.

**Staff learning and performance**

OCHA is developing learning programmes to help staff make sound decisions while operating under pressure. OCHA’s induction programme is being revamped to enable new staff to fully understand OCHA’s role, priorities and procedures. A core curriculum has been developed for each major job category, and foundational courses will give staff the essential knowledge and skills they require. Online learning portals are providing staff and managers with easy access to training opportunities, including those of external training providers. A new learning management system will track staff learning activities to ensure appropriate use of these opportunities.

To better connect our staff across countries and continents and to facilitate learning, OCHA is using mentoring, coaching and job-exchange programmes between field offices and headquarters. These efforts especially seek to build the skills and experience of our national staff. We will continue to improve performance and accountability through greater strategic oversight by senior and middle managers.

**Support systems and tools**

We will significantly upgrade our technical infrastructure in the next two years—including enterprise applications such as e-mail, messaging and document management—and improve overall connectivity. Our major objective is to ensure that staff in even the most remote locations have the tools they need and can communicate with all parts of the organization. For example, a new grants-management system will allow staff who oversee pooled funds in the field to improve accountability and reduce risk. At the same time, we are moving towards automated data-management systems that will consolidate information from across OCHA offices and standardize how it is stored. The upcoming implementation of Umoja, the UN Secretariat-wide Enterprise Resource Planning system, will likewise simplify workflows, reduce the dependence on manual systems, and improve the accuracy and availability of administrative data.

OCHA will work harder to ensure that all our staff—particularly those in hardship locations—get the support they need to maintain their health and productivity. Over the next two years, OCHA will upgrade its new welfare policies and programmes, including direct counselling support. These services will help identify and reduce stress among staff and promote greater staff safety and well-being, ultimately translating into better support for our partners in the field.

**Managing resources efficiently and transparently**

OCHA is committed to managing its resources in an efficient and transparent way. In the next two years, we will strengthen pooled-fund management by creating a roster of skilled pooled-fund managers and improving the tools and training available to them. This will boost partners’ capacity to use the pooled funds, improving the speed and efficacy of response. OCHA will streamline administrative processes to ensure rapid disbursement of funds, and we will improve oversight and accountability through the development of a grants-management system.

OCHA must better anticipate risks, be fully prepared to protect its staff and promptly resume its work after disruptive events. In the next two years, we will therefore bolster our crisis management by instituting clear responsibilities for business continuity and crisis-management planning across the organization.
OCHA is almost entirely dependent on voluntary contributions to deliver on its UN General Assembly mandate. These resources will continue to be used to make global humanitarian response more effective, inclusive and innovative. Every cent spent on OCHA maximizes the value of money spent on direct aid programmes through greater coordination.

OCHA’s work and budget plans for 2014 and 2015 are based on the organization’s 2014-2017 Strategic Plan. To cover our extrabudgetary programme costs, OCHA is appealing to donors for $270.1 million in 2014 and an estimated $262.3 million in 2015. As always, OCHA will rely on a variety of sources to finance its work. In 2014, an appropriation from the global UN regular budget will cover $14.5 million in programme requirements (5 per cent of total programme budget). In addition, programme support costs levied on CERF allocations will cover OCHA’s management of the CERF secretariat ($6 million in 2014). Costs associated with OCHA’s management of the common humanitarian funds ($6.4 million in 2014) will be covered by UNDP’s direct costs.

2014 Budget Summary: Headquarters’ Regular & Extrabudgetary Programme Budget

<table>
<thead>
<tr>
<th></th>
<th>Regular Budget</th>
<th>Extrabudgetary Programme Budget (Funded from voluntary contributions)</th>
<th>Total Programme Budget</th>
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* OCHA’s total funding request from partners may shift slightly based on the outcome of ongoing discussions with the UN Secretariat’s Programme Planning and Budget Division. The enormous impact of Typhoon Haiyan in the Philippines and the rapid deterioration in conditions in CAR in late 2013 required 2014 budget revisions for these offices. Based on rapidly changing conditions, these revisions were ongoing in late December 2013 and could not be finalized before publication. Any changes will be fully reflected in an update to this publication in the first quarter of the year.
## 2014 Budget Summary: Field’s Regular & Extrabudgetary Programme Budget

<table>
<thead>
<tr>
<th>Integrated Regional Information Networks (IRIN)</th>
<th>Budget Posts</th>
<th>Regular Budget</th>
<th>Extrabudgetary Programme Budget (Funded from voluntary contributions)</th>
<th>Total Programme Budget</th>
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<td>Budget Posts</td>
<td>Budget Posts</td>
<td>Budget Posts</td>
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<td>Total Requirements for Headquarters and Field</td>
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</table>

Note: The staff count includes regular posts funded for 12 months and GTA posts funded for less than three months.
In consideration of the significant humanitarian coordination challenges ahead, Member States are asked to disburse their contributions as early as possible in the first quarter. Member States are also requested to continue to show their support for OCHA’s mandate by providing flexible and predictable funding.

Where and how OCHA will spend its budget in 2014

The fact that funding levels to OCHA have remained generous—even during the international financial downturn—is a clear sign of confidence in OCHA’s added value. Through its two-year planning-and-budget cycle, the organization will remain committed to its agenda of long-term reform, with clearly defined results and targets that we will monitor closely.

This budget reflects OCHA’s continued focus on support to the field, particularly in relation to the support we provide to HCs, HCTs and OCHA offices. As a people-centred organization, 73 per cent of OCHA’s budget will cover the costs of our 2,154 national and international staff spread throughout the world.
## 2014 Budget Summary

<table>
<thead>
<tr>
<th>Extrabudgetary Administrative Budget (XB)</th>
<th>Budget</th>
<th>Posts</th>
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<td><strong>Total Extrabudgetary Requirements for Headquarters and Field</strong></td>
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OCHA’s 2014 budget for strengthening coordination and advocacy is as follows:

### 2014 Programme budget by activity

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<tr>
<th>Activity</th>
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<td>Total $284,536,036</td>
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<td>Field-based humanitarian coordination</td>
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<td>Direct HQ support for field coordination</td>
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<tr>
<td>Comms and information management</td>
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<tr>
<td>Executive direction and management</td>
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<tr>
<td>Partnerships</td>
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<td>Policy and normative development</td>
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<td>Programme common costs</td>
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<td>Humanitarian financing support</td>
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### 2014 Administrative budget by activity

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<tr>
<td>Administrative activities</td>
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<td>Executive direction and management</td>
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<td>Partnerships</td>
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<tr>
<td>Comms and information management</td>
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### 2014 Budget by location

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<tr>
<td>Latin America and the Caribbean</td>
<td>$12.4 M</td>
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*Includes the Brussels Liaison Office
Income and financial management

By the end of 2013, the level of donor income was $233.1 million. OCHA expects a similar level of donor income in 2014.

2009-13 Earmarking trends

OCHA now has 19 formal multi-year agreements with 10 donors. These agreements accounted for 37 per cent of OCHA’s funding in 2013, and nine are up for renewal in 2014. Securing these renewals will be a priority, as formal multi-year funding agreements have laid the foundation for predictable financial support, leading to better planning and resource allocation. For example, donors have pledged $48.1 million for 2014 through multi-year agreements.

OCHA will place special emphasis on broadening its funding base to a wider range of Member States and more varied sources of income. Thanks to improvements in budgeting, resource mobilization and financial management—but also strict budget discipline and clearly prioritized resource allocations—OCHA expects to cover projected expenditure in full from voluntary contributions.

Throughout 2014 and 2015, OCHA will aim to maintain a cash reserve covering six months of staff costs and three months of operating costs for the following year. This would allow regular and adequate allocations of cash to parts of the organization that receive insufficient earmarked funds, to cover unforeseen crises, and to offset late disbursements of donor pledges. In 2014, OCHA anticipates that cash reserves will be sufficient to cover costs for four months across the entire organization, minimizing the administrative burden and freeing up resources to deliver on our mandate. OCHA’s financial and resource management will see further improvements in 2014 with the introduction of the International Public Sector Accounting System.

2010-13 Time of OCHA funding disbursement

OCHA’s role in humanitarian financing

As referenced earlier in this document, OCHA manages a range of humanitarian financing and resource mobilization initiatives, such as CERF, the CHFs and the Emergency Response Funds. Since 2006, OCHA has raised nearly $3.3 billion for CERF from 124 Member States and observers and over 30 other entities, including private-sector corporations. At the country level, OCHA manages pooled funds that help HCTs allocate money where it is most needed. These initiatives are mostly not covered by OCHA’s annual programme budget, although they benefit from regularly budgeted OCHA activities. Most notably, CERF and country-based pooled-fund allocations rely on the needs analysis and prioritization work undertaken by OCHA country offices.
ACRONYMS AND ABBREVIATIONS

CERF Central Emergency Response Fund

CHF Common Humanitarian Funds

ERF Emergency Response Funds

INSARAG International Search and Rescue Advisory Group

HC Humanitarian Coordinator

HCT Humanitarian Country Team

IASC Inter-Agency Standing Committee

IDPs Internally Displaced Persons

UNDAC United Nations Disaster Assessment and Coordination